



2022-2027 INTEGRATED DEVELOPMENT PLAN



A STORY OF GARDEN ROUTE DISTRICT MUNICIPALITY

A place of opportunities whose sole focus is serving its community.

Municipality well located on the N2 between two (2) of the country's cities.

A district with good transport and road infrastructure network.

Situated halfway between national ports and has its own two (2) recreational ports.

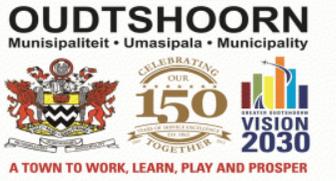
Pristine beaches and a relatively unspoilt environment.

The district is well known for its tourist's attractions and natural beauty

Growth Nodes in Garden Route District Area

The economic growth and development of the district depends on monopolising on its competitive advantages. The district has a wide range of competitive advantages ranging from:

- The coastal line, with opportunities of ocean economy, coastal tourism.
- Large Forestry,
- Arable land for agriculture and farming,
- Effective natural resources.

	<p>WC:044</p> <p>This municipality is situated in a district, which is informally known as the Garden Route, with its hubs, nestled among the slopes of the majestic Outeniqua Mountains and flanked by the Indian Ocean to the south. It is situated on the major transport routes between Cape Town in the south and Port Elizabeth in the east.</p>
	<p>WC:041</p> <p>Kannaland municipality is renowned for its cheese factories and the production of world famous dairy and wine products.</p>
	<p>WC:043</p> <p>Its main economic activity is agriculture (Aloes, cattle, dairy, ostriches, sheep, timber, vegetable and wines), fishing light industry, petrochemicals and tourism.</p>
	<p>WC:047</p> <p>This municipality is situated along the Garden Route. Bitou is rife with a number of invertebrates such as anemones, nudibranchs and sponges. Bitou has over four different kinds of reefs and is particularly famous for being the best night-time diving spot.</p>
	<p>WC:042</p> <p>This municipality is nestled in the shadow of the shadows of the Langeberg Mountains and in the embrace of the warm Indian Ocean, stretching from the Breede River in the west to the Gourits River in the east.</p>
	<p>WC:048</p> <p>This municipality is one of the smallest municipalities of the seven that makes up the district, accounting for only 5% of its geographical area, main economic sectors; wholesales and retail trade, catering and accommodation, finance, insurance, real estate and business.</p>
	<p>WC:045</p> <p>The greater Oudtshoorn area is nestled at the foot of the Swartberg Mountains in the little Karoo region. It is defined as the semi-desert area with a unique and sensitive natural environment. It was once the indigenous home of the Khoi-san people and the rock paintings on the walls of the caves in the surroundings area sends a message that survival in this area requires respect for the natural environment.</p>

MAYORAL COMMITTEE



Ald. Memory Booyen
Executive Mayor
(DA)



Adv Gert van Niekerk
Deputy Executive Mayor
(FF+)



Cllr Anco Barker
MAYCO
Financial Services
(DA)



Cllr Jobieth Hoogbaard
MAYCO
Property & Asset
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(DA)



Ald. Iona Kritzinger
MAYCO
Corporate Services
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Cllr Jerome Lambaatjeen
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Cllr Nompumlelo Ndayi
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Ald. Rosina Ruiters
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Planning & Economic
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(DA)



Ald. Petru Terblanche
MAYCO
Roads & Transport
Services
(DA)

2021/2022 - 2026/2027 COUNCIL



Ald. Memory Booyen
Executive Mayor
(DA)



Adv Gert van Niekerk
Deputy Executive Mayor
(FF+)



Ald. Georlene Wolmarans
Speaker
(DA)



Cllr Betsie van Noordwyk
Whip of Council
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Cllr Anco Barker
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Ald. Iona Kritzinger
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Cllr Jerome Lambaatjeen
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Cllr Nompumlelo Ndayi
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Ald. Rosina Rueters
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Ald. Petru Terblanche
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Cllr Clodia Lichaba
MPAC Chairperson
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Cllr Marulyn Kannemeyer
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Cllr Aubrey Tswenga
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Cllr Cobus Meiring
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Cllr Mzwandile Mkonto
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Cllr Hyrin Rueters
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Cllr Joey Canary
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Cllr Hilton Stroebel
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Cllr Daniel Acker
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Ald. Virgill Gericke
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Cllr Richard Hector
(GOOD)



Cllr Sharon van Rooyen
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Cllr Simphiwe Toto
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Ald. Mercia Draghoender
(PBI)



Cllr Christopher Taute
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Cllr Jan Cornelius
(ICOSA)



Cllr Clive Scheepers
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Cllr Koos Malooi
(DA)



Cllr Coenraad Swart
(DA)



Cllr Viniola Gungubele
(ANC)



Cllr Nokuthla Seti
(ANC)

EXECUTIVE MANAGEMENT



Mr Monde Stratu
Municipal Manager



Mr Clive Africa
Executive Manager:
Community Services



Ms Trix Holtzhausen
Executive Manager:
Corporate Services



Mr Jan-Willem de Jager
Executive Manager:
Financial Services (CFO)



Mr Lusanda Menze
Executive Manager:
Planning and Economic
Development



Mr John G Daniels
Executive Manager:
Roads Services

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ABBREVIATIONS & ACRONYMS

AQMP	-	Air Quality Management Plan
AG	-	Auditor-General
B2B	-	Back to Basics
CIF	-	Capital Investment Framework
CIP	-	Comprehensive Infrastructure Plan
CMP	-	Coastal Management Programme
DBSA	-	Development Bank of South Africa
DCF	-	District Co-ordinating Forum
DEDAT	-	Department of Environment, Agriculture and Tourism
DITP	-	District Integrated Transport Plan
DLG	-	Department of Local Government
DM	-	District Municipality
DMF	-	Disaster Management Framework
DOE	-	Department of Education
DOH	-	Department of Human Settlements
DOPT	-	Department of Public Works and Transport
DORA	-	Division of Revenue Act
DWAF	-	Department of Water Affairs and Forestry
EIA	-	Environmental Impact Assessment
EPWP	-	Extended Public Works Programme
GDP	-	Gross Domestic Product
GIS	-	Geographical Information System
HDI	-	Human Development Index
ICT	-	Information Communication Technology
IDP	-	Integrated Development Plan
IEP	-	Integrated Environmental Programme
ITP	-	Integrated Transport Plan
IURP	-	Integrated Urban Renewal Programme
IWMP	-	Integrated Waste Management Plan
JOC	-	Joint Operations Centre
JPI	-	Joint Planning Initiative
KPA	-	Key Performance Area
KPI	-	Key Performance Indicator
LED	-	Local Economic Development
LGMTEC	-	Local Government Medium Term Expenditure Committee
LUMF	-	Land Use Management Framework
LUMS	-	Land Use Management System
LUPA	-	Land Use Planning Act
MANCOM	-	Executive Management Committee
MAYCO	-	Mayoral Committee
MDG	-	Millennium Development Goals
MEC	-	Member of the Executive Council
MERO	-	Municipal Economic Review Outlook
MFMA	-	Municipal Finance Management Act
MGRO	-	Municipal Governance Review
MSA	-	Municipal Systems Act
mSCOA	-	Municipal Standard Classification of Accounts
MIG	-	Municipal Infrastructure Grant
MMF	-	Municipal Managers Forum
MTEF	-	Medium-Term Expenditure Framework
NDMF	-	National Disaster Management Framework

NDP	-	National Development Plan 2030
NMTP	-	Non – Motorised Transport Plan
NSDP	-	National Spatial Development Perspective
PMS	-	Performance Management System
PSDF	-	Provincial Spatial Development Framework
RBAB	-	Risk Based Audit Plan
RRAMS	-	Rural Roads Asset Management System
SCEP	-	South Cape Economic Partnership
SDF	-	Spatial Development Framework
SDGs	-	Sustainable Development Goals
SDBIP	-	Service Delivery and Budget Implementation Plan
SEA	-	Strategic Environmental Assessment
SEP	-	Socio Economic Profile
SPLUMA	-	Spatial Planning and Land Use Management Act
SMME	-	Small, Medium and Micro Enterprises
StatsSA	-	Statistics South Africa
WCIF	-	Western Cape Infrastructure Framework
WSA	-	Water Services Authority
WSP	-	Workplace Skills Plan

REPORT OUTLINE

The structure of the IDP is as follows:

CHAPTER 1: THE VISION

Chapter one of the IDP provides a concise summary of the municipal vision, mission and values.

CHAPTER 2: SOCIO ECONOMIC PROFILE OF THE DISTRICT

This chapter provides a detailed profile of the Garden Route District relating to the status of development in the region.

CHAPTER 3: SPATIAL PLANNING

This chapter address the current status of the various spaces in the district that relates to agriculture, air, and biodiversity water and beyond.

CHAPTER 4: BULK INFRASTRUCTURE DEVELOPMENT

An overview of the services delivered by Garden Route is discussed in this chapter. Mention is also made of the Roads Services Projects.

CHAPTER 5: ENVIRONMENT AND HEALTH SERVICES

Discuss the status of the environment and health services in the Garden Route district and address the programs that are in place to measure, prevent, limit and minimize environmental damage.

CHAPTER 6: LOCAL ECONOMIC DEVELOPMENT

Gives an overview of the various business sectors in the Garden Route Region and the opportunities and current projects within the various sectors

CHAPTER 7: GOOD GOVERNANCE

Gives an overview of how public resources are managed in terms of Internal Audit, Risk Management, Performance Management, ICT, Records Management etc.

CHAPTER 8: INSTITUTIONAL DEVELOPMENT

Addresses the human resources in the institution

CHAPTER 9: FINANCIAL ANALYSIS

Chapter 12 provides the District Municipality's financial strategies, medium term expenditure, proposed budget as well as the 3 Year Capital Plan

CHAPTER 10: DISASTER MANAGEMENT

Chapter 10 focuses on the risks and the consequences of the disaster in Garden Route Region. There is also a focus on Climate Change and the Water Status of the Garden Route District

CHAPTER 11: SPATIAL DEVELOPMENT FRAMEWORK

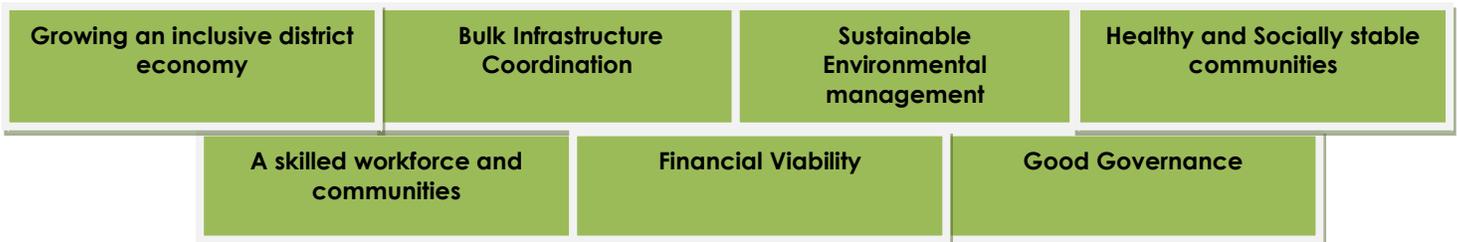
Chapter 11 provides an outline of the District SDF that was adopted in December 2017.

VISION

Garden Route the leading, enabling, inclusive district, characterised by equitable and sustainable development, high quality of life and equal opportunities for all

The Garden Route District Municipality as a Category C Local Authority strives to deliver on our mandate through:

- Unlocking Resources for equitable, prosperous and sustainable development
- Providing the platform for co-ordination of bulk infrastructure planning across the District;
- Providing strategic leadership towards inclusive /radical / rigorous socio-economic change;
- Transformation to address social economic and spatial injustice;
- Redressing inequalities and access to ensure inclusive services, information and opportunities for all citizens of the District;
- Initiating funding mobilisation initiatives / programmes to ensure financial sustainability;
- Co-ordinating and facilitating social development initiatives; and



GARDEN ROUTE STRATEGIC OBJECTIVES

STRATEGIC OBJECTIVES						
Growing an inclusive District Economy	Bulk Infrastructure Coordination	Sustainable environmental management	Skilled workforce and community	Financial Sustainability	Good Governance	Healthy and socially stable communities
<ul style="list-style-type: none"> • SMME municipal expos • Entrepreneurial skills development programs • Economic development partnerships in collaboration with SCBP • Film industry development • GRDM Agri Parks • GRDM Youth Cafes • Events funding through Wesgro • GRDM Cater Care Programme • Regional Tourism Marketing and Development Strategy • International and local Marketing platforms • Mobile application • Agri - processing • Leveraging municipal assets through properties development towards economic growth and sustainability • GRDM Fresh produce market and abattoirs • MOU with Department of Agriculture • Mossel Bay as SEZ • Smart Region • Establishment of a District Agency • Formal housing accreditation for the district 	<ul style="list-style-type: none"> • GRDM Integrated Transport Plan • Regional Landfill Waste Facility • Water augmentation implementation plan • Road infrastructure maintenance • Development of a Comprehensive Bulk infrastructure implementation plan for the district 	<ul style="list-style-type: none"> • Disaster Management Guide (Disaster Risk Reduction) • Environmental Management Education and training • Climate change adaptation • Air Quality Management • Coastal Management Programmes • Waste to energy • Regional waste management facility • Green/Energy Renewal projects (Solar Energy) • Protection of critical biodiversity areas • Rendering of integrated bush and veld fire management (proactive)as well as fire and rescue services (Re active) 	<ul style="list-style-type: none"> • Skills development for GRDM staff and entire district • GRDM WSP Review • Internal and external bursaries • Learnerships/Internships /Student Interns • SETAS invest in skills development • Skills Mecca • Establishment of training academy in partnership with various institutions of higher learning, NMU, University of Stellenbosch 	<ul style="list-style-type: none"> • New formula for funding allocation/Equitable Share • GRDM property Master plan (Investment Opportunities) • Delivering on all functions of the District as per legal mandate of the district (Fire, Municipal Health levies, Energy services etc) • Internal cost savings mechanisms and identification of alternative funding sources • Align organizational structure with strategic goals of IDP • To undertake a comprehensive workforce planning for the municipality 	<ul style="list-style-type: none"> • Integrated development planning –functioning and align organizational structure with strategic goals of IDP • Funding mobilization • IGR/News letters • MMF/DCF • Building capacity and hands on support to B Municipalities Festivals and municipal activities 	<ul style="list-style-type: none"> • Support to neighborhood watches • Development of safety plans • Establishment of Men's Sector District Forum • Gender based violence projects • Formulation of a district wide GRDM IHS Strategic Plan

EXECUTIVE MAYOR'S FOREWORD



The Municipal Systems Act, 32 of 2000 requires all municipalities to develop five (5) year Integrated Development Plans (IDP) and review them annually. Garden Route District Municipality (GRDM) at its inauguration meeting on 25 November 2021 resolved to adopt the predecessor's IDP without amendments in May 2022. This simply means that current Council will build on the plans and strategies of the previous Council. Council will in the 2022/2023 financial year assess the service delivery gaps and amend strategic planning where and if needed to accelerate development in the region.

The IDP was developed within an approved IDP process plan and engaged in a consultation process to ensure that communities and key stakeholders become part of the planning and decision making processes. An Integrated Development Plan is a super-plan for an area that gives an overall framework for development. It aims to coordinate the work of local and other spheres of government in a coherent plan to improve the quality of life for all people living in the area. It takes into account the existing conditions and problems and resources available for development. It looks at economic and social development for the area as a whole. It is used by municipalities as a tool to plan short and long term future development.

This IDP comes at the backdrop of challenging economic conditions aggravated by the impact of COVID-19, invasion of Russia in Ukraine, funding models of district municipalities and a vast range of other factors. The Garden Route Recovery Plan and Growth and Development strategy (GDS) seeks to address these economic challenges.

The District Development Model "One Plan" or as it's named in the Western Cape, Joint District & Metro Implementation Plan was adopted on 24 August 2021. This plan is in line with the seven (7) strategic priorities of the GDS and 7 working groups are being established to implement the identified projects.

The District Development Model will continue to strengthen, the constitutional imperative, which calls upon the GRDM to involve the citizens in decision making, so that they can own the processes geared towards their own development. As part of the one plan process, a plan of the Garden Route will have to be approved by the Premier and President, therefore

Garden Route District Municipality 2022 -2027 IDP

funding will then be appropriate based on the plan.

The Investment Prospectus is available on the GRDM website to guide potential investors on possible investment opportunities in the region. The Western Cape Tourism, Trade and - Investment Promotion Agency (Wesgro) recently entered into a three-year partnership agreement with GRDM to accelerate the region's economic growth, investment, trade and tourism. Clear targets and deliverables are set out in this agreement.

There is great room to improve Public Participation in the region and to truly ensure that the public is involved from the planning to implementation and monitoring of development projects in the region.

I wish to to thank all Councillors for their support, and the Administration, and all seven (7) Local Municipalities within the District for [their] cooperation and support. **“MAXIMIZE CITIZEN IMPACT”**

Imperatively, the municipality will continue to align itself with the National Development Plan Vision 2030, Provincial Growth and Development Plan, including any other national and provincial strategies aimed at isolating our people from the doldrums of poverty. Going forward the focus of this Council is to pursue the District Development Model (DDM) or Joint District Metro Approach as a lever to accelerate delivery of services to areas where they are in need and ensure that there is maximum impact on quality of services provided.

I trust that this Integrated Development Plan for 2022-2027 will stimulate our renewed zeal in making Garden Route a destination of choice where people ***live, play and work!***

Thank you

EXECUTIVE MAYOR
ALD MEMORY BOOYSEN

MUNICIPAL MANAGER'S MESSAGE



Council resolved to adopt the IDP of its predecessor in May 2022 as per Section 25(3) of the Municipal Systems Act. Council will build on the successes of the previous Council. On 25 November 2021 the current Council was inaugurated and handover reports were provided to Council to assist Council on all the service delivery gaps that must be focused on in the next 5 years.

DEVELOPMENT & INTERNAL TRANSFORMATIONAL NEEDS

According to Socio-Economic Profile 2021 (SEP) 2021 the current population of the district is 627 917 with 175 680 households of which 48 279 as per Municipal Economic Regional Overview 2021 (MERO) 2021 are classified as indigent. There are also unfortunately still many households in the region that does not have access to basic services. The district is cognisant of the development needs in the region and is taking all measures to direct its development strategies to address the development needs.

Food Security is a global challenge hence the district partnered with a NGO and local municipalities to establish a Food Pantry which is functional since 2021 and provides food for many people across the district on a daily basis.

In Chapter 8 under Gender Mainstreaming the Garden Route district's approach to ensuring gender equality is discussed thoroughly. Due to budget constraints, no new positions will be added on the Organogram for the 2022/2023 financial year and positions that are not critical at this stage will be removed. The effective utilisation of staff is also high on the agenda of Council so that staff can be used optimally. The Garden Route Skills Mecca is being rolled out and a Skills mecca website is also live since February 2022.

LOCAL ECONOMIC DEVELOPMENT

The Economic Recovery plan, Investment Prospectus and Growth and Development Strategy are all completed and now the work starts for GRDM to *implement* these local economic development strategic documents. The Resilient Agriculture working group was established on 17 February 2022.

The feasibility study for the establishment of the fresh produce market was completed and a business plan was completed in the 2021/2022 financial year.

SERVICE DELIVERY AND INFRASTRUCTURE INVESTMENT

Sustainable energy solutions for the region are high on the development agenda of the region. Currently there are 9.3% of households in the region that do not have access to electricity. The high cost of energy and the disruption that load shedding is causing especially for businesses in the region has led the district to explore opportunities to enter the energy space. GRDM applied for grant funding to develop a district energy master plan which was successful. CSIR will assist with an Energy master plan, which will be an overarching plan to outline all the energy opportunities in the region. The Garden Route District Municipality is in a process of rolling renewable energy projects and among these, is a power plant project which presents an opportunity to deploy a first-of-its-kind, large-scale, green hydrogen project that contributes to the identity of a green Garden Route

On 24 August 2021 the One Plan/JDMA Implementation Plan for the region was approved. The region will focus on 7 strategic priorities which is also in line with the Growth and Development Strategy of Council, namely:

1. A water secure future
2. A circular economy
3. Resilient agriculture
4. Sustainable tourism
5. Supporting wellbeing and resilience
6. A connected economy: transport and rural-urban integration and ICT
7. Sustainable local energy transition

The district also applied for Level 1 housing accreditation to complement and enhance the human settlement projects of B municipalities in the region.

The Regional Landfill site is still underway but not through a Public Private Partnership as originally planned. The district will fund the construction of the site through own revenue sources.

FINANCIAL VIABILITY AND MANAGEMENT

The municipality's cash flow position indicates that it is able to continue operations for a long time in the future. GRDM finds that the equitable share model is not assisting municipalities but is rather unsustainable, the municipality is continuously exploring

Garden Route District Municipality 2022 -2027 IDP

means and ways to find alternative revenue streams.

Budget policies are reviewed annually to ensure that GRDM operates within financial regulations.

GOOD GOVERNANCE AND PUBLIC PARTICIPATION

The Internal Audit Activity (IAA) had an External Quality Assurance Review (QAR) conducted through an external Service Provider. We are proud that the GRDM Internal Audit Activity received a Generally Conform opinion.

The BarnOwl electronic Risk and Internal Audit system is rolled out in the entire region. The same system across the region enhances the streamlining of information and makes the sharing of information easier.

The IDP Budget & PMS Representative Forum is currently the district's public participation structure to ensure that all relevant stakeholders engage on matters that will ensure the development plans of all sector departments and municipalities are in alignment. An IDP Rep Forum is scheduled for May 2022.

We have come a long way; we are adamant to see that poverty is alleviated in our district and that everyone in the district works hand in glove to ensure that all people in the district enjoys **a high quality of life**. I would like to wish the new Council a blessed and prosperous 5 year term. May we all win together.

Thank you

MONDE STRATU
MUNICIPAL MANAGER
GARDEN ROUTE DISTRICT MUNICIPALITY



THE EXECUTIVE SUMMARY

THE EXECUTIVE SUMMARY

i. Introduction

GRDM is required by Section 25 of the Local Government: Municipal Systems Act 32 of 2000 to develop a 5-year plan i.e IDP that will guide planning of the entire space. This plan has to be reviewed annually to take stock of what has happened and review the order of priorities. This legal requirement obligation further requires the Municipality to consider all developments planned by all parties and ensure synergy.

In addition to the legal requirement for every Municipality to compile an Integrated Development Plan, the Municipal Systems Act 32 of 2000 also requires that:

- The IDP be implemented;
- The Municipality monitors and evaluates its performance with regards to the IDP's implementation;
- The IDP be reviewed annually to effect necessary changes and improvements.

Section 34 further states that: "A municipal council must review its Integrated Development Plan annually in accordance with an assessment of its performance measurements and to the extent that changing circumstances so demand."

ii. The IDP Development and Review Process

On 27 April 2022 the Draft District Framework and Process Plan was tabled to Council. Final District Framework and Process Plan to be tabled in May 2022

In brief, the District Framework Plan outlines the time frames of scheduled events/activities, structures involved and their respective roles and responsibilities.

Organizational arrangements were put in place as per the IDP Process Plan and all legislative prescripts were adhered to. Of particular note, have been the operations of structures, such as Municipal Managers Forum (MMF) and District Coordinating Forum (DCF), IDP Steering Committee, Budget Steering Committee, District IDP Managers Forum and the District Public Participation and Communications forum. These have executed their mandates in terms of the adopted IDP Process Plan and ensured the achievements of key milestones and deliverables. Particular attention was given to

Garden Route District Municipality 2022 -2027 IDP

the IDP, SDBIP & Budget linkages, district-wide analysis, integration and alignment of local, district and provincial plans.

In the process of developing the IDP and the Budget, a strategic planning session to take place in April 2022.

iii. Public Participation and Community Development

The table below outlines the public participation process with specific reference to meetings and workshop dates of the various role players:

ACTION PLAN PARTICIPATION STRUCTURES, MEETING DATES AND OTHER IDP REVIEW PROCESSES	
PRE-PLANNING (July-August)	
Submission IDP Budget & PMS Time Schedule	24 August 2021
Submission of the IDP Budget & PMS time Schedule to DLG	September 2021
ANALYSIS (September- November)	
Notify the public of the adoption of the IDP Time Schedule	September 2021
District Municipal Managers forum& District Coordinating Forum	10 November 2021
District IDP & Public Managers forum	12 November 2021
District IDP/Budget and PMS representative forum	28 September 2021
OBJECTIVES, STRATEGIES AND PROGRAMMES (Jan – March)	
Departmental Strategic Sessions	January – March 2022
Joint District & Public Managers Forum Meeting	9 February 2022
District Municipal Managers forum& District Coordinating Forum	10 February 2022
Technical Integrated Municipal Engagement TIME	18 February 2022
Provincial IDP Managers Forum Meeting	10-11 March 2022
Policy workshop	15 March 2022
Tabling of the Draft 2022 -2027 IDP to council	29 March 2022
Technical Strategic Planning Session	7 & 8 April 2022
ALIGNMENT AND APPROVAL (April-June)	
Notify the public of the adoption of Draft 2022-2027 IDP/Budget and obtain inputs for period of 21 days	April 2022
Submission of the Draft IDP to DLG/AG/PT & NT	3 April 2022
Institutional Strategic Planning Session	20-22 April 2022
IDP/Budget roadshows	May 2022
Budget Policy Workshop	May 2022
IDP Budget & PMS Steering Committee	May 2022
Budget Steering Committee Meeting	May 2022
Council Meeting (IDP and Budget final adoption)	May 2022
Notify public of approval both IDP and Budget	June 2022
Submission of Final IDP to DLG PT NT and AG	June 2022
IDP Budget & PMS Steering Committee	June 2022
Council Meeting	June 2022

iv. Relevant Documents for the IDP Development

The following documentation should be read with the IDP:

- Local Government: Municipal Systems Act and relevant regulations.
- IDP Guide Pack, with specific reference to Guide 3 and Guide 6.
- District IDP Framework Plan.
- GRDM IDP/PMS/Budget Process Plan.
- Various sector plans and programmes.
- Garden Route Category B LM's IDP's.
- GRDM Performance Management Framework.
- Provincial Development goals.
- Provincial Spatial Development Plan (PSDP).
- National Spatial Development Plan (NSDP).
- National Development Plan.
- Local Municipalities' Long Term Plans.

v. Alignment with National and Provincial Programs

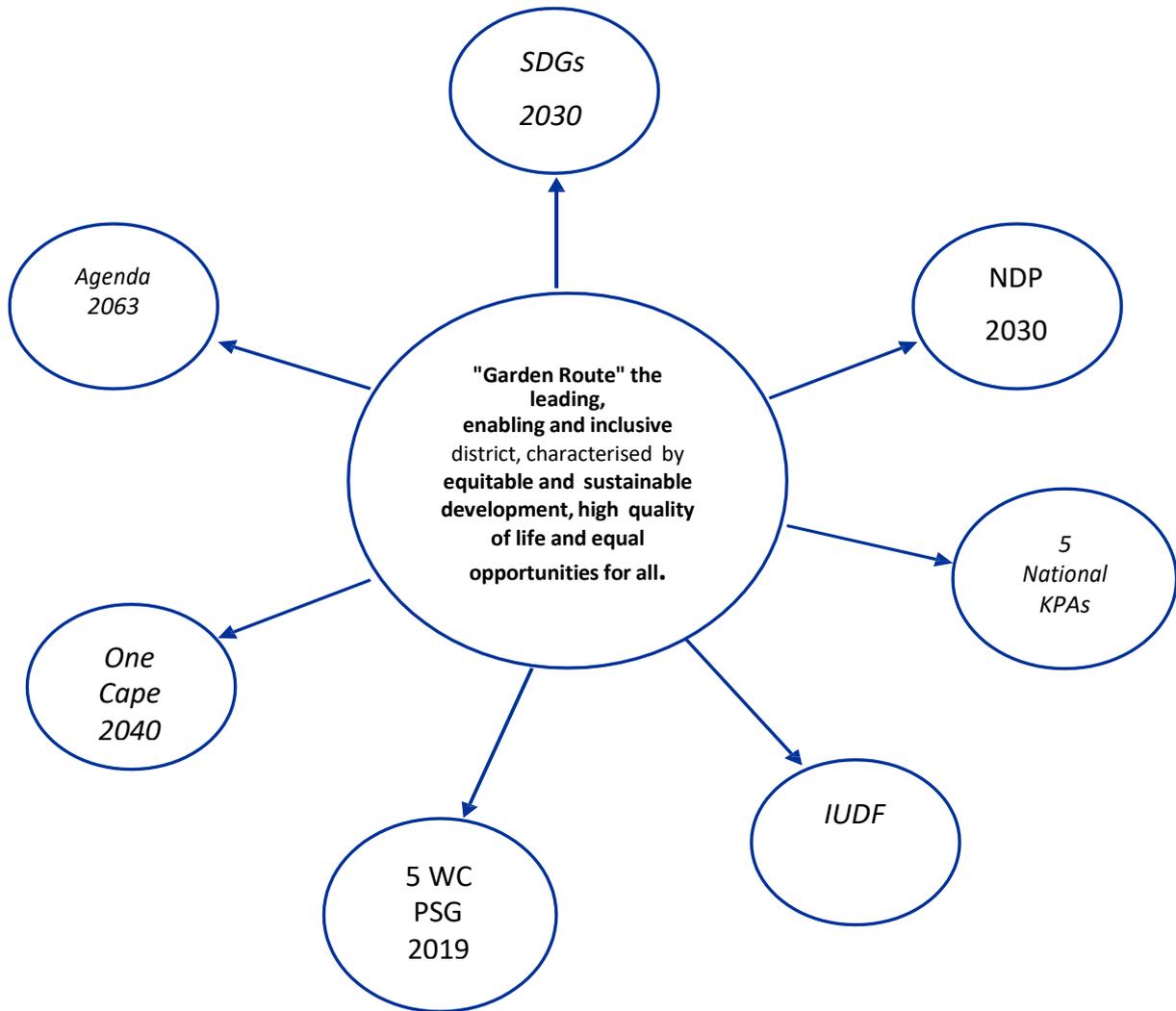
The following National programs informed the IDP process:

- State of the Nation Address (SONA)
- State of the Province Address (SOPA)
- State of the District Address (SODA)
- State of Local Government in South Africa
- Municipal Demarcation Board Reports
- Municipal Powers & Functions
- King III Report & Code on Good Governance for South Africa
- 12 Outcomes of Government – Role of Local Government
- Circular 88 replaced the B to Basics Report

vi. IDP Strategic Thrusts

This section demonstrates how the GRDM anticipates translating its long term vision into an effective strategy. It depicts internal and external factors that have shaped strategies for the current term of council and for the future development. Among these is the municipality's commitment to align to global, national and provincial government policy directives. The following

illustration describes how Garden Route links with these policy directives:



Agenda 2063 “The Africa We Want”

The African Union’s vision is “An Integrated, prosperous and peaceful Africa, driven by its own citizens and representing a dynamic force in the global arena”, requires unified actions from the signatories of the 2063 Agenda. Agenda 2063 is the strategic framework for the socio-economic transformation of the continent over the next 50 years. It builds on, and seeks to accelerate the implementation of past and existing continental initiatives for growth and sustainable development. At the heart of the Agenda 2063 is emphasizing the importance to success of rekindling the passion for Pan-Africanism, a sense of unity, self- reliance, integration and solidarity that was a highlight of the triumphs of the 20th century.

Agenda 2063 is premised on 7 aspirations, which are as follows:

1. A prosperous Africa based on inclusive growth and sustainable development
2. An integrated continent, politically united and based on the ideals of Pan Africanism and the vision of Africa's Renaissance
3. An Africa of good governance, democracy, respect for human rights, justice and the rule of law
4. A peaceful and secure Africa
5. An Africa with a strong cultural identity, common heritage, values and ethics
6. An Africa where development is people-driven, unleashing the potential of its women and youth
7. Africa as a strong, united and influential global player and partner

The Sustainable Development Goals (SDGs): “Transforming Our World” 2030

The Sustainable Development Goals (SDGs), otherwise known as the Global Goals, are a universal call to action to end poverty, protect the planet and ensure that all people enjoy peace and prosperity.

These 17 Goals linking to the Garden Route District Strategic Objectives (See table 33) build on the successes of the Millennium Development Goals, while including new areas such as climate change, economic inequality, innovation, sustainable consumption, peace and justice, among other priorities. The goals are interconnected – often the key to success will involve tackling issues more commonly associated with another.

The SDGs work in the spirit of pragmatism to make the right choices now to improve life, in a sustainable way, for future generations. These goals provide clear targets for all countries to adopt in accordance with their own priorities and the environmental challenges of the world at large. The SDGs are an inclusive agenda. They tackle the root causes of poverty and unite municipalities to make a positive change for both people and planet.

The 17 SDG's are listed below:



Illustration3: The Sustainable Development Goals

The National Development Plan (2030)

The National Development Plan (NDP) is an overarching long term plan of the country. It was adopted by government in 2012. The NDP is aimed to eliminate poverty and reduce inequality and unemployment by 2030. The NDP further states that South Africa can achieve these goals by working with its people, growing an inclusive economy, building capabilities, enhancing the capacity of the state, and promoting leadership and partnerships throughout society.

Table below depicts how Garden Route DM's 6 key performance areas (KPAs) are aligned with the Sustainable Development Goals (SDGs), National Development Plan (NDP) and Provincial outcomes and priorities:



Illustration4: National Development Plan 2030

COGTA Back to Basics

Although progress has been made in delivering basic services to communities, local government still has a far way to go in order to satisfy the needs of all citizens. The reason for the aforementioned is, because of the continuously changing external dynamics and environment of local government. In April this year the Department of Co-operative Government and Traditional Affairs convened the 3rd Local Government Summit.

The two day summit was convened to provide strategic direction for the new term of local government and discuss a focused action plan that would help transform local government to ensure radical socioeconomic transformation in line with the Back to Basics Programme (B2B).

The programme is about serving the people at a basic level through the five pillars:

1. Putting people and their concerns first

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2. Demonstrating good governance and administration
3. Delivering municipal services
4. Sound financial management and accounting; and
5. Sound institutions and administrative capabilities.

The Back to Basics approach will institutionalise a performance management system that will recognise and reward good performance, and ensure sufficient consequences and appropriate support for under performance. The approach will integrate information on municipalities and ensure that current challenges in local government sphere, in the short and medium term specifically, are addressed.

The GRDM receive the templates on the 1st of the month and has 15 days in which to collate the information and submit to COGTA. It should be noted that the IDP Services unit of the GRDM has diligently compiled and submitted all the B2B templates within the timeframes provided for.

COGTA Integrated Urban Development Framework (IUDF)

One of the strategic objectives of the Garden Route District Municipality is to grow an inclusive district economy.

The IUDF is a response to our urbanisation trends and the directive by the National Development Plan (NDP) to develop an urban development policy that will cater for the increasing numbers by ensuring proper planning and necessary infrastructure to support this growth. The framework is a key governmental initiative to realise this objective because it leverages the potential of our district, which are South Africa's engines of growth and job creation.

The IUDF sets a policy framework to guide the development of inclusive, resilient and liveable urban settlements while addressing the unique conditions and challenges facing South African cities and towns. Urban areas offer the advantages of economic concentration, connectivity to global markets, the availability of new technologies and the reality of knowledge economies. Given the challenges that municipalities face, there is a need to forge a sustainable growth vision for our urban and rural spaces that will guide our development priorities and choices. The IUDF advocates the effective management of urbanisation so that the increasing

concentration of an economically active population translates into higher levels of economic activity, greater productivity and higher rates of growth, the key outcome being spatial transformation. The objective is to ensure spatial integration, improved access to services and promote social and economic inclusion. The process requires careful consideration of how we collaboratively plan and coordinate investments and delivery among different government spheres and departments, the private sector and civil society in order to unlock developmental synergy.

The under mentioned policy levers and priorities are aimed at guiding us towards this outcome:

Policy Lever 1: Integrated urban planning and management

Cities and towns that are well planned and efficient, and so capture the benefits of productivity and growth, investment in integrated social and economic development, and reduce pollution and carbon emissions, resulting in a sustainable quality life for all citizens.

Policy Lever 2: Integrated transport and mobility

Cities and towns where goods and services are transported efficiently, and people can walk, cycle and use different transport modes to access economic opportunities, education, institutions, health facilities and places of recreation.

Policy Lever 3: Integrated sustainable human settlements

Cities and towns that is liveable, integrated and multi-functional, in which all settlements are well connected to essential and social services, as well as to areas of work opportunities.

Policy Lever 4: Integrated urban infrastructure

Cities and towns that have transitioned from traditional approaches to resource-efficient infrastructure systems, which provide for both universal access and more inclusive economic growth.

Policy Lever 5: Efficient land governance and management

Cities and towns that grow through investments in land and property, providing income for municipalities, which allows further investments in infrastructure and

services, resulting in inclusive, multi-functional urban spaces.

Policy Level 6: Inclusive economic development

Cities and towns that are dynamic and efficient, foster entrepreneurialism and innovation, sustain livelihoods, enable inclusive economic growth, and generate the tax base needed to sustain and expand public services and amenities.

Policy Level 7: Empowered active communities

Cities and towns that are stable, safe, just and tolerant, and respect and embrace diversity, equality of opportunity and participation of all people, including disadvantaged and vulnerable groups and persons.

Policy Level 8: Effective urban governance

Cities and towns that have the necessary institutional, fiscal and planning capabilities to manage multiple urban stakeholders and intergovernmental relations, in order to build inclusive, resilient and liveable urban spaces.

Policy Level 9: Sustainable finances

Cities and towns that are supported by a fiscal framework that acknowledges the developmental potential and pressures of urban spaces, manage their finances effectively and efficiently, and are able to access the necessary resources and partnerships for inclusive urban growth.

Mediums Term Strategic Framework

The Medium Term Strategic Framework (MTSF) is a five-year plan of government that is intended to implement the electoral mandate and the National Development Plan Vision (NDP) 2030. The NDP is our vision leading to 2030. It calls all of us to work together to deal with poverty, unemployment and inequality. The MTSF 2019-2024 will be implemented through seven priorities which are:

Priority 1: Building a capable, ethical and developmental state

Priority 2: Economic transformation and job creation

Priority 3: Education skills and health

Priority 4: Consolidating the social wage through reliable and quality basic services

Priority 5: Spatial integration human settlements and local government

Priority 6: Social cohesion and safe communities

Priority 7: A better Africa and world.

The three NDP Pillars for 2019-2024



Western Cape Provincial Strategic Plan (2019-2024)

The PSP, a bold policy agenda and implementation plan gives expression to our strong view that progress must be built on a “whole-of-society” approach in which citizens, civil society and business actively partner with the state – encapsulated in the Western Cape Government’s “Better Together” slogan.

The Western Cape Government in its 5 year strategic plan is working towards building a province that is safe and where everyone prospers.

In order for the Western Cape government to achieve prosperity and safety for all **five Vision inspired priorities** have been identified.

This Provincial Strategic Plan details how, over the next five years, we will: 1) build safe and cohesive communities, 2) boost the economy and job creation, 3) empower our people, 4) promote mobility and spatial transformation, while at the same time, 5) driving innovation within a culture of a truly competent state.

A SAFE WESTERN CAPE WHERE EVERYONE PROSPERS

SAFE AND COHESIVE COMMUNITIES

GROWTH AND JOBS

EMPOWERING PEOPLE

MOBILITY AND SPATIAL TRANSFORMATION

INNOVATION AND CULTURE

FOCUS AREAS

POLICING & LAW ENFORCEMENT

REDUCING VIOLENCE BY AND AGAINST YOUTH AND CHILDREN

SOCIAL COHESION AND SAFER PUBLIC SPACES

INVESTMENT FACILITATION AND PROMOTION

INFRASTRUCTURE DEVELOPMENT

EXPORT SUPPORT AND PROMOTION

SKILLS DEVELOPMENT

RESOURCE RESILIENCE

CHILDREN AND FAMILIES

EDUCATION AND LEARNING

YOUTH AND SKILLS

HEALTH AND WELLNESS

BETTER LINKAGES BETWEEN PLACES

INCLUSIVE PLACES OF OPPORTUNITY

HUMAN SETTLEMENTS IN WELL LOCATED AREAS

IMPROVING PLACES WHERE PEOPLE LIVE

CITIZEN-CENTRIC CULTURE

INNOVATION FOR IMPACT

INTEGRATED SERVICE DELIVERY

GOVERNANCE TRANSFORMATION

TALENT AND STAFF DEVELOPMENT

MEASURES OF SUCCESS

Interventions per Vision Inspired Priority

VIP 1 – Safe and Cohesive Communities	VIP 2 – Growth and Jobs	VIP 3 - Empowering people	VIP 4 - Mobility and Spatial Transformation	VIP 5 - Innovation and Culture
<p>Outcome 1 Strengthen programmes aimed at reducing family violence and assisting youth who could break the law</p> <p>Interventions -The first 1000 days programme -Eye on the child -Protect the rights of children -Support to youth at risk School -school based violence prevention programme</p>	<p>Outcome 1 Make it easier for large and small firms to do business</p> <p>Interventions -Expand ease of business programme - Review the rules that are preventing businesses to succeed - new investments are spread to all western cape municipalities -identify and assist international investors</p>	<p>Outcome 1 Specialised support for children up to age 5</p> <p>Interventions -ECD programme -Provision of shelters for women experiencing violence in the home. -Support to families where violence or abuse may be taking place -Provision of drug treatment services</p>	<p>Outcome 1 Connect places better through public transport</p> <p>Interventions -assist Prasa to get the Central Line working again by employing Railway - Enforcement Officers, improve safety on our roads by reducing illegal minibus taxis -District Safety Plans</p>	<p>Outcome 1 Focus on you, the residents</p> <p>Interventions - Values-based leadership development programme -Integrated index that will measure your satisfaction with service delivery -Position Western Cape government as employer of choice</p>
<p>Outcome 2 Safer places to stay</p> <p>Interventions -Informal Settlements upgrading programme -Regional socio-economic programme and Mayor's urban renewal programme Install lighting and surveillance cameras and improve neighbourhood cleanliness</p>	<p>Outcome 2 Main infrastructure and build new infrastructure</p> <p>Interventions -Municipalities will be supported to spend full infrastructure budgets -Support will be provided to municipalities to prepare long term implementation plans -upgrading of transport infrastructure</p>	<p>Outcome 2 Our schools will provide a safe, positive environment where learners receive the skills that they will need in the future</p> <p>Interventions -The Growth Mindset Programme, -The Foundation Phase reading strategy and Library Reading initiative,</p>	<p>Outcome 2 We will provide more housing and economic opportunities in good locations</p> <p>Interventions -We will implement housing projects -Release and develop national and provincial public land for housing that is centrally located.</p>	<p>Outcome 2 Fix things that doesn't work</p> <p>Interventions -Western Cape Exchange -Innovation for Impact</p>

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VIP 1 – Safe and Cohesive Communities	VIP 2 – Growth and Jobs	VIP 3 - Empowering people	VIP 4 - Mobility and Spatial Transformation	VIP 5 - Innovation and Culture
<ul style="list-style-type: none"> - Install lighting and surveillance cameras and improved neighbourhood cleanliness - increase security in public spaces such as schools and clinics - Green scorpions will target illegal dumping - after school and sports and cultural programmes 	<p>Outcome 3 <i>Creating opportunities for job creation through skills development</i></p> <p>Interventions</p> <ul style="list-style-type: none"> - Invest heavily in skills programmes and build mathematics and science -make digital skills a priority -Garden route Skills Mecca -Agriculture partnerships for youth development 	<p>Outcome 3 <i>Providing our young people (15-24) with the skills and opportunities to enter the world of work</i></p> <p>Interventions</p> <ul style="list-style-type: none"> -The Youth in-service Programme will provide work experience opportunities to young people through a wide variety of opportunities. -We will identify youth who are at risk of engaging in unhealthy activities such as drug abuse or early sexual experimenting, 	<p>Outcome 4 <i>We will improve the places where people live</i></p> <p>Interventions</p> <ul style="list-style-type: none"> -The Regional Socio-Economic Programme will continue to invest in infrastructure that connects people from different areas -The Comprehensive Rural Development Programme will continue to create jobs -The Western Cape Ecological Infrastructure Investment Framework will invest in infrastructure 	<p>Outcome 3 <i>We will bring all the programmes of government together in one area</i></p> <p>Interventions</p> <ul style="list-style-type: none"> -Joint District Approach -Development plan for each district annually

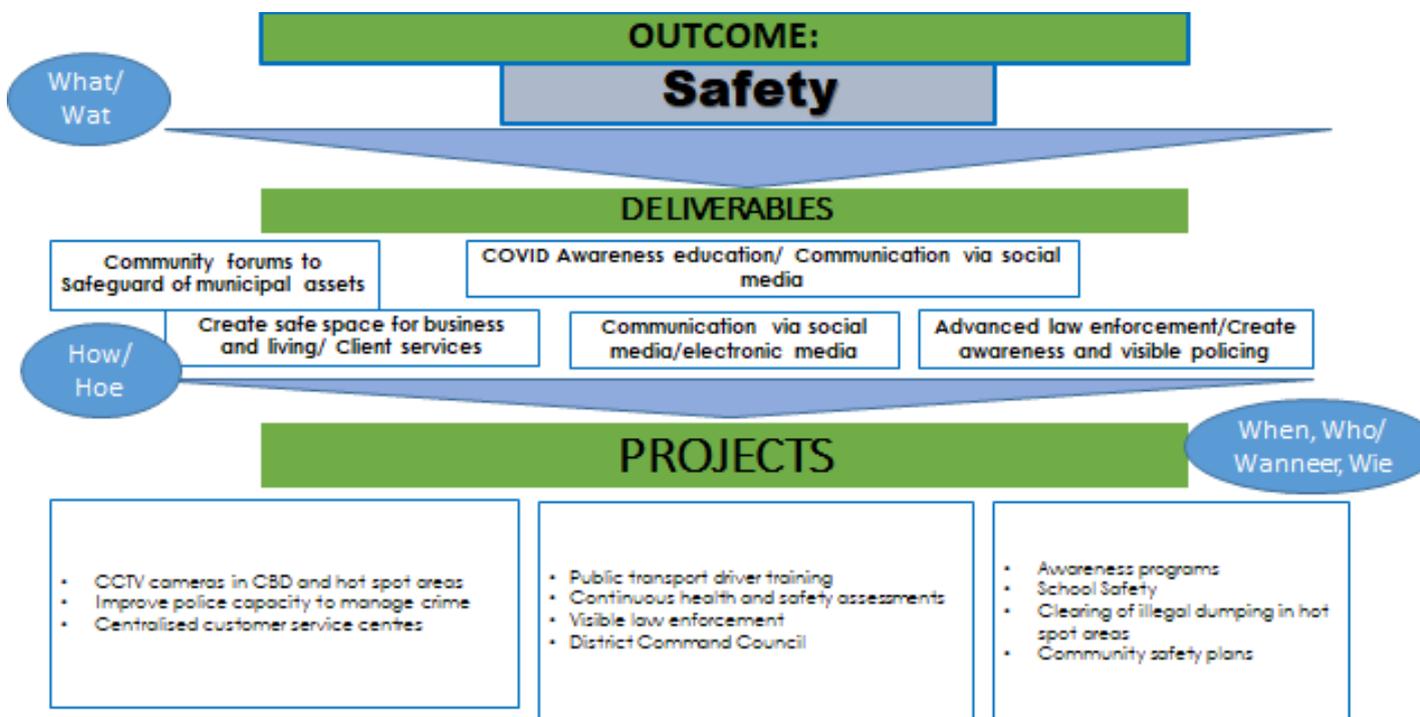
Garden Route District Municipality 2022 -2027 IDP

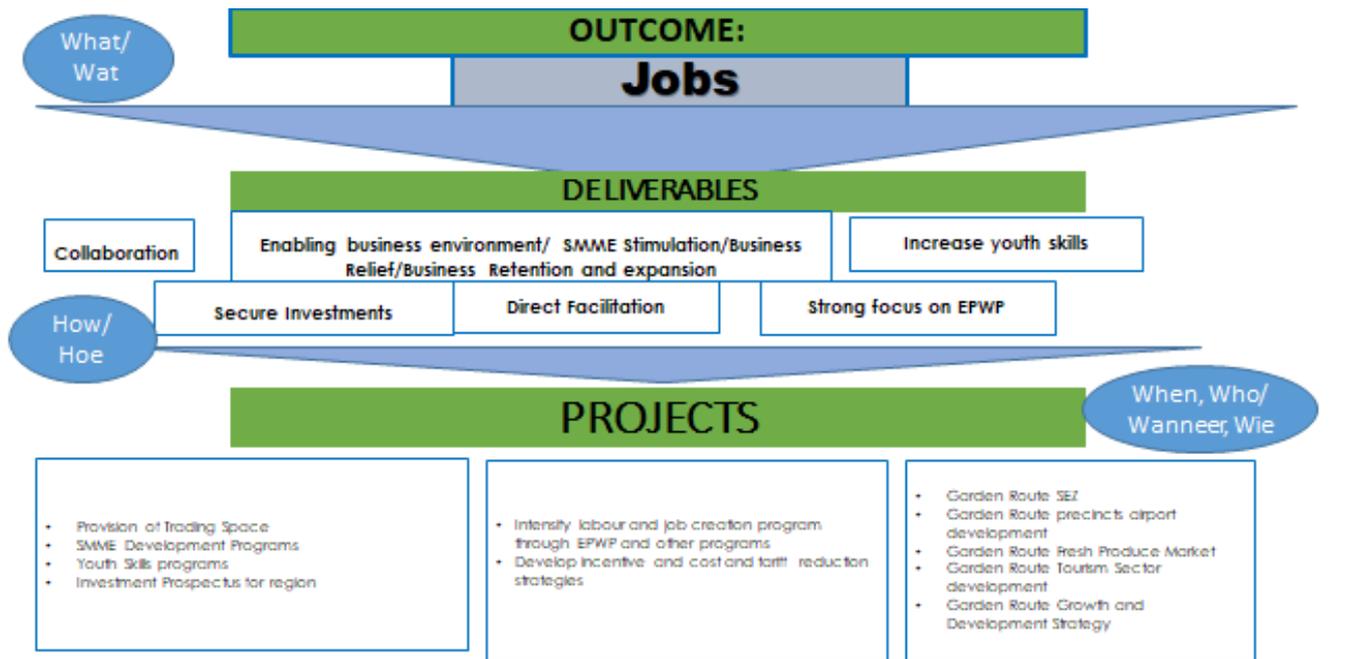
VIP 1 – Safe and Cohesive Communities	VIP 2 – Growth and Jobs	VIP 3 - Empowering people	VIP 4 - Mobility and Spatial Transformation	VIP 5 - Innovation and Culture
<p>Outcome 3 Reduce gender based violence and gangsterism Safer places to stay</p> <p>Interventions -Thuthuzela care centres Victoria Hospital , sexual offenses court</p>	<p>Outcome 4 Assist business to export their products</p> <p>Interventions -Identify new export products -assist firms to meet compliance and specifications requirements of export markets.</p>	<p>Outcome 4 We will improve health care services further and encourage people to make healthy lifestyle choices</p> <p>Interventions - Improving how we deliver health care services - Getting emergency services to people faster:</p>		<p>Outcome 4 We will build on our track record of good governance</p> <p>Interventions -increase municipal capacity -innovation hub respond decisively to allegations of fraud, corruption, and maladministration -Build the capacity of councillors</p>
<p>Outcome 4 Increase effective policing</p> <p>Interventions -Fund train and deploy 3000 law enforcement officers - Safety cabinet to be established -work towards police function to move to provincial government</p>	<p>Objective 5 Managing water resources wisely</p> <p>Interventions -Western Cape climate change response strategy -The smart Agri-plan -Green economy programme</p>			

Western Cape's three priority areas post-COVID 19

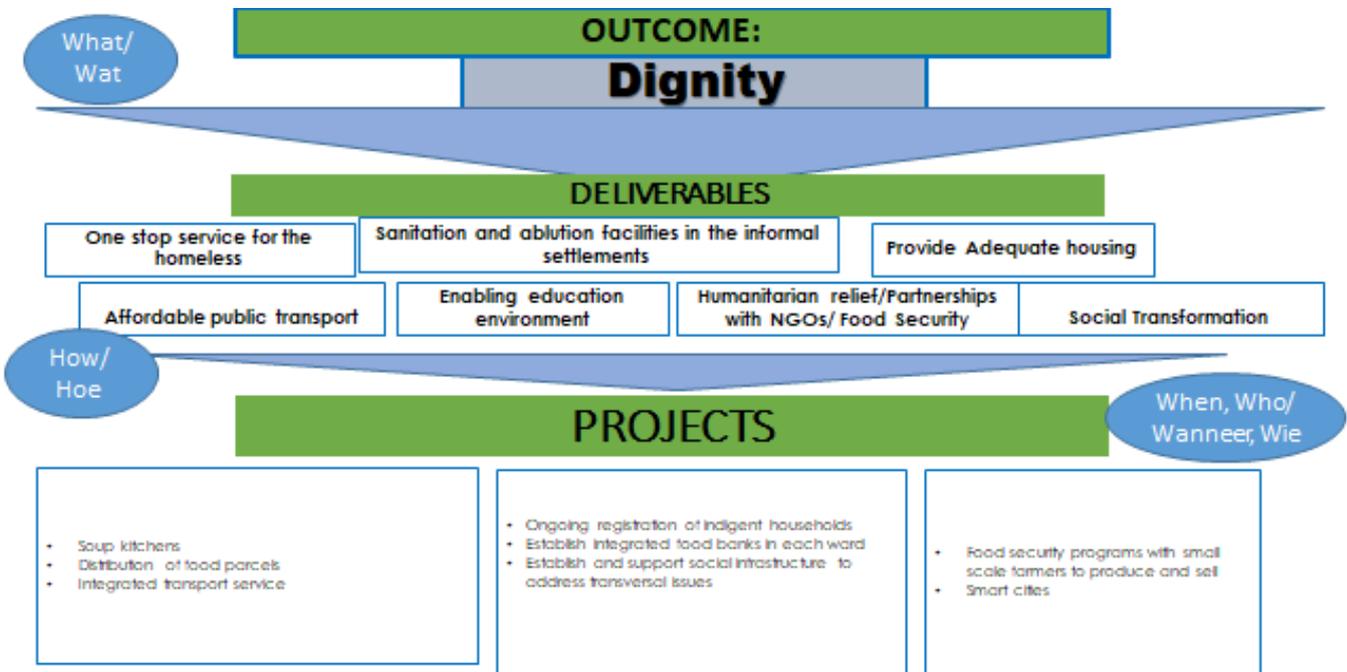
The Western Cape Government acknowledges the impact of COVID-19 and the need to "shift focus" from the approved provincial strategic plan and municipal integrated development plans; to rather focus on interventions to manage the pandemic. The pandemic has in Western Cape, exacerbated the levels of poverty and inequality - this has calls for extraordinary responses to an extraordinary disaster. Based on extensive engagements with municipalities and provincial departments, the Western Cape Cabinet resolved, at its Bosberaad on 7 August 2020, to focus the post COVID 19 recovery on three priorities namely, Jobs, Safety, and Dignity & Well-being. These three priorities relate closely to the Western Cape Provincial Strategic Plan priorities, inclusive of municipal priorities.

Municipalities in the district agreed to focus on the following initiatives to ensure that the three priorities as part of the Western Cape's recovery plan be addressed:





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The following were identified as Areas of Collaboration:

Priority Area: Safety		
Deliverables	Projects	Collaboration opportunity
Waste management	Regional Landfill site	Assistance and support from Provincial Government to unlock the progress of the development of the Regional Landfill Site.
Community forums to Safeguard of municipal assets	Establishment of District Safety Forum Community safety plans	Funding
COVID Awareness education/ Communication via social media	District Command Council	Awareness campaigns
Create safe space for business and living/ Client services	CCTV cameras in CBD and hot spot areas Continuous health and safety assessments	Funding to install cameras
Advanced law enforcement/Create awareness and visible policing	Improve police capacity to manage crime Centralised customer service centres	

Priority Area: Wellbeing and Dignity		
Deliverables	Projects	Collaboration opportunity
Provide Adequate housing	GRDM obtaining Housing accreditation Ongoing registration of indigent households Smart cities	Support with application to obtain housing accreditation
Real Estate development	Student Accommodation,	Transferring of provincial and national government Land parcels to GRDM for student accommodation Capital Investment From

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		Province On Infrastructure & Partnerships Project Development And Implementation (funding of transaction advisory, feasibility studies, EIA, permits, etc.)
One stop service for the homeless	Establish and support social infrastructure to address transversal issues	Partnerships with Department of Agriculture, Social Development
Sanitation and ablution facilities in the informal settlements	Ongoing registration of indigent households	
Ensuring an Food Secure Region	Regional Fresh Produce Market and Abattoir	Support from the Provincial Department of Agriculture and other Financial Development Institutions.
Humanitarian relief/Partnerships with NGOs/ Food Security	Soup kitchens Distribution of food parcels Establish integrated food banks in each ward	Funding
Social Transformation	Integrated transport service Establish and support social infrastructure to address transversal issues	

Priority Area: JOBS

Deliverables	Projects	Collaboration opportunity
Sustainable Energy for the entire Region	Renewable Energy Projects	Continue with partnership to build generation capacity starting with wind & solar Capital investment from province on infrastructure Project development and implementation (funding of transaction advisory, feasibility, EIA, permits, licenses etc.)

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Collaboration	Investment Prospectus for region Garden Route SEZ Garden Route precincts airport development Garden Route Fresh Produce Market Garden Route Tourism Sector development Garden Route Growth and Development Strategy	Co - funding
Enabling business environment/ SMME Stimulation/Business Relief/Business Retention and expansion	Provision of Trading Space SMME Development Programs	
Increase youth skills		Apprenticeship programs for GRDM at provincial departments
Secure Investments	Develop incentive and cost and tariff reduction strategies	
Strong focus on EPWP	Intensify labour and job creation programs through EPWP and other programs	

District Development Model

Background

During SONA 2019, the President directed the sixth administration to develop and implement a new integrated district based approach (DDM) to address service delivery challenges. In response, the Western Cape Premier's Coordinating Forum (PCF) endorsed the Joint District and Metro Approach (JDMA), a geographical and team based, citizen focused approach to provide government services with an outcome of improving the living conditions of citizens. To achieve the goals of developmental local government a strong working relationship between politician's administration and citizens is imperative

What is the District Development Model

The DDM was approved as an operational model for improving Cooperative Governance aimed at building a capable, ethical Developmental State including improving and enhancing the state of Local Government.

The DDM enables synergy between national, provincial and local priorities; and implementation of immediate priority projects and actions as well as a long-term strategic framework for predictable, coherent and effective service delivery and development. It enables implementation of the National Development Plan (NDP), National Spatial Development Framework (NSDF), Integrated Urban Development Framework (IUDF) and the Medium Term Strategic Framework (MTSF) by localising and synergising objectives, targets and directives in relation to the 52 District and Metropolitan spaces (IGR Impact Zones), thereby addressing the triple challenges of poverty, inequality and unemployment in a spatially targeted and responsive manner. It is an All of Government and Society Approach providing a method by which all three spheres of government and state entities work in unison in an impact-oriented way, where there is higher performance and accountability for coherent and effective service delivery and development outcomes

One Plan Process

The district commenced with the process to draft the One Plan as per the District Development model policy imperative and a first meeting took place on 26 February 2021. A One Plan Process meeting was held with the JDA team of the district that composes of all sector departments, official from B municipalities.

The following catalytic projects are included in the One Plan and were taken from the Growth and Development Strategy and Investment Prospectus that was approved in March 2021.

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Key Regional Strategic Priority	Municipal Area	Project	Budget	Responsible Actors	Timeframes
A Water Secure Future	Oudtshoorn	New Dam/ Water Purification Facility & completion of Blossoms and water purification plant	R450 Million	<ul style="list-style-type: none"> • DWS • COGTA • BGCMA • DBSA • DEADP • GRDM 	20-30 years
	Garden Route District	Sustainable Water and Sanitation Projects and Infrastructure Garden Route District promotes all forms of partnership to be declared a Water Services Authority	To be determined	<ul style="list-style-type: none"> • COGTA • DLG • BGCMA • DWS • All B Municipalities 	10-20 years
A Circular Economy	Mossel Bay	Regional Landfill Site R150 million Waste To Energy Initiative (Knysna) R2 million Oudtshoorn with its available landfill site to be considered as regional site. Waste into Energy project to be implemented. Klein Karoo Export Agri-Hub	R152 million R200 million	All B Municipalities <ul style="list-style-type: none"> • DEADP • DBSA • Private Sector 	5-10 years

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Key Regional Strategic Priority	Municipal Area	Project	Budget	Responsible Actors	Timeframes
Resilient Agriculture	Garden Route District	Agri-processing and Food Security Projects relating to the Agri-Park 1. Regional Fresh Produce Market (Feasibility Study and Business Plan developed and Economic Infrastructure provisioning – Ladismith and Zoar) 2. Abattoir (Conceptualisation stage) 3. Implementation of Department Rural Development Business Plan. Oudtshoorn as Regional Agri-Park	R12 million R150 million; R120 million	<ul style="list-style-type: none"> • DoA • GRDM • IDC • DBSA • Market Agents • Farmers Associations • DPW(land) • IDC • DBSA • GRDM • DOT • ESKOM • Private Sector 	5-10 year
	Hessequa	Heidelberg Industrial Development with the focus on Agro-processing and Green Industries that will develop local and regional resources			
Sustainable Tourism	Bitou	Coming Together (One stop government services)	R100 million	<ul style="list-style-type: none"> • Bitou Municipality and private sector • DPWI • DBSA 	10-20 years
	Bitou Stilbaai	Harbour Development Projects	R250 million	<ul style="list-style-type: none"> • DPW • DEADP • TNPA 	20-30 years
	Oudtshoorn	Development and upgrade of the Cango Caves building	R100 million	<ul style="list-style-type: none"> • Dept Tourism • Dept Economic Development 	5 years
	Oudtshoorn	Resort Development into entertainment Hub	R350 million	<ul style="list-style-type: none"> • PPP • DEDAT • Economic Development • DBSA • Municipality 	5 -10 years
	Hessequa	The Development of an archaeological replica of the blombos Cave and Interpretation centre Still bay (Part of DCAS Heritage Tourism Route)	R40 million	<ul style="list-style-type: none"> • Hessequa • DCAS • GRDM 	

Garden Route District Municipality 2022 -2027 IDP

Key Regional Strategic Priority	Municipal Area	Project	Budget	Responsible Actors	Timeframes
		<p>Parks</p> <p><i>A private sector driven initiative that envisages an injection of up to R40 billion of infrastructure funding and R30 billion of which is FDI. It is anchored on a concession agreement with TNPA for the development of the Mossel Bay Port, the revamp and development of the Rail infrastructure between Oudtshoorn (waste & goods transport) Knysna, George and Mosel Bay including the rolling stock thereof. Independent Power Production to support such initiatives. The George Airport Aerotropolis with George Airport obtaining an international status, cargo and passenger terminals development failing which a development of a private airport of the same stature (like Lanseria) in Mossel Bay and Oudtshoorn. This project will add about 300 000 direct and indirect jobs in the region. The project is planned over a 7 – 10 years period and aims to attract about 300 top international manufacturers, process organisations, hotels, university, vocational training, and business process outsourcing campus.</i></p>		<ul style="list-style-type: none"> • Provincial Government • DoE 	

Garden Route District Municipality 2022 -2027 IDP

Key Regional Strategic Priority	Municipal Area	Project	Budget	Responsible Actors	Timeframes
		Smart Region Airport Development' Port Development Rail Infrastructure Road Infrastructure Agri-processing Corporate Parks Educational Facilities Industrial Development Parks Independent Power Producers Residential Development Tourism hubs			
	Garden Route District	Accessibility Projects and Integrated Public Transport System (IPTS Route Expansion: George to Oudtshoorn and Ladismith)	R15 billion	<ul style="list-style-type: none"> • DoT • Transnet • GRDM • B Municipalities • DBSA 	20-30 years
Sustainable Local Energy Transition	Garden District	Sustainable and Renewable Energy Projects	Estimates R30 billion	<ul style="list-style-type: none"> • DBSA • CSIR • DoE • GIZ • GTAC • ESKOM <p>Energy Upgrade required (in phases)</p>	20- 30 years
		Renewable Electricity Project (Kannaland)	R1. 2 million		
		Renewable Energy project – Sun / Waste (Oudtshoorn) Private investment approval required from Eskom & Dept Energy	R300 million		
		Energy Upgrade required (in phases)	R20 million		

One Cape 2040: The Western Cape Agenda for Joint Action on Economic Development

One Cape 2030 is a deliberate attempt to stimulate a transition towards a more inclusive and resilient economic future and society for the Western Cape. It sets a vision and strategy for society, rather than a plan of government, even though both government and the private sector have a key responsibility to ensure the implementation of this vision. The aim is to provide a reference point and guide for all stakeholders in order to:

- promote fresh thinking and critical engagement on the future;
- provide a common agenda for private, public and civil society collaboration;
- help align government action and investment decisions;
- facilitate the necessary changes we need to make to adapt to our (rapidly) changing local and global context; and
- address our development, sustainability, inclusion and competitiveness imperatives. To this end, it identifies six transitions:

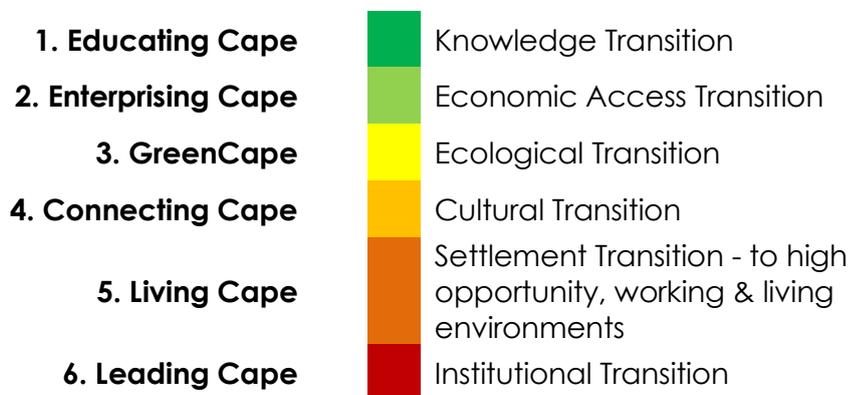


Illustration 6: One Cape 2040

Western Cape Infrastructure Framework (2013)

The WCIF (2013) intended to align the planning, delivery and management of infrastructure provided by all stakeholders (national, provincial and local government parastatals and the private sector) to the strategic agenda and vision of the province.

Infrastructure priorities include:

Energy – lowering the carbon footprint with the emphasis on renewable and locally generated energy

Water – Limited water resources and options for future growth. To address this, increased water conservation and demand management are urgent and necessary but alternative sources of water will also need to be found. The sanitation infrastructure priority is to rehabilitate and upgrade infrastructure assets. However there is a chronic shortage of capital for water and sanitation projects.

Transport – Port expansion is required in the Garden Route District in response to local and international markets and as economic catalysts. The provincial paved network has good coverage, but the gravel network is in a poorer condition. However the critical shortage of capital for road rehabilitation and maintenance exists. Passenger rail has suffered from historical underinvestment.

Alignment with Government Goals

A key requirement of a Credible IDP process is to achieve integration with the initiatives of other spheres of government, be it on an international, national, provincial or B-municipality level. Table below demonstrates the alignment of the Back to Basics outcomes, the 2016 Sustainable Development Goals, the 2030 NDP, National outcomes, Provincial Vision Inspired Priorities with Garden Route Strategic Objectives. Back to Basics was replaced with Circular 88 from 1 July 2021. Councils will be expected to provide outcome indicators for their 5 year terms going forward.

Garden Route District Municipality 2022 -2027 IDP

Garden Route alignment with strategic directives

Back to Basics Revised Chapter 9 Outcomes (Responsive, accountable, effective and efficient developmental local Government system	2016 Sustainable Development Goals	NDP 2030	National Outcomes (2010)	WC Strategic Plan (2019-2024) Vision Inspired Priorities	Garden Route Strategic Objective	2017 - 2022 Garden Route Strategies
B2B 3 Delivering Municipal Services; (Basic Services: Creating Conditions For Decent Living) Members Of Society Have Sustainable And Reliable Access To Basic Services	SDG 1: No Poverty SDG 2: No Hunger SDG 3: Good Health SDG 6: Clean Water and Sanitation	Chapter 10: Health Care for all Chapter 11: Social Protection	Outcome 2: A long and healthy life for all South Africans Outcome 7: Vibrant, equitable and sustainable rural communities and food security for all	VIP 2: Growth and jobs	SO1: Healthy and socially stable communities	Garden Route Strategies: Implement community development projects Collaborate with leading sector departments (Social Development, Health, Education, Rural Development and Land Reform in the areas of early childhood development, youth development, the disabled, HIV/AIDS, the elderly and vulnerable groups. Render municipal health services

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Back to Basics Revised Chapter 9 Outcomes (Responsive, accountable, effective and efficient developmental local Government system	2016 Sustainable Development Goals	NDP 2030	National Outcomes (2010)	WC Strategic Plan (2019-2024) Vision Inspired Priorities	Garden Route Strategic Objective	2017 - 2022 Garden Route Strategies
<p>B2b 5: Sound Institutions And Administrative Capabilities. (Building Capable Institutions And Administrations) Democratic, well governed and effective municipal institutions capable of carrying out their developmental mandate as per +the constitution.</p>	<p>SDG 4: Quality Education SDG 5: Gender Equality SDG 8: Good Jobs and Economic Growth SDG 10: Reduced Inequalities</p>	<p>Chapter 9: Improving Education , training and innovation Chapter 15: Nation building and Social Cohesion</p>	<p>Outcome 1: Improve the quality of basic education Outcome 5: A skilled a capable workforce to support inclusive growth</p>	<p>VIP 2: Growth and jobs VIP 5 Innovation and Culture</p>	<p>SO2: A skilled workforce and communities</p>	<p>Garden Route Strategies:</p> <ul style="list-style-type: none"> Engage tertiary institutions on training programmes for scarce skills in the district Review organisational structure Implement Garden Route DM workplace skills plan Develop and implement the succession plans Review and implement the Garden Route Recruitment and Selection Policy Review and implement the Garden Route Employment Equity Plan Implement internships, Learnerships, on – the-job training, and apprentices Bursaries to unemployed youth and matriculants Induction of councillors and new employees Implement the Municipality's Employee Assistance Programme (EAP) Improve education outcomes and opportunities for youth development Personal Development Planning

Garden Route District Municipality 2022 -2027 IDP

Back to Basics Revised Chapter 9 Outcomes (Responsive, accountable, effective and efficient developmental local Government system)	2016 Sustainable Development Goals	NDP 2030	National Outcomes (2010)	WC Strategic Plan (2019-2024) Vision Inspired Priorities	Garden Route Strategic Objective	2017 - 2022 Garden Route Strategies
<p>B2B 1: Basic Services Creating Conditions For Decent Living Democratic, well governed and effective municipal institutions capable of carrying out their developmental mandate as per the constitution.</p>	<p>SDG 7: Clean Energy</p> <p>SDG 9: Innovation and Infrastructure</p> <p>SDG 11: Sustainable Cities and Communities</p>	<p>Chapter 4: Economic Infrastructure</p> <p>Chapter 5: Inclusive rural Economy</p>	<p>Outcome 6: An efficient, competitive and responsive economic infrastructure network</p>	<p>VIP 4: Mobility and Spatial Transformation</p> <p>VIP 5: Innovation and Culture</p>	<p>SO3: Bulk Infrastructure Co-ordination</p>	<p>Garden Route Strategies:</p> <ul style="list-style-type: none"> • Implement infrastructure projects in the district • Render an agency service to the Province for roads maintenance in the district • Develop, market and implement a viable plan for the strategic property investment portfolio of Council • Implement the Rural Roads Asset Maintenance Plan • Investigate financially viable management models for municipal resorts (turn around) • Develop a property portfolio investment plan • Investigate public private partnerships and enter into long term property lease agreements • Landfill site construction and operations

Garden Route District Municipality 2022 -2027 IDP

Back to Basics Revised Chapter 9 Outcomes (Responsive, accountable, effective and efficient developmental local Government system)	2016 Sustainable Development Goals	NDP 2030	National Outcomes (2010)	WC Strategic Plan (2019-2024) Vision Inspired Priorities	Garden Route Strategic Objective	2017 - 2022 Garden Route Strategies
<p>B2B 3: Putting People and their Concerns First</p> <p>Democratic, well government and effective municipal institutions, capable of carrying out their developmental mandate as per the constitution</p>	<p>SDG 7: Clean Energy</p> <p>SDG 12: Responsible Consumption</p> <p>SDG 13: Protect the Planet</p> <p>SDG 14: Life below water</p> <p>SDG 15: Life on Land</p>	<p>Chapter 5: Environmental Sustainability and resilience</p> <p>Chapter 12: Building safer communities</p>	<p>Outcome 3: All people in South Africa protected and feel safe</p> <p>Outcome 10: Protection and enhancement of environmental assets and natural resources</p> <p>Outcome 11: A better South Africa, a better and safer Africa and world</p>	<p>VIP 3: Empowering people</p>	<p>SO4: Environmental management and public safety</p>	<p>Garden Route Strategies</p> <ul style="list-style-type: none"> • Protect and enhance the natural assets in the district through planning, disaster management and fire services, waste management and air quality control • Monitor and improve air quality • Implement safety plans • Ensure that the environmental management and public safety sector plans are in place and implemented • Mitigate potential disasters by implementing ward based disaster risk reduction techniques and programmes • Implement signage • DMC to respond to disaster call outs • Providing first aid training • Integrated bush and veld fire management • Climate change resilience

Garden Route District Municipality 2022 -2027 IDP

Back to Basics Revised Chapter 9 Outcomes (Responsive, accountable, effective and efficient developmental local Government system	2016 Sustainable Development Goals	NDP 2030	National Outcomes (2010)	WC Strategic Plan (2019-2024) Vision Inspired Priorities	Garden Route Strategic Objective	2017 - 2022 Garden Route Strategies
B2B : 4 SOUND FINANCIAL MANAGEMENT AND ACCOUNTING; AND (SOUND FINANCIAL MANAGEMENT) Sound Financial Management		Chapter 13: Building a capable and developmental state Chapter 14: Fighting corruption	Outcome 9: A responsive accountable, effective and efficient local government system	VIP 5 Innovation and Culture	SO5: Financial viability	<p>Garden Route Strategies</p> <ul style="list-style-type: none"> • Implement mSCOA • Advance collaborative intergovernmental relations through developed protocols • Foster a participatory, developmental, inclusive active and responsible citizenship through ward committee involvement and partnering • Implement cost saving measures • Utilise shared services as an income generating and cost saving measure • Investigate fund raising options for the district • Accurate and detailed accounting and financial reporting of public funds • Enable inclusive community economic participation through supply chain management policy

Garden Route District Municipality 2022 -2027 IDP

Back to Basics Revised Chapter 9 Outcomes (Responsive, accountable, effective and efficient developmental local Government system	2016 Sustainable Development Goals	NDP 2030	National Outcomes (2010)	WC Strategic Plan (2019-2024) Vision Inspired Priorities	Garden Route Strategic Objective	2017 - 2022 Garden Route Strategies
<p>B2B 2: DEMONSTRATING GOOD GOVERNANCE AND ADMINISTRATION; (GOOD GOVERNANCE) Strengthened inter-governmental arrangements for a functional system of cooperative governance for local government</p>	<p>SDG 17: Partnerships for the Goals SDG 16: Peace and Justice SDG 10: Reduced Inequalities SDG 12: Responsible Consumption</p>	<p>Chapter 13 Building a capable and developmental state Chapter 14: Fighting corruption Chapter 15: Nation building and social cohesion</p>	<p>Outcome 9: A responsive, accountable, effective and efficient local government system Outcome 12: An efficient, effective and development -orientated public service and an empowered, fair and inclusive citizenship.</p>	<p>VIP 5 Innovation and Culture VIP 3 Empowering people</p>	<p>SO6: Good Governance</p>	<p>Garden Route Strategies Provide corporate/strategic support to achieve strategic objectives ICT integration and governance Records and archive management Human resources occupational health and safety HR wellness Legal services Committee administration Occupational health and safety Labour relations Auxiliary service</p>
<p>B2B 5: SOUND INSTITUTIONS AND ADMINISTRATIVE CAPABILITIES. B2B: 3 PUTTING PEOPLE FIRST Local public employment programmes expanded through the Community</p>	<p>SDG 8: Good jobs and economic growth</p>	<p>Chapter 3: Economy and Employment Chapter 6: Inclusive rural economy</p>	<p>Outcome 4: Decent employment through inclusive economic growth Outcome 6: An efficient, competitive and responsive economic infrastructure network</p>	<p>VIP 5 Innovation and Culture VIP 3 Empowering people</p>		<p>Garden Route Strategies Create an enabling environment for LED in the district Implement the Garden Route District LED strategy Facilitate tourism marketing and development in the district Co-ordinate the implementation of</p>

Garden Route District Municipality 2022 -2027 IDP

Back to Basics Revised Chapter 9 Outcomes (Responsive, accountable, effective and efficient developmental local Government system)	2016 Sustainable Development Goals	NDP 2030	National Outcomes (2010)	WC Strategic Plan (2019-2024) Vision Inspired Priorities	Garden Route Strategic Objective	2017 - 2022 Garden Route Strategies
Work Programme (EPWP)					SO7: An inclusive district economy	<p>the Expanded Public Works Programme (EPWP) in the district</p> <p>Implement the Agri- parks master plan.</p> <p>Implement the honey bush and film industry value chains.</p> <p>Provision of ICT infrastructure, systems and support to the organisation.</p> <p>Provide corporate support services (ICT, Human Resources rewards and recognition, Employee wellness, EAP, Occupational Health and safety) thereby contributing to the achievement of strategic objectives.</p> <p>Provide strategic support to grow the district economy.</p> <p>Advance communication and community partnering between internal and external role-players.</p>

Garden Route Institutional Arrangements

In terms of Regulation 2 as contained in the Municipal Systems Regulations 32 of 2000, the under-mentioned institutional framework is prepared in order to guide future institutional arrangements relating to adequate staff resources for effective, efficient and economical IDP implementation.

Organisational Performance Management shall be cascaded to all departmental line managers during 2021/22 IDP implementation. Key performance indicators shall accurately align to strategic objectives through effective operational planning and the development of accurate standard operational procedures. A Service Delivery and Budget Implementation Plan (SDBIP) accompanied the Final IDP for submission to council for consideration during May 2022.

The institutional framework developed is in accordance with Regulation 2 as contained in the Municipal Systems Act 32 of 2000. This human capital framework ensures:

- Objective staff placement
- Internal organisational transformation
- Improved performance management
- Accurate budget descriptions
- Efficient and effective human resource allocation
- Integration of operations
- Alignment of microstructure to meet strategic objectives
- Enabling developmental local government and staff accountability
- Impact driven development making sure that strategy translates into operational opportunity.
- Budget is informed by and responds to IDP prioritisation
- Vision realisation

The revised institutional framework should inform micro-structure review thereby enabling an efficient, economical and strategically aligned, goal driven workforce implementation and realisation of the municipality's vision.

LOCAL GOVERNMENT KPAs ALIGNED TO PROVINCIAL PRIORITIES, NATIONAL OUTCOMES, and NDP AND SDGs

LOCAL GOVERNMENT MUNICIPAL KPA'S	NATIONAL OUTCOMES	NATIONAL DEVELOPMENT PLAN (NDP) CHAPTERS	SUSTAINABLE DEVELOPMENT GOALS (SDGs)
Service Delivery and Infrastructure Investment	A long and healthy life for all South Africans	Chapter 10	Ensure healthy lives and promote well-being for all ages
	Quality basic education	Chapter 9	Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all
	An efficient, competitive and responsive economic infrastructure network	Chapter 4	Ensure availability of and sustainable management of water and sanitation for all Ensure access to affordable, reliable, sustainable and modern energy for all Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation
	Sustainable human settlements and improvement quality of household life	Chapter 8	Make cities and human settlements inclusive, safe, resilient and sustainable
	Protect and enhance our environment assets and natural resources	Chapter 5	Ensure availability of and sustainable management of water and sanitation for all Protect, restore and promote sustainable use of terrestrial ecosystem, sustainably manage forests, combat desertification, halt and reverse land degradation and biodiversity
Local Economic Development	Decent employment through inclusive economic growth	Chapter 3	Promote sustainable, inclusive and sustainable economic growth, full and productive employment and decent work

Garden Route District Municipality 2022 -2027 IDP

LOCAL GOVERNMENT MUNICIPAL KPA'S	NATIONAL OUTCOMES	NATIONAL DEVELOPMENT PLAN (NDP) CHAPTERS	SUSTAINABLE DEVELOPMENT GOALS (SDGs)
	An efficient, competitive and responsive economic infrastructure network	Chapter 4	Ensure availability of and sustainable management of water and sanitation for all
			Ensure access to affordable, reliable, sustainable and modern energy for all Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation
	Vibrant, equitable, sustainable rural communities contributing food towards security for all	Chapter 6	End poverty in all its forms everywhere. End hunger, achieve food security and improve nutrition and promote agriculture
	Sustainable human settlements, improvement quality of household life	Chapter 8	Make cities and human settlements inclusive, safe, resilient and sustainable
	Protect and enhance our environment assets and natural resources	Chapter 5	Ensure availability of and sustainable management of water and sanitation for all Protect, restore and promote sustainable use of terrestrial ecosystem, sustainably manage forests, combat
Financial viability and Management	Responsive, accountable, effective and efficient Local Government systems	Chapter 13	Strengthen the means of implementation and revitalize the global partnership for sustainable development.
Institutional Transformation and Development	Quality basic education	Chapter 9	Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all
	All people in South Africa are and feel safe	Chapter 12 &14	Ensure sustainable consumption and production patterns Take urgent action to combat climate change and its impacts Conserve and sustainably use the oceans, seas and marine resources for sustainable development

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LOCAL GOVERNMENT MUNICIPAL KPA'S	NATIONAL OUTCOMES	NATIONAL DEVELOPMENT PLAN (NDP) CHAPTERS	SUSTAINABLE DEVELOPMENT GOALS (SDGs)
	Skilled and capable workforce to support an inclusive growth path	Chapter 9	Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all
Spatial Planning	Responsive, accountable, effective and efficient Local Government systems	Chapter 13	Strengthen the means of implementation and revitalize the global partnership for sustainable development.
	Sustainable human settlements and improvement quality of household life	Chapter 8	Make cities and human settlements inclusive, safe, resilient and sustainable
	Responsive, accountable, effective and efficient Local Government systems	Chapter 13	Strengthen the means of implementation and revitalize the global partnership for sustainable development.
	Protect and enhance our environment assets and natural resources	Chapter 5	Ensure availability of and sustainable management of water and sanitation for all Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build
	An efficient, effective and development oriented public service and an empowered, fair and inclusive citizenship	Chapter 13	Strengthen the means of implementation and revitalize the global partnership for sustainable development.

vii. Powers and Functions

Powers and Functions as assigned to the GRDM in terms of Section 84 of the Local Government: Municipal Systems Act 32 of 2000

- Integrated Development Planning for the district as a whole;
- Water and Sanitation;
- Municipal Health Services ;
- Solid waste disposal;
- Regulation of passenger transport services;
- Fire Fighting Services;
- Promotion of local tourism;
- Fresh produce markets and abattoirs servicing a major proportion of the district area;
- Control of cemeteries and crematoria servicing a major proportion of the district area;
- Municipal public works relating to the above functions.

Powers and Functions assigned by the MEC to the GRDM:

- Building regulations

Duties and responsibilities assigned to the GRDM by National Legislation:

- Municipal Disaster Management as set out under the Disaster Management Act 57 of 2000;
- Identifying of housing needs and planning responsibilities as set out under chapter 4 of the Housing Act 107 of 1997;
- Atmospheric emission monitoring and licensing as set out under the National Environment Management: Air Quality Act 29 of 2004.

Back to Basics

The B2B acknowledges that local government has been a primary site for the delivery of services in South Africa since 1994 there has been tremendous progress in delivering water, electricity, sanitation and refuse removal at a local level. These rates of delivery are unprecedented in world-wide terms. Yet despite our delivery achievements, it is clear that much needs to be done to support, educate and where needed, enforce implementation of local government's mandate for delivery. The transformation of the local government sector remains a priority for the current administration. Our National Development Plan makes it clear that meeting our transformation agenda requires functional municipalities and capable machinery at a local level that can create safe and healthy and economically sustainable areas where citizens and people

can work, live and socialize.

B2B has five pillars areas that will ensure that municipalities set the proper standards for municipal performance:

- Putting people and their concerns first;
- Demonstrating good governance and administration;
- Delivering municipal services;
- Sound financial management and accounting; and
- Sound institutional and administrative capabilities.

GRDM District Municipality has responded to the call by government. The GRDM has aligned its priorities with the pillars of the Back to Basics. The district monitors the implementation of the B2B and reports on progress timely to COGTA.

Circular 88 Reporting

The abovementioned B2B was replaced with Circular 88.

Circular 88 processes originated as a pilot introduction for metropolitan municipalities in 2017. The whole objective of this process is to create alignment and cohesive planning, budgeting and reporting purposes for all municipalities. Since the piloting of Circular 88 there have been major expansions and revisions done for the indicators provided to apply to all municipalities through the following functions:

- Water & Sanitation
- Electricity and Energy
- Housing and Community facilities
- Roads and Transport
- Environment and Waste Management
- Fire and Emergency Services and
- Governance

Reporting indicators will now be on a quarterly basis as opposed to the monthly

Back to Basics.

viii. GARDEN ROUTE Long-term Vision

In response to the national developmental trajectory, which adopted a long-term strategy in the form of national development plan, GRDM is in a process to develop its Long term Vision. A Situational analysis undertaken through road shows as build up to the investment conference held from the 7th – 8th March 2018 has painted a picture of a district that is confronted by a triple challenge of Poverty, Inequality and Unemployment. On the other hand, opportunities have been identified to turn the situation around.

The district growth and development strategy among other issues, it will focus on the following strategic areas:

Environmental Sustainability – there is a commitment to protect the environmental state of the district and to adopt a “green” approach to all public and private sector activity within the region. The intention will be to consider all investments in terms of the 3 P’s – people, profit and planet – and ensure that trade-offs are made in terms of the long-term interests of the region. (Triple bottom line for sustainability);

Strategic Infrastructure Investment – the intention is to trigger Strategic Infrastructure Investment i.e. to utilise investment in infrastructure in order to spatially reconfigure the district, generate jobs and to boost economic activity. Infrastructure audit has to be conducted in order to guide this investment;

Economic Development and Support –GARDEN ROUTE DM should partner with key sectors such as tourism, agriculture, agro-processing, furniture manufacturing, etc. through jointly managed action-research projects that identify value-chain investment opportunities and support needs within these industries;

Education and Skills development – the idea is to mobilise all key stakeholders around a single Human Resource Development Strategy for the region that addresses life-long and quality learning throughout the district with the aim of

ensuring higher employment, productivity and entrepreneurship levels in our communities;

Safety and Empowerment of Communities – social development requires investment into the physical mental health and security of the district population, not to mention ensuring poverty alleviation and a conscious transformation towards economic empowerment;

Institutional Development – this driver addresses the need to strengthen and build collaborative partnerships within government, and amongst the public, private and civil society sectors.

A comprehensive implementation plan will be developed, and aligned to the IDP. The plan will be monitored on annual basis and reviews will be undertaken in 5-year intervals in line with the IDP development processes.

Our Developmental Challenges

GRDM, however, will utilise its existing capacity and explore all avenues to minimise the impacts of these on development.

- The level of unemployment, poverty and social inequalities
- Climate change and natural disasters
- Water shortages and access to clean potable drinking water
- Refuse removal and landfill sites
- The availability of land and provisioning of affordable human settlements
- Access to health services
- Energy or power provisioning
- lowering the district's carbon footprint
- Public access to broadband internet facilities

Garden Route District Swot Analysis

The following table illustrates which of these functions are currently performed by the Garden Route District Municipality.

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> • Garden Route's Shared Services opportunities Rich natural endowments. • Closely situated to major cities of Cape Town and Port Elizabeth Airports. • Good Road Transport Infrastructure and linkages between towns. • Majority of municipalities received unqualified audits opinions. • Access to basic services. • Intergovernmental Relations Forums established and functional. • Establishment of the regional landfill site. • Establishment of the fresh produce market. • District Development agency. • Growth and development strategy. 	<ul style="list-style-type: none"> • Grant dependency. • Limited financial resources. • Community protests. • Shortage of houses. • Supply of electricity to informal settlements.
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> • District based approach model for development. • Utilizing the geographical position and natural endowments to enhance the district economy. • Enormous tourism potential Agricultural development potential Development of rental stock and GAP Housing • Garden Route registering as Water Services Authority. • Provisioning of bulk services Positioning as the next metropolitan municipality • Create Enabling environment for skills, development and retention. • Building student accommodation. • Building firefighting academy. 	<ul style="list-style-type: none"> • COVID 19 • Climate change natural disasters and Environmental degradation • High Levels of unemployment • Increasing district wide community demand for municipal services • Increasing levels of crime. • Increasing levels of poverty. • Increasing levels of community protests.

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DISTRICT FUNCTIONS	Yes	No
Integrated Development Planning for the district as a whole	√	
Bulk infrastructure planning	√	
Bulk supply of electricity		√
Domestic waste-water and sewage disposal systems		√
Provincial roads (agency basis)	√	
Potable water supply systems		√
Regulation of passenger transport services	√	
Municipal health services	√	
Firefighting services in the District/Disaster Management	√	
Promotion of local tourism	√	
Municipal public works relating to any of the above functions		√
Municipal airports serving the area of the district municipality as a whole		√
The establishment, conduct and control of fresh produce markets and abattoirs		√
The receipt, allocation and, if applicable, the distribution of grants made to the district municipality		√
Solid waste disposal sites	√	
The establishment, conduct and control of cemeteries and crematoria		√
The imposition and collection of taxes, levies and duties as related to the above functions		√

ix. Adopting the Garden Route IDP

Section 25 of the MSA sets out the adoption process of the IDP, which clarifies that a Municipal Council must, within a prescribed period after the start of the election term, adopt an IDP with all its parts and components. The IDP legally binds the Municipality in exercising its executive authority. Section 35 of the MSA, clarifies the status of the plan and ensure that the plan remains in force until the next elected Council adopts a new one. Section 36 of the MSA gives effect to the IDP and indicates that the Municipality must give effect to its integrated development plan and conduct its affairs in line with the IDP.

The 5-year IDP is a strategic development plan, setting strategic and budget priorities for a municipality for a five-year period. This plan is linked to the 5-year term of office of an elected council and at the end of each term; the incoming council has an option of adopting the previous Council's 5 year IDP or develop an entirely new 5-year IDP. The MSA, Section 35 outlines the status of the IDP and section 36 gives effect to the IDP and stipulates that a municipality must conduct its affairs in a manner, which is consistent with its IDP. Furthermore, the MSA, No. 32 of 2000 and the Municipal Planning and Performance Management Regulations of 2001 give context to the core components of an IDP. Section 26 (h) of the MSA indicates that an IDP must reflect a financial plan, which must include a budget projection for at least the next three years; it is with this linkage to the budget that prescribes the review timeframes of an IDP.

x. Garden Route Consultation with Local Municipalities

In accordance with Section 25 Municipal Systems Act 32 of 2000, Garden Route District Municipality has undertaken to adopt the predecessors IDP in accordance with the pre-determined programme specifying timeframes for the different steps, which is hereunder depicted in Table 4. Local communities are directly consulted through the B-municipalities' community stakeholder engagements and developmental needs and priorities flowing from these discussions will be encapsulated into the Garden Route District Municipality IDP.

National and Provincial organs of state are consulted on the drafting of the IDP through the under mentioned structures and reporting mechanisms:

- Provincial IDP Managers Forum

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- Provincial Public Participation and Communication (PPCOM) Forum
- Provincial IDP Working group
- Provincial PPCOM Working group
- SALGA Working group
- B2Basics
- Circular 88 Reporting
- Provincial Sector Workshop

In accordance with Section 29(2) of the Municipal Systems Act 32 of 2000, the IDP adoption has been undertaken for the area of Garden Route District Municipality as a whole and in close consultation with the local municipalities in the area through the utilisation of the under mentioned Intergovernmental Relations (IGR) Forums:

- Garden Route District Departmental Consultations.
- Garden Route District IDP Managers Forum.
- Garden Route District Public Participation and Communication (PPCOM) Forum.
- Garden Route District Municipal Managers Forum.
- Garden Route District Co-ordinating (Mayoral) Forum.
- IDP/Budget and PMS Representative Forum.
- IDP/ Budget roadshows
- Minmay and Minmay Tech.
- MGRO Municipal Technical Engagements (IDP Indaba I JPI and IDP Indaba 2)
- LGMTEC 3.

Submissions were made to the abovementioned forums on progress made in relation to implementation of projects and IDP process. In this way, the Garden Route District IDP was drafted, taking into account, proposals submitted to it by the local municipalities in the Garden Route area. These are the policy as outlined below

xi. The following strategic policy shifts shall therefore guide all future planning and development undertaken in the Garden Route District:

- Promoting good governance and accountability

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- From Municipal to Regional planning and development
- Stakeholder participation in our planning processes
- Introducing innovative leadership capabilities
- Exploring sustainable funding models
- Catalytic project and joint planning initiatives unveiled
- Urban-rural interconnectivity enhanced
- Support the ideals as prescribed in all-of-government policy directives
- Educate, train, develop and create more opportunities for our unemployed youth
- Commence with the construction of our Regional Landfill facility and the enabling of the road-to-rail JPI.

xii. Excel in our Agri-processing initiatives, capitalise on tourism and fast track the LED implementation imperative

- Effective property investment promotion, marketing and safeguarding our financial sustainability
- Enhancement of our IGR responsibility, Joint Planning Initiatives and collaborative partnering
- Strengthening of our organisational structure to give effect to the five year IDP
- Response to climate change, environmental sustainability, water security provisioning and growing the rural economy
- Expand on and diversify on fire-fighting mandate
- IPTS implementation
- Garden Route District Sector Plans

xiii. The IDP furthermore aims to:

- Be a long term developmental, consolidated strategy of all other strategic documents that exist on municipal level, such as sector plans and various master plans;
- Include plans per B-municipality to address the needs of specific areas and seek targeted investment from government and other resources to address inequalities and the needs of the local community;
- Serve as a framework for the municipality to prioritize its actions in order to address urgent needs, while maintaining the overall economic, municipal

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and social infrastructure already in place;

- Serve as a tool to ensure the integration of the municipality's activities with other spheres of government ;and
- Be owned by the community, local leadership and the municipal management team to ensure implementation of the municipal strategy

xiv. Western Cape Provincial Monitoring and Support:

The Department of Local Government's IDP department has in accordance with section 31 of the Municipal Systems Act 32 of 2000 provided the under mentioned provincial supervision of local government with respect to Integrated Development Planning support:

- Monitoring of the IDP Process in terms of section 29 MSA
- Conducted a Process Plan workshop
- Time schedule guidelines
- Position Paper on 5-year IDP Annual Review and Amendment;
- Garden Route District and Central Karoo Alignment Workshop
- Quarterly Provincial IDP Managers Forums
- Joint Planning Initiative
- IDP Indaba
- Capacity building workshops (SPLUMA; MGAP training; PDO training; Inter-governmental Relations; SALGA; Municipal Barometer Back-to Basics; Audit Outcomes)
- Show casing best practice
- Provincial Treasury annual MERO and SEP reports to supplement the STATSSA Community Survey Census
- Initiation of an IDP Social Responsibility Project
- Integrated municipal reporting
- TIME was hosted on 18 February 2022
- A SIME is scheduled for May 2022.

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DLG Key Findings and Recommendations during SIME on 12 May 2022

Key Risks and Recommendations	GRDM Response
<p>In the event of adopting the IDP of the predecessor with amendments as reflected in the tabled IDP, follow the IDP amendment process in accordance with Regulation 3 of the MSA Regulations prior to final adoption of the IDP.</p>	<p>The Garden Route District Municipality will table the 2022-2027 IDP of Council without amendments. The strategic direction of GRDM did not change. The responses to the notable changes that are referred to in 2.2.1 of the SIME Report are as follows:</p> <ul style="list-style-type: none"> • Updating the socio-economic profile with the latest data using the 2021 SEP-LG: Annually Provincial Treasury provides municipalities with an updated SEP-LG that can be utilised by municipalities for improved integrated planning. It is an annual practise to update the socio economic profile information in the Reviewed IDPs with the latest socio economic information and in the past this was not viewed as an amendment to the IDP. • A note indicating that the financial plan will be updated: Financial plan to be included in the final adoption of the IDP to align with final Budget • Inclusion of new Hydrogen Power Plant and Bulk Sludge Projects in Chapter 4: Bulk Infrastructure Development. However, there are no budget amounts attached but only narrative descriptions of the projects: The indicated projects on Chapter 4 are additional projects to existing Strategic Objects namely(Bulk Infrastructure Coordination) therefore there is no strategic direction changed
<p>Reflect annual targets for the 2022-2027 term of council as part of the key performance indicators and performance targets determined in terms of section 41 of the MSA in the IDP to be adopted in May 2022; and</p>	<p>5 year key performance indicators will be included in the final approved SDBIP where applicable to the organisational strategic direction.</p>
<p>Update the status of all the municipal sector plans in the IDP to be adopted in May 2022 and initiate a process to review those sector plans that are out of date</p>	<p>Sector plans status to be updated in the final adoption</p> <p>The Disaster Management Plan was last reviewed in 2018 and will be updated on the IDP</p>
<p>The Municipality is also encouraged to consider the various recommendations and suggestions of national and provincial sector departments included in section 2.2.4 of this report dealing with IDP Alignment.</p>	<p>Noted</p>



CHAPTER ONE (1)

THE VISION

CHAPTER 1: THE VISION

The Vision, Mission and Core Values of GARDEN ROUTE District as to be adopted by Council in May 2022 are as follows:

1.1 Vision

“Garden Route the leading, enabling and inclusive district, characterised by equitable, sustainable development, high quality of life and equal opportunities for all”

1.2 Mission

The Garden Route District Mission expands on the vision and adopted the following mission statement in order to achieve it:

Unlocking resources for equitable, prosperous and sustainable development;

- Providing the platform for co-ordination of bulk infrastructure planning across the District;
- Providing strategic leadership towards inclusive /radical / rigorous socio-economic change;
- Transformation to address social economic and spatial injustice;
- Redressing inequalities and access to ensure inclusive services, information and opportunities for all citizens of the District;
- Initiating funding mobilisation initiatives / programmes to ensure financial sustainability;
- Co-ordinating and facilitating social development initiatives; and
- As a District municipality, the achievement of the municipal vision, mission and strategic objectives will be guided by the following key institutional values:

1.3 Core Values

- Integrity
- Excellence
- Inspired
- Caring (Ubuntu)
- Respect
- Resourceful



CHAPTER TWO (2)

SOCIO- ECONOMIC PROFILE OF THE DISTRICT

CHAPTER 2: SOCIO ECONOMIC PROFILE OF THE DISTRICT

2.1 Spatial profile

Garden Route District, also known as the as the “Garden Route” is situated on the southern- eastern coast of the Western Cape Province is currently the third largest district municipality within the Western Cape. With a total earth surface coverage of approximately 23 332 km², the municipality shares its borders with four other district municipalities namely Cacadu District in the Eastern Cape, Overberg and Cape Winelands in the west and to the north the boundary with the Central Karoo District Municipality runs along the Swartberg mountains. In the east, the municipality runs up to the Eastern Cape provincial boundary.

Garden Route Spatial Analysis

Roughly, 80% of the district's population lives in urban areas along the coast. Oudtshoorn is the largest inland town, located along the R62 and N12 linking smaller inland towns of Ladismith, Calitzdorp, De Rust and Uniondale.

The inland areas of the Garden Route District is characterised by a strongly rural setting with dispersed farming hamlets and small towns, which in some cases are isolated due to transport and social service delivery costs. Along the coast, the dominant port industrial town of Mossel Bay is functionally linked inland with George, the services centre of the District, as well as along the N2 to the tourism and lifestyle driven settlements of Knysna, Bitou to the East. To the west of Mossel Bay, the towns of Riviersonderend and Riversdale are gateways to the Garden Route and South to the coastal towns of Witsand, Stilbaai and Gouritzmond.

Figure 1: Map of the Garden Route District per Municipalities



The geographic area of the municipality consists of seven municipalities, such as Bitou, Knysna, George, Mossel Bay, Oudtshoorn, Kannaland and Hessequa.

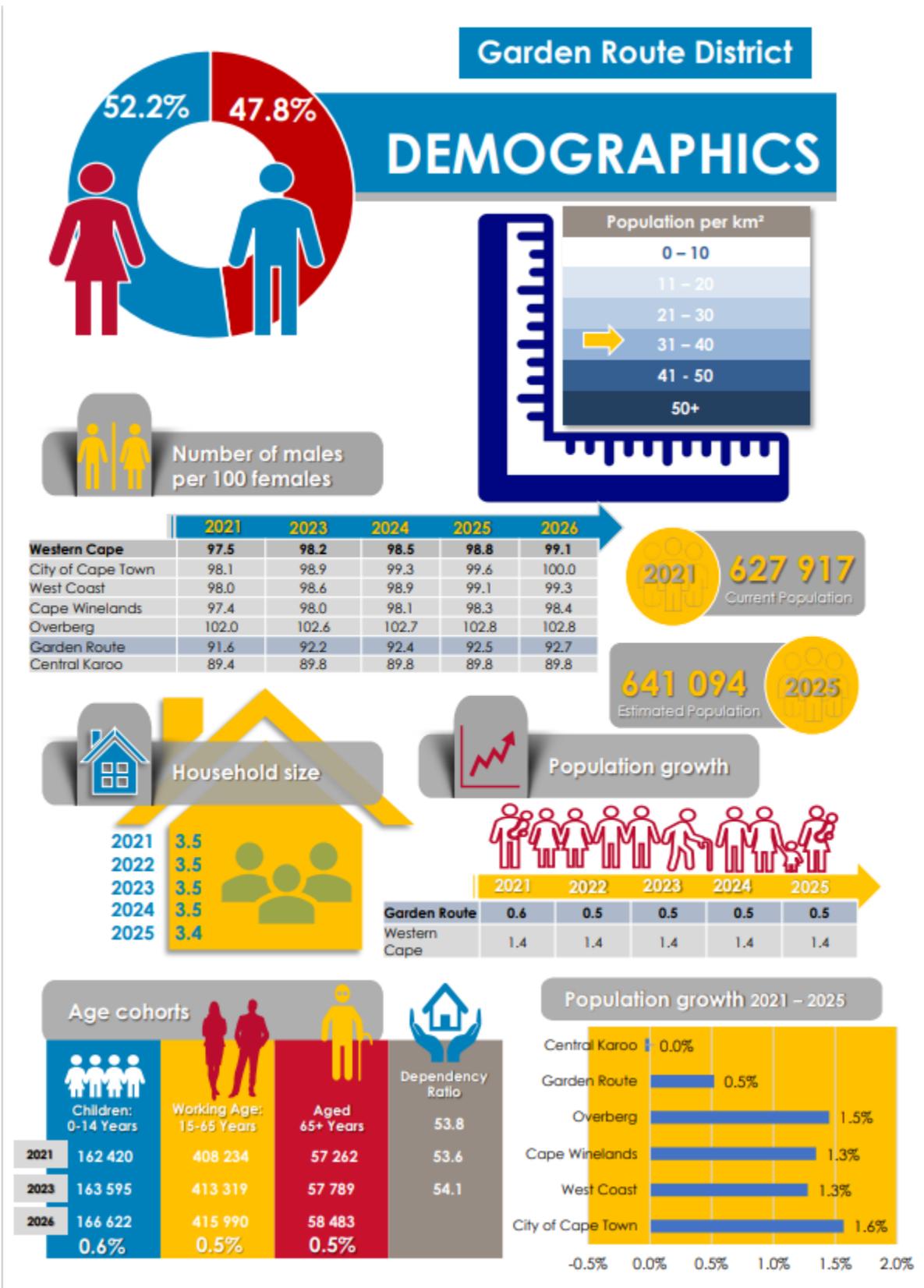
- **Bitou Municipality**, comprising the town of Plettenberg Bay.
- **Knysna Municipality**, comprising the town of Knysna.
- **George Municipality**, comprising the towns of Uniondale, Haarlem, Blanco and George.
- **Mossel Bay Municipality**, comprising the town of Herbertsdale and Mossel Bay.
- **Oudtshoorn Municipality**, comprising the town of De Rust, Dysseldorp and Oudtshoorn.
- **Kannaland Municipality**, comprising the town of Ladismith and Calitzdorp.
- **Hessequa Municipality**, comprising the town of Heidelberg, Riversdale, Askraal and Albertinia.

This chapter provides a detailed socio – economic analysis of the Garden Route district.

The issues and challenges covered in the chapter include the following:

- Demographics
- Population breakdown
- Age Distribution on health
- Access to basic services
- Crime
- Education

- Poverty



Source: Socio Economic Profile 2021

2.2 District Demographic Profile

Population

The population of the Garden Route District (GRD) is 627 917 people in 2021, making it, outside of the metro, the second most populated district in the Province. This total is expected to grow to 641 094 by 2025, equating to an average annual growth rate of 0.5 per cent

Sex Ratio

The overall sex ratio (SR) depicts the number of males per 100 females in the population. The data indicates that there are more females than males in the GRD municipal area with a ratio of 91.6 males per 100 females in 2021, rising to 92.7 males per 100 females in 2026. The increasing SR for the GRD area could be attributed to a wide range of factors such as an increase in female mortality rates as well as the potential inflow of working males to the municipal area

Age Cohorts

Between 2020 and 2026, the highest population growth is estimated for the 0 - 14 aged cohort, with expected growth for the period reaching an average annual rate of 1.6 per cent. For the same period, the working age population and the aged are expected to grow at an average annual 0.5 per cent. The predicted growth increases the dependency ratio to 54.1 per cent by 2026

Household size

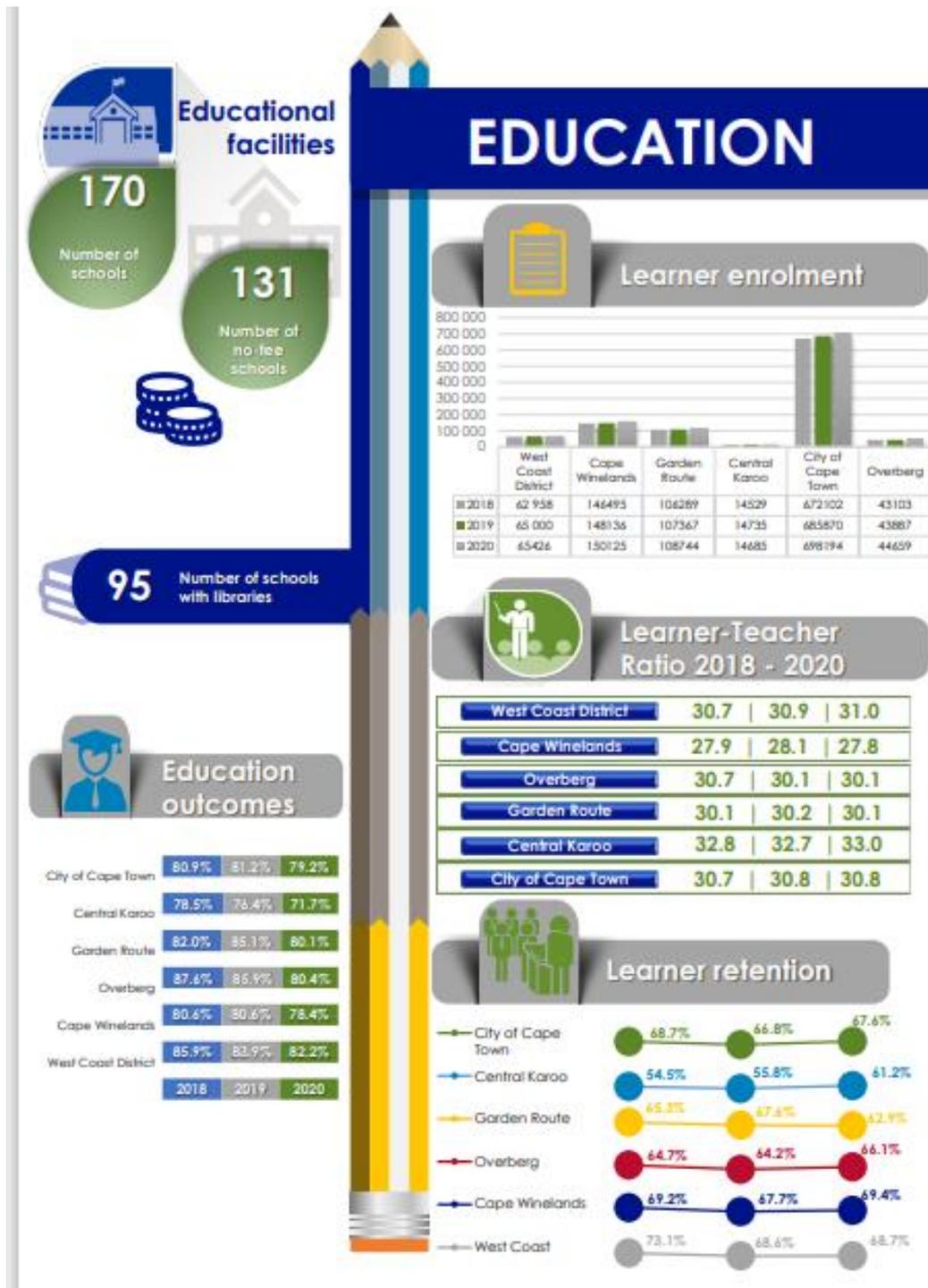
Household size refers to the number of people per household. In the GRD area, no change in household size is expected between 2020 and 2024, with the average size of households estimated to remain at 3.5 persons per household. Average household size is expected to drop marginally in 2025 to 3.4 persons per household

Population density

Amidst rapid urbanisation across the Western Cape, population density figures will aid public sector decision makers to mitigate environmental, individual health and service delivery risks. In 2021, the population density of the GRD was 27 persons per square kilometer.

In order of highest to lowest, the various local municipal areas in the GRD compare as follows:

- Bitou 70 people/km²
- Knysna 68 people/ km²
- Mossel Bay 48 people/km²
- George 43 people/km²
- Oudtshoorn 26 people/km²
- Hessequa 9 people/km²
- Kannaland 5 people/km



Source: Socio Economic Profile 2021

2.3 Education

Learner enrolment, the learner-teacher ratio and learner retention rate

Learner enrolment in the GRD municipal area increased from 106 289 in 2018 to 108 744 in 2020. The same period also saw the learner-teacher ratio remaining constant at 30.1

learners per teacher. With an average learner retention rate of 67.6 per cent for the Garden Route area, learner retention is a challenge across the District. The learner retention rate is influenced by a wide array of factors, including economic influences such as unemployment, poverty/very low household income/indigent households, as well as social concerns such as teenage pregnancies. Retention rates should be kept in mind when considering education outcomes/results, as low retention rates are likely to skew outcomes, since drop outs are automatically excluded from any outcomes/results. Being able to retain learners is essential for overall positive education outcomes.

Number of schools

In 2020, the GRD municipal area had a total of 170 public ordinary schools, decreasing by 1 from 2019.

Number of no-fee schools

In an effort to alleviate some of the funding challenges the Western Cape Department of Education (WCED) offered certain fee-paying schools to become no-fee schools. As such 131 schools (77.1 per cent) within the GRD are registered with the WCED as no-fee schools.

Schools with libraries and media centres

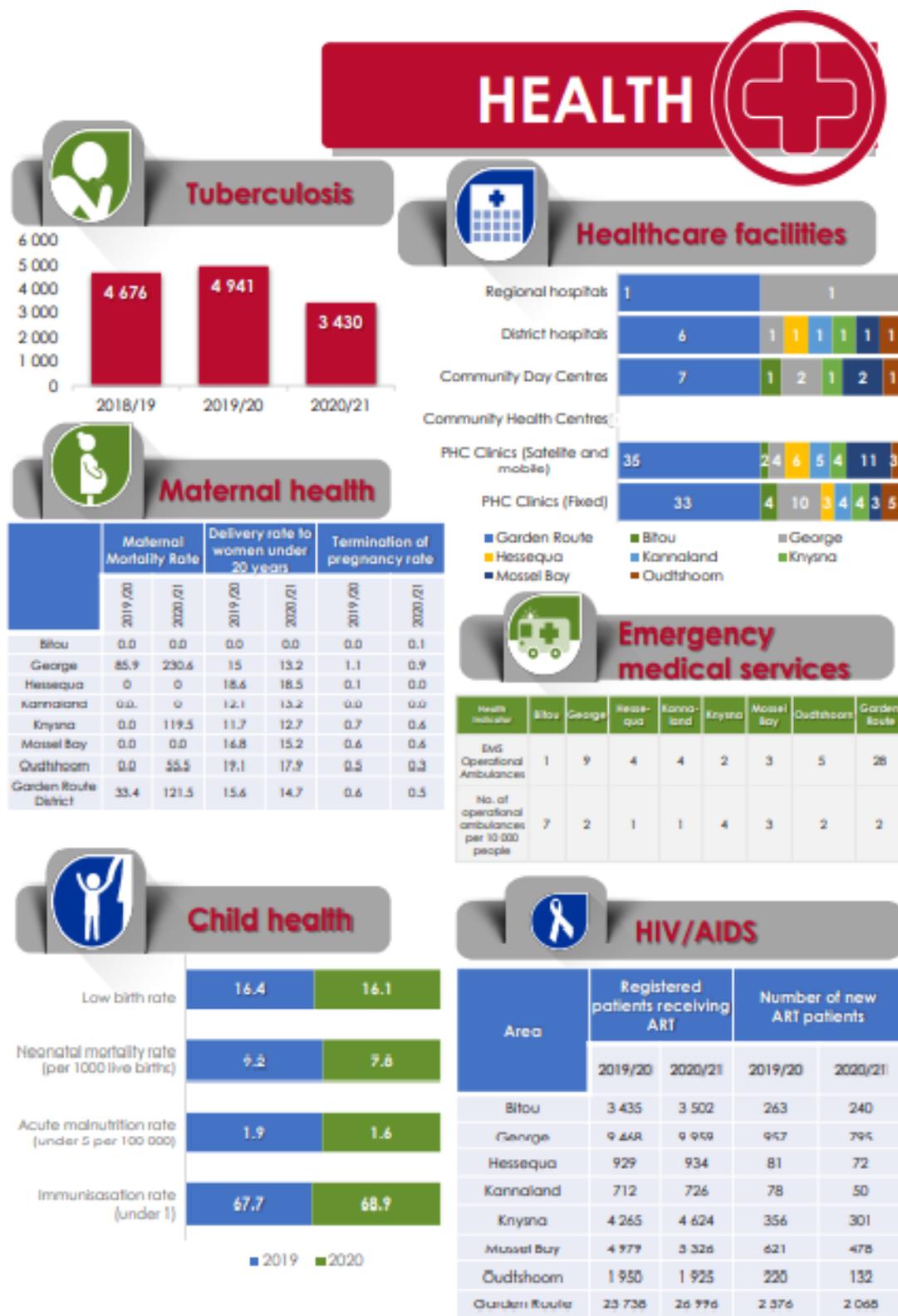
The number of schools with libraries/media centres has declined from 107 in 2017 to 95 in 2020. Given that access to libraries and media centres can have a positive impact on the overall quality of education, there is room for expansion in this regard.

Education outcomes (matric pass rate)

Education remains one of the key avenues through which the state is involved in the economy. In preparing individuals for future engagements in the labour market, policy decisions and choices in the sphere of education play a critical role in determining the extent to which future economic and poverty reduction plans may be realised.

The GRD's matric outcomes decreased from 85.1 per cent in 2019, to 80.1 per cent in 2020. This particular statistic is vital as it impacts learner access to higher education

institutions in order to broaden access to Employment opportunities



Source: Socio Economic Profile 2021

2.4 Health

Healthcare facilities

According to the 2019 Inequality Trend report by Statistics South Africa, in 2017, 75.1 per cent of households in South Africa usually use public healthcare facilities when a household member gets ill, compared to 24.9 per cent who use private healthcare facilities. This is associated with the low proportion of households with access to medical aid, which in 2017 was approximately 17 per cent for South Africa and 25 per cent for the Western Cape. In 2020, the GRD municipal area had 68 primary healthcare facilities, which comprised of 33 fixed PHC clinics and 35 mobile/satellite PHC clinics. There were also 7 community day centres, 6 district hospitals and one regional hospital. Emergency medical services makes the provision of more operational ambulances can provide greater coverage of emergency medical services. The GRD area has 2 ambulances per 10 000 people in 2020. Kannaland and Hessequa municipalities may however need additional ambulances as these areas only have one ambulance per 10 000 people. It is worth noting that this number only refers to Provincial ambulances and excludes all private service providers.

HIV/AIDS

The GRD's total registered patients receiving antiretroviral treatment increased by 2 068 between 2019 and 2020. The number of new antiretroviral patients declined slightly, from 2 567 in 2019. This could be an indication that the prevalence of HIV is declining or an indication that less people are being tested and receiving access to HIV treatment. In 2020, a total of 26 996 registered patients received antiretroviral treatment in the GRD.

Child health

Even after a small increase from 67.7 per cent in 2019 to 68.9 per cent in 2020, the immunisation rate in the GRD area remains relatively low. The number of malnourished children under five years (per 100 000) in District in 2020 was 1.6, a slight improvement from the 1.9 in 2019. The neonatal mortality rate (per 1 000 live births) in the Garden Route area also improved marginally from 9.2 in 2019 to 7.8 in 2020, along with the low birth-weight indicator which was recorded at 16.1 in 2020, compared to 16.4 in 2019. Child health therefore showed improvements in all categories.

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Maternal health

The maternal mortality rate in the GRD recorded 121.5 deaths per 100 000 live births in 2019, increasing from 33.4 in 2019. The delivery rate to women under 20 years in the GRD municipal area was recorded at 14.7 per cent in 2020, while the termination of pregnancy rate was 0.5. There were slight declines in both cases and is an indication of improved family planning.

COVID-19 Stats

Date: 18 May 2022

**Covid
positive**

**Provincial
data**

Sub-district	TOTAL	Active	Recovered	Deaths
Bitou	5 882	89	5 650	143
George	29 957	377	28 675	905
Hessequa	6 368	87	6 047	234
Kannaland	2 127	22	2 023	82
Knysna	10 020	90	9 638	292
Mossel Bay	19 065	275	18 293	497
Oudtshoorn	9 871	141	9 203	527
Sub-total	83 290	1081	79 529	2 680

Latest available data (13/5/2022)

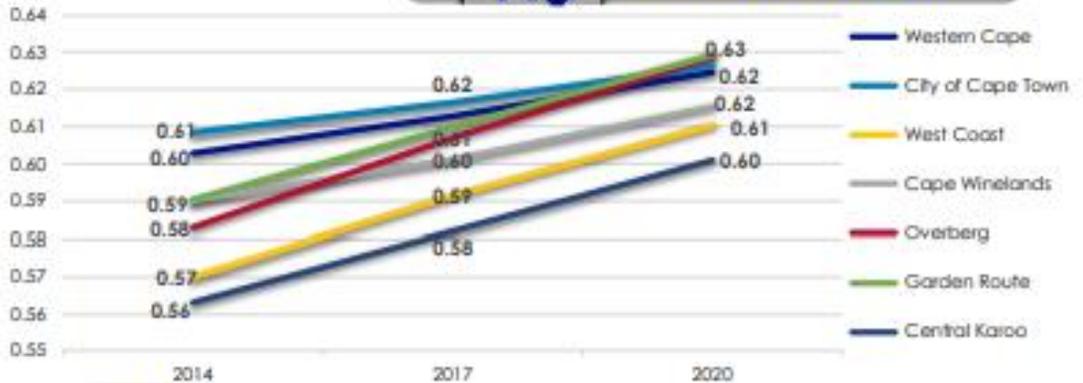
Total individuals vaccinated: 252 655(51.35%)
 Total individuals fully vaccinated: 225 150 (45.88%)
 There is sufficient stock on hand
 Poor response uptake in youth: 66 578 (39.42%)

POVERTY

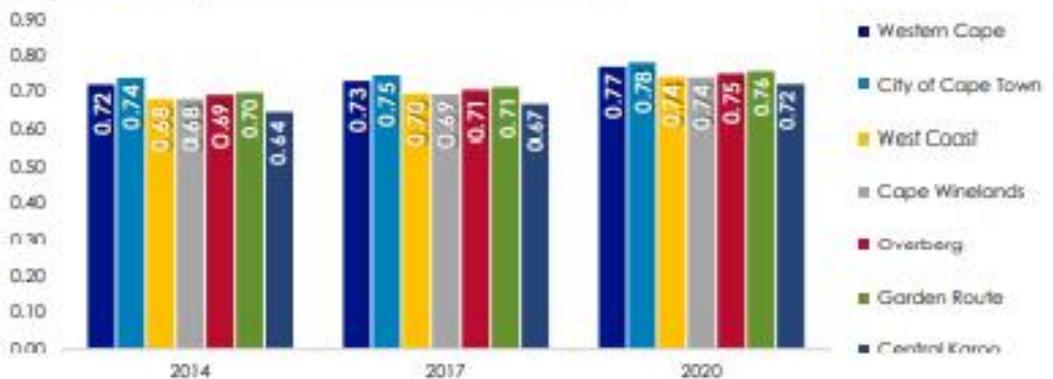
GDP per capita



Income inequality



Human development



Source: Socio Economic Profile 2021

2.5 Poverty

GDPR per capita

An increase in regional gross domestic product (GDPR) per capita, i.e. GDPR per person, is experienced only if the economic growth rate exceeds the population growth rate. At a per capita GDPR of R72 291 in 2020, the GRD's per capita GDPR remains significantly below that of the Province's R84 967.

Income inequality

Even though GDPR per capita reflects changes in the overall well-being of the population, not everyone within an economy will earn the same amount of money as estimated by the GDPR per capita indicator.

NDP has set a target of reducing income inequality in South Africa from a Gini coefficient of 0.7 in 2010 to 0.6 by 2030. However, between 2014 and 2018, income inequality has worsened in Garden Route area, with the Gini-coefficient increasing from 0.59 in 2014 to 0.63 in 2020. Worsening income inequality could also be seen across the Western Cape (0.6 in 2014 and 0.62 in 2020).

Human development

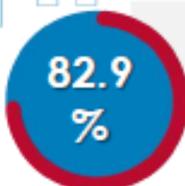
The Human Development Index (HDI) is a composite indicator reflecting on education levels, health, and income. It is a measure of peoples' ability to live a long and healthy life, to communicate, participate in the community and to have sufficient means to be able to afford a decent living. The HDI is represented by a number between 0 and 1, where 1 indicates a high level of human development and 0 represents no human development. The United Nations uses the HDI to assess the relative level of socio-economic development within countries. There has been a general increase in the HDI for the Garden Route area, from 0.70 in 2014 to 0.76 in 2020. There has been a similar upward trend for the Western Cape from 0.72 in 2014 to 0.77 in 2020. This is indicative of improvements in per capita income, education levels and life expectancy.

BASIC SERVICE DELIVERY



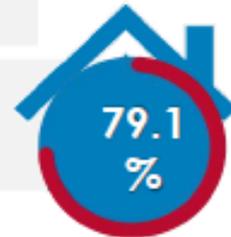
Total number of households

172 792 Garden Route District (GRD)
1 900 345 Western Cape



Formal main dwelling

143 241 Garden Route District
1 503 998 Western Cape



75.2% Garden Route
61.4% Western Cape
 House/brick structure on separate stand/yard



0.7% Garden Route
0.5% Western Cape
 Traditional dwelling



6.2% Garden Route
16.3% Western Cape
 Flat/simplex/duplex/triplex or room/flat on shared property

1.2% Garden Route
1.0% Western Cape
 Other/Unspecified



1.5% Garden Route
1.5% Western Cape
 House/flat/room in backyard



6.2% Garden Route
6.8% Western Cape
 Informal dwelling in backyard



9.1% Garden Route
12.6% Western Cape
 Informal dwelling not in backyard



Piped water inside dwelling/within 200m
 Garden Route **95.2%**
 Western Cape **96.6%**



Electricity as primary source of lighting
 Garden Route **90.7%**
 Western Cape **93.1%**

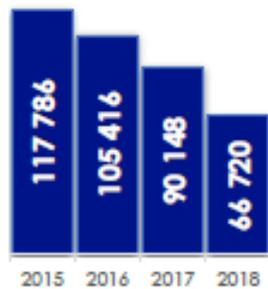


Flush/chemical toilet
 Garden Route **85.2%**
 Western Cape **90.1%**



Refuse removed at least once a week
 Garden Route **86.5%**
 Western Cape **89.8%**

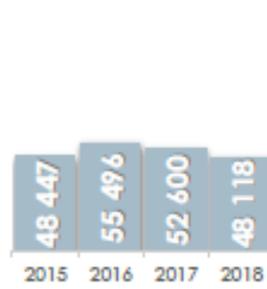
Free basic water



Free basic electricity



Free basic sanitation



Free basic refuse removal



Source: Socio Economic Profile 2021

2.6 Basic Service Delivery

The Constitution stipulates that every citizen has the right to access to adequate housing and that the state must take reasonable legislative and other measures within its available resources to achieve the progressive realisation of this right. Access to housing also includes access to services such as potable water, basic sanitation, safe energy sources and refuse removal services, to ensure that households enjoy a decent standard of living.

This section considers to what extent this has been achieved by reflecting on the latest available information from Quantec Research for 2020. The latest official statistics was collected by Statistics South Africa for the 2016 Community Survey; the 2021 Census will provide the updated official statistics. The information on free basic services is obtained from Statistics South Africa's Non-Financial Census of Municipalities survey findings.

Housing and Household Services

With a total of 175 680 households in the GRD municipal area, 82.7 per cent had access to formal housing, which is just above the Provincial average of 79.0 per cent. Informal housing is a particular challenge in the Bitou and Knysna municipal areas, with 29.9 and 28.9 per cent of households living in informal dwellings in these municipal areas respectively. Service access levels were significantly higher than access to formal housing, with access to piped water inside/within 200 m of the dwelling at 95.2 per cent, access to electricity (for lighting) at 90.7 per cent, the removal of refuse at least weekly by local authority at 86.5 per cent and access to a flush or chemical toilet at 85.1 per cent of households. These access levels were however below the Provincial averages for all services.

Free Basic Services

Local municipalities also provide a package of free basic services to households who are financially vulnerable and struggle to pay for services. The number of households receiving free basic services in the GRD municipal area

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has shown a general declining trend for the different services between 2016 and 2019. However, the stressed economic conditions of 2020 and 2021 are exerting pressure on household income levels, which was in turn likely to have increased the number of indigent households and the demand for free basic services

SAFETY AND SECURITY



MURDER		2018/19	2019/20	2020/21
Actual Number	Garden Route District	215	204	163
	Western Cape	3 959	3 962	3 803
Per 100 000	Garden Route District	35	33	26
	Western Cape	57	56	53

SEXUAL OFFENCES		2018/19	2019/20	2020/21
Actual Number	Garden Route District	1 070	991	838
	Western Cape	7 082	7 325	6 430
Per 100 000	Garden Route District	173	159	133
	Western Cape	103	104	90



DRUG-RELATED OFFENCES		2018/19	2019/20	2020/21
Actual Number	Garden Route District	7 300	5 790	3 534
	Western Cape	81 015	62 453	44 441
Per 100 000	Garden Route District	1 181	927	563
	Western Cape	1 176	890	625

DRIVING UNDER THE INFLUENCE		2018/19	2019/20	2020/21
Actual Number	Garden Route District	1 740	1 932	690
	Western Cape	12 510	12 290	3 746
Per 100 000	Garden Route District	281	309	110
	Western Cape	182	175	53



Fatal Crashes	Garden Route District	103	102	92
Road User Fatalities	Garden Route District	128	131	104



RESIDENTIAL BURGLARIES		2018/19	2019/20	2020/21
Actual Number	Garden Route District	5 156	4 844	3 990
	Western Cape	39 294	35 935	27 172
Per 100 000	Garden Route District	834	776	635
	Western Cape	571	512	382

Source: Socio Economic Profile 2021

2.7 Safety and Security

Murder

Murder is defined as the unlawful and intentional killing of another person.

Within the GRD area, the number of murders decreased from 204 in 2019/20 to 163 in 2020/21. The District's murder rate (per 100 000 people) also declined slightly from 33 in 2018/19 to 26 in 2020/21, while the comparative Provincial murder rate was significantly higher at 53 (per 100 000 people) in 2020/21. 2017's global murder rate was 6.1 (per 100 000 people) and is significantly below the reports within both the District and the Province.

Sexual offences

Sexual offences include rape (updated to the new definition of rape to provide for the inclusion of male rape), sex work, pornography, public indecency and human trafficking. In 2020/21, there were 838 sexual offences in the GRD municipal area equating to a rate of 133 per 100 000 population. This is higher than the Western Cape rate of 90. South Africa is amongst the top 5 countries in the world with respect to reports of rape, therefore it is a huge problem that needs to be addressed.

Drug-related offences

Drug-related crimes refer to the situation where the perpetrator is found to be in possession of, under the influence of, or selling illegal drugs. Drug-related crime within the GRD area decreased significantly from 5 790 cases in 2019/20 to 3 534 cases in 2020/21. The Western Cape's drug-related offences also decreased sharply from 62 453 to 44 441 over the same period. When comparing Garden Route area and the Province's rate per 100 000 people in 2020/21, at 563, the GRD area's figure is below that of the Province's 625.

Driving under the influence (DUI)

A situation where the driver of a vehicle is found to be over the legal blood alcohol limit. The number of cases of driving under the influence of alcohol or drugs in the GRD area declined by 64.3 per cent, from 1 932 in 2019/20 to 690 in 2020/21, likely due to the restrictions on alcohol purchases during the fiscal year. This translates into a rate of 110 per 100 000 people in 2020/21, which is

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significantly above the Province's 53 per 100 000 people. These cases coincide with 104 road user fatalities recorded in 2020/21 within the District area.

Residential burglaries

The unlawful entry of a residential structure with the intent to commit a crime, usually a theft. The crime statistics released by SAPS and Stats SA indicate that the number of residential burglaries increased by 6.7 per cent in South Africa from April 2020 to April 2021. The number of residential burglaries in the GRD area decreased by 17.6 from 4 844 in 2019/20 to 3 990 in 2020/21. The District's rate of 635 per 100 000 population was markedly higher than that of the Province (382 per 100 000 population)

Economy and Labour Market Performance

SECTOR	GDP			Employment		
	R Million value 2019	Trend 2015 – 2019	Real GDP growth 2020e	Number of jobs 2019	Average annual change 2015 - 2019	Net change 2020e
PS Primary Sector	2 184.9	-4.0	10.5	28 212	402	-1 580
Agriculture, forestry & fishing	2 015.2	-4.2	12.3	28 042	404	-1 566
Mining & quarrying	169.7	0.0	-18.4	170	-2	-14
SS Secondary sector	11 853.8	-8.1	-12.2	35 828	-123	-3 572
Manufacturing	6 787.3	0.6	-9.7	20 404	121	-1 413
Electricity, gas & water	1 455.4	-1.1	-7.1	847	6	-27
Construction	2 811.2	-1.7	-22.1	14 577	-250	-2 132
TS Tertiary sector	33 026.1	1.8	-5.7	167 848	2 746	-10 152
Wholesale & retail trade, catering & accommodation	8 599.8	0.8	-10.4	59 253	1 331	-4 475
Transport, storage & communication	4 656.7	1.6	-14.7	10 226	171	-450
Finance, insurance, real estate & business services	11 667.0	3.2	-3.2	41 777	1 339	-1 875
General government	4 868.4	-0.1	0.0	22 461	-146	100
Community, social & personal services	3 232.1	1.2	-2.4	34 131	252	-3 452
Garden Route	46 262.8	1.0	-4.3	231 888	3 225	-15 304

Skill Levels Formal employment	Skill Level Contribution 2020 (%)	Average growth (%) 2016 - 2020	Number of jobs	
			2019	2020
Skilled	29.1	1.3	48 058	46 236
Semi-skilled	40.6	-0.7	69 047	64 598
Low-skilled	30.3	-1.5	51 791	48 181
TOTAL	100.0	-0.4	168 896	159 015

Informal Employment	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
Number of Informal jobs	61 662	61 213	61 403	64 521	66 045	69 283	63 901	66 752	65 626	62 992	57 569
% of Total Employment	31.4	30.7	29.9	30.5	30.6	30.6	28.3	29.0	28.2	27.2	26.6

Unemployment rates	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
West Coast	10.0	10.4	10.1	9.6	10.2	9.1	10.1	10.9	11.1	12.0	11.7
Cape Winelands	10.1	10.3	10.1	9.7	10.0	9.1	10.0	10.4	10.3	11.1	10.8
Overberg	9.1	9.4	9.2	8.9	9.5	8.3	9.4	9.8	9.8	10.8	10.9
Garden Route	15.0	15.0	14.7	14.3	14.3	13.9	14.8	15.2	14.9	15.9	15.4
Central Karoo	23.0	22.7	22.3	21.6	21.7	20.4	21.3	22.0	21.5	22.3	20.3
City of Cape Town	18.2	18.3	18.6	18.7	19.1	19.8	21.1	21.9	21.7	23.2	22.4
Western Cape	15.9	16.1	16.1	16.0	16.4	16.5	17.7	18.4	18.3	19.6	18.9

Source: Socio Economic Profile 2021

2.8 Economy

Sectoral overview

In 2019, the economy of the GRD was valued at R46.263 billion (current prices) and employed 231 888 people. Historical trends between 2015 and 2019 indicate that the district economy realised an average annual growth rate of 1.0 per cent, with better growth of 1.8 per cent in the tertiary sector, compared to the contraction of 0.1 per cent of the secondary sector, and contraction of 4.0 per cent in the primary sector. In terms of the sectoral contribution in 2019, the finance, insurance, real estate and business services (R11.667 billion or 25.2 per cent of total GDP) and the transport, storage and communication (R4.657 billion or 10.1 per cent) sectors were the main drivers that contributed to the positive growth between 2015 and 2019 in the tertiary sector, with growth of 3.3 per cent and 1.6 per cent respectively.

These sectors were however unable to maintain their positive growth during the 2020 COVID-19 pandemic and related restrictions to economic activity. The GRD economy suffered a 6.3 per cent contraction with 15 304 net jobs lost as a result. The secondary sector was hit hardest with a contraction of 12.2 per cent and 3 572 job losses; followed by the tertiary sector with a contraction of 5.9 per cent and 10 152 job losses. The majority of job losses occurred in the wholesale & retail trade catering and accommodation sector as restrictions to movement placed strain on the tourism sector. The only sector that was able to maintain positive growth was the agriculture, fishing and forestry sector that grew by 12.3 per cent due to favourable commodity prices and little restrictions placed on the sector. The sector

however experienced jobless growth as it still lost 1 566 jobs.

Formal and Informal Employment

It is estimated that the GRD's total employed amounted to 216 584 workers of which 159 015 (73.4 per cent) are in the formal sector while 57 569 (26.6 per cent) are informally employed. Jobs in the formal sector were more resilient during the pandemic as 5.9 per cent of jobs were lost, compared to 8.6 per cent of informal jobs.

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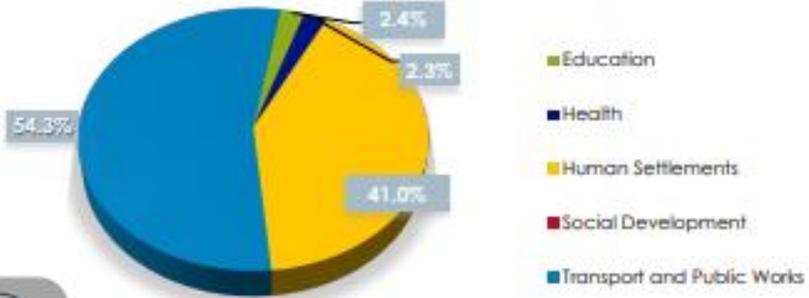
Most of the formally employed consisted of semi-skilled (40.6 per cent) and low-skilled (30.3 per cent) workers. Although the skilled category (29.1 per cent) contributed the least to total formal employment (2019), it outpaced the other two categories in terms of average annual growth – between 2016 and 2020, the skilled cohort grew on average by 1.3 per cent while the semi-skilled and low-skilled categories declined by 0.7 and 1.5 per cent respectively. The growth in the skilled category reflects the market demand for more skilled labour as well as their ability to work from home during the lock-down. The growth in the skills sector implies the need to capacitate and empower low-skilled and semi-skilled workers.

Unemployment

The GRD's unemployment rate of 15.4 per cent in 2019 was slightly lower than that the Western Cape's unemployment rate of 18.9 per cent. The unemployment rates are concerning given that this estimate is based on the narrow definition of unemployment i.e., the percentage of people that are actively looking for work, but unable to find employment. In turn, the broad definition refers to people that want to work but are not actively seeking employment (excludes those who have given up looking for work). The decline in the unemployment rate from 15.9 per cent in 2019 to 15.4 per cent in 2020, despite the job losses, was as a result of an increase in discouraged work seekers and reduced labour force participation rates.

PUBLIC INFRASTRUCTURE SPEND

Provincial infrastructure spend (R'000)



Municipal infrastructure spend (R'000)



Source: Socio Economic Profile 2021

2.9 Public Infrastructure Spend

Spending on social infrastructure

Spending on social infrastructure aids in social development and has the spill-over effect of enabling economic growth. The Western Cape Government (WCG) will

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spend 45.7 per cent of its 2021/22 infrastructure budget for the GRD municipal area on social infrastructure. As displayed in the pie chart the WCG will be allocating 2.4 per cent of the budget (R25.000 million) towards Education in the District area. Spending on education is crucial as it can serve to improve education outcomes and skills levels within a community and more importantly alleviate poverty through increased long-term income for individuals. A healthy and resilient community increases productivity and reduces pressures on government resources especially with the advent of the COVID-19 pandemic. As such 2.3 per cent (R24.652 million) has been allocated by the Department of Health for health infrastructure spending in the GRD area.

The majority of WCG social infrastructure spending (R469.434 million) will however be allocated towards housing (41.0 per cent of total WCG infrastructure spending or R431.943 million), which serve to reduce housing backlogs. The GRD Municipality (inclusive of the contribution of the local municipalities) will complement the WCG Social infrastructure spending by allocating 16.1 per cent (R194.206 million) of its 2021/22 capital budget towards social infrastructure. This includes R293 000 towards health, R110.540 million towards housing, R50.793 million towards sports and recreation and R12.299 million towards social development. These will serve to improve the quality of life of individuals within the region. Community safety has been prioritized by the WCG due to high levels of crime in the Western Cape. Crime has a negative impact on the quality of lives of individuals, but also on the economy by deterring private investment and causing business losses. It further creates a burden on government resources in terms of justice system costs, victim assistance and replacement of assets. The GRD municipalities have collectively allocated 1.7 per cent (R20.281 million) of the capital budget to public safety.

Spending on economic infrastructure

Economic infrastructure is defined as infrastructure that promotes economic activity. Considering the current economic recession, spending on economic infrastructure is crucial for stimulating economic activity. The WCG allocated R571.659 million (53.4 per cent in 2021/22) towards economic infrastructure across the entire GRD, more specifically towards transport and public works (R59.688 million). These infrastructure allocations will go a long way towards unlocking the region's economic potential, due to its position on the N2 Garden Route. The GRD

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municipalities contribute by allocating an additional R214.370 million towards road transport, R1.662 million towards environment protection and R4.714 million towards planning and development. Collectively, the economic infrastructure allocation by the Municipalities make up 18.3 per cent of capital expenditure.

Spending on trading services

Basic services are crucial for improving the living conditions of citizens within the municipal area and enabling economic activity for businesses via access to water, electricity, sanitation and refuse removal. The majority of the Municipality's infrastructure budget i.e., 60.1 per cent or R723.958 million is allocated towards the provision of basic services. The majority of spending on trading services have been allocated towards waste-water management (R294.314 million) and water management (R193.030 million) in light of recent droughts. This was followed by electricity (R150.629 million); and waste management (R85.989 million).

2.10 Agri Workers information

The Agricultural industry plays a big role in the economy of the District therefore the following, hence the socio-economic profile of the Agri-workers are of great importance for the GRDM .

2.10.1 Education levels

HIGHEST LEVEL OF EDUCATION BY GENDER			
	Male	Female	Total
No schooling	11,86	10,40	11,13
Primary	15,73	15,18	15,46
Senior Primary	29,75	27,55	28,65
Some High School	33,62	36,86	35,24
Matriculation	8,85	9,95	9,40
ABET	0,00	0,06	0,03
Tertiary	0,18	0,00	0,09

The table above outlines the overall education levels of the farm workers in the district. It illustrates that 9.40% of the household members have completed matric, while less than 1% of the household members have a tertiary qualification. 44 % of

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household members had not gone further than primary school. Extensive skills training are therefore a priority for GRDM.

2.10.2 Distance travelled to school

The majority of children travelling to school travel more than 4.9Km and high school learners travel more than 10km a day.

Furthermore the majority of learners walk to school as a mode of transport to and from school.

DISTANCE TRAVELLED TO SCHOOL								
Crèche								
Distance travelled	Kannaland	Hessequa	Mossel	George	Oudtshoor	Bitou	Knysna	Total
0--3km	10	3	8	65	8	21	2	117
	55.56%	50%	66.67%	63.11%	57.14%	77.78%	40%	63.24%
3--4,9km	7	2	3	24	5	6	2	49
	38.89%	33.33%	25%	23.30%	35.71%	22.22%	40%	26.49%
5--10km	0	0	1	12	1	0	1	15
	0%	0%	8.33%	11.65%	7.14%	0%	20%	8.11%
More than 10km	1	1	0	2	0	0	0	4
	5.56%	16.67%	0%	1.94%	0%	0%	0%	2.16%
Total	18	6	12	103	14	27	5	185
	100%	100%	100%	100%	100%	100%	100%	100%
Primary School								
	Kannaland	Hessequa	Mossel	George	Oudtshoor	Bitou	Knysna	Total
0--3km	8	8	10	62	5	23	18	134
	25.81%	42.11%	33.33%	35.84%	23.81%	60.53%	58.06%	39.07%
3--4,9km	17	4	11	65	13	10	7	127
	54.84%	21.05%	36.67%	37.57%	61.9%	26.32%	22.58%	37.03%
5--10km	5	3	2	25	3	2	3	43
	16.13%	15.79%	6.67%	14.45%	14.29%	5.26%	9.68%	12.54%
More than 10km	1	4	7	21	0	3	3	39
	3.23%	21.05%	23.33%	12.14%	0%	7.89%	9.68%	11.37%
Total	31	19	30	173	21	38	31	343
	100%	100%	100%	100%	100%	100%	100%	100%
High School								
	Kannaland	Hessequa	Mossel	George	Oudtshoor	Bitou	Knysna	Total
0--3km	3	1	2	16	2	2	4	30
	25%	14.29%	20%	21.05%	15.38%	10.53%	26.67%	19.74%
3--4,9km	2	1	5	30	4	6	3	51
	16.67%	14.29%	50%	39.47%	30.77%	31.58%	20%	33.55%
5--10km	4	4	0	13	4	7	1	33
	33.33%	57.14%	0%	17.11%	30.77%	36.84%	6.67%	21.71%
More than 10km	3	1	3	17	3	4	7	38

DISTANCE TRAVELLED TO SCHOOL								
Crèche								
Distance travelled	Kannaland	Hessequa	Mossel	George	Oudtshoor	Bitou	Knysna	Total
Total	25%	14.29%	30%	22.37%	23.08%	21.05%	46.67%	25%
	12	7	10	76	13	19	15	152
	100%	100%	100%	100%	100%	100%	100%	100%

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2.11 Needs raised by the B municipalities

Municipality	Needs raised for the district
Bitou	<ul style="list-style-type: none"> • Increase water capacity • Maintenance of District Roads • Need 120 Hectares of land for correctional facility • Support with sector plans
Knysna	<ul style="list-style-type: none"> • Assistance to development marketing and tourism • Water security • Sport Summit
George	<ul style="list-style-type: none"> • Crime awareness campaigns • Small business training and support
Mossel Bay	<ul style="list-style-type: none"> • Electrification of informal settlement • Business training and development of SMMEs • Funding to host arts and culture development festival
Hessequa	<ul style="list-style-type: none"> • Road upgrades • Water assessments on Sources and quality • JPI 1_088: Upgrade Port Beaufort Road
Oudtshoorn	<ul style="list-style-type: none"> • Water project for Volmoed & Kliplokasie • Maintenance of district roads
Kannaland	<ul style="list-style-type: none"> • Water services • Business training and development of SMMEs • Renewable Energy • Housing • New roads

During recent B municipalities were requested to indicate the support they require. See below:

Bitou

Sector	Priority/Issue	Description	Ward
Education	High Schools	Construction of High Schools in Plett South and Kwa-Nokuthula	Ward 2 & 6
	Xhosa Curriculum	There need for isiXhosa classes at Kurland Primary School	Ward 1

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	Primary Schools	Construction of Primary Schools at Green Valley and Bossiesgif / Pine Trees	Ward 1 & 3
Social Development	Old Age Home	There is no care services for the aged.	Ward 1, 3,4,5,6 and 7
	Rehabilitation Centre	Drugs has become the biggest ill in societies and there are no government facilities to help with rehabilitation of addicts.	All Wards
Community Safety	Neighbourhood watch/Security	Empowerment and regular support to ensure effectiveness of established neighbourhood watches	All areas
	Satellite Police Station/Police Station	Introduction of satellite offices in respective areas to increase police visibility and improved services	Kurland, Kranshoek and New Horizon
	Redesign Sector demarcation	The current sector system is not effective e.g. Kranshoek is more closer to town but falls under Kwa-Nokuthula Police Station.	Ward 2 and 5
Agriculture	Agricultural land	Acquisition of land for agricultural purposes specifically for emerging farmers	All areas
	Vegetable Gardens		

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	Assistance for small farmers	Equipment and material for small farmers Fencing of land for livestock Farm for Cattle	
Human Settlements	Housing	Increase housing allocation	Bitou Municipality
Health	Abolish appointment system	Doctors must see patients on first come bases	All Clinics
	24 Hour medical care	There is a need for a 24 hour health care facility	Bitou Area

George

Sector	Priority/Issue	Description	Ward
Education	More Schools	Schools in these areas are overcrowded	Ward 6: Rosemoor Ward 19: George
	School Bus	Provision of a school bus service for Kleinkrantz	Ward 4: Kleinkrantz
	Primary School	Building of Primary School	Ward 12: Thembaletu Ward 14: Rosedale Ward 15: Thembaletu
	High School	Building of High School	Ward 21: Thembaletu
Social Development	Old Age Home	Support for the aged and possible building of old age homes in these areas Facilities for the Old Age	Ward 8: Parkdene Ward 21: Silvertown Ward 24: Haarlem Ward 27: Pacaltsdorp Ward 17: Conville
	Bush Sleepers	Municipality require funding assistance to monitor areas after hours.	Ward 19: Fichat Street
Community Safety	Neighbourhood watch/Security	Empowerment and regular support to ensure effectiveness of established neighbourhood watches	Ward 2: Denneoord & Fernridge Ward 3: Heather Park Ward 5: Protea Park Ward 8: Parkdene Ward 19: Heather Park Ward 24: Haarlem
	Satellite Police Station/Police	Introduction of satellite offices in	Ward 5: Levallia Ward 6: Rosemoor

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	Station	respective areas to increase police visibility and improved services	Ward 16: New Dawn Park Ward 20: Borchards
	Police Services	Poor standard of services provided to the community	Ward 24: Haarlem
	Crime	High rate of crime	Ward 17: Conville
Agriculture	Agricultural land	Acquisition of land for agricultural purposes specifically for emerging farmers	Ward 24: Haarlem
	Vegetable Gardens		Ward 24: Ganzekraal, Avontuur & Noll
	Assistance for small farmers	Equipment and material for small farmers	Ward 15: Themba lethu
		Fencing of land for livestock	Ward 15: Themba lethu
		Farm for Cattle	Ward 21: Themba lethu
Human Settlements	Affordable retirement homes	Housing opportunities for retired citizens	Ward 26: Blanco
Health	Clinic	Building of new clinics within proximity	Ward 4: Kleinkrantz/Touwsrante n/ Wilderness Heights Ward 6: Rosemoor Ward 11: Themba lethu (Mdongwe) Ward 14: Rosedale Ward 12: Themba lethu (Mdongwe) Ward 16: New Dawn Park Ward 21: Themba lethu (Asazani)
	Upgrading of Clinic	Clinic too small	Ward 20: Behind Crèche
	Home based care	Home based care services to be extended to Wilderness Heights	Ward 4: Wilderness Heights
	Hospital	Building of hospital	Ward 21: Themba lethu (Asazani)
DEDAT	Assistance to Small Businesses	Training and financial support	Ward 4: Wilderness Heights Ward 12: Themba lethu
	Proper business accommodation	Provision of formalised business accommodation	Ward 7: Lawa aikamp

Hessequa

Sector	Issue/Priority
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DEDAT	Growth through Investment Infrastructure
	Regional Priorities and Planning relating thereto: Blombos Cave & Provincial Initiative concerning Heritage Route
	GRDM Regional Economic & Tourism Initiatives
Health	Emergency Services Response times
Education	Planning in terms of Kwanokuthula for School / Proper Foot-bridge over N2
SAPS	Concerned about the efficiency of Police Service – Inability to respond to emergencies
Social Development	Rampant Social Ill's – Action is needed

Kannaland

Sector	Priority Issue
Infrastructure Development	Water storage dams(as already listed in IDP) WWTW needs to be upgraded in Ladismith All internal roads be resealed or upgraded Establishment of a green energy plant
DEDAT	Boost SMMEs
Community Safety	Assisting with a controlled neighbourhood watch in Kannaland Introduce programs in community amongst youth to reduce crime
Social Development	Establishment of youth centres
	Opening of more ECDs
	Programs on gender based violence food nutrition and security
Agriculture	Acquisition of land for agricultural purposes specifically for emerging farmers Equipment and material for small farmers Fencing of land for livestock

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Human Settlements	Housing opportunities(GAP housing) Funding to unlock the projects as listed(giving the fact of the shortage of water and sanitation infrastructure, the catalytic project can be unlocked and bring dignity to our people
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Knysna

PRIORITY	AREA/WARD	RELEVANT SECTOR DEPARTMENT
Housing Development	- Ward 1 (Smutsville/Sizamile) - Ward 2 (Karatara) - Ward 5 (Rheenendal) - Ward 6 & 11 (Hornlee)	Department of Human Settlements
Establishment of a Primary School	- Ward 3 (Dam se Bos)	Department of Education
Establishment of a fully resourced clinic	- Ward 3 (Dam se Bos)	Department of Health
Establishment of a satellite clinic	- Ward 9 (Brakenhill)	Department of Health
Establishment of a satellite police station	- All Northern Areas	SAPS Community Safety
Upgrading of existing satellite police station to fully-fledged station	- Ward 2 (Sedgefield)	SAPS
Assistance to Emerging Farmers	- All Northern Areas	Department of Agriculture
Provision of basic services to forestry villages	- Brakenhill, Ruigtevlei, Farleigh, Buffelsnek	Department of Water and Sanitation
Establishment of libraries in remote rural villages	- Brakenhill, Ruigtevlei, Farleigh, Buffelsnek	Department of Cultural Affairs and Sport

Mosselbay

Sector	Priority Issue	Ward
SAPS	New police station at Kwanongaba	Ward 1

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Education	New secondary School	wards 1,2,3,11 and 13 areas
DCAS	Library Services	Reebok Tergniet Ward 4
Health	Mobile Clinic	Jonkersberg Rural Settlement Ward 5
TNPA	Harbour and Waterfront Development	Ward 8
DEDAT	Formalisation of Informal traders	All Wards
DOE/Eskom	Solar Geyser completion	All wards (poor households)
DoH	Expansion of Alma Clinic	Ward 13

THE IMPACT OF COVID-19 ON INTEGRATED DEVELOPMENT PLANNING

Background

COVID-19 has rocked the development planning boat not only of the Garden Route District but the entire world. This pandemic hit South Africa just when it was time for the Integrated Development Plans of all municipalities in the country to be approved by Councils. Integrated development planning at this stage seems like an uphill battle that can only be overcome by individuals/organisations and governments who have **VUCA** (*Vision, Understanding, Clarity, and Agility*) to handle this current crisis.

The global pandemic of coronavirus disease 2019 (COVID-19) was first reported on 31 December 2019 by the World Health Organization country office following a cluster of pneumonia cases in Wuhan City, Hubei Province of China. Severe acute respiratory syndrome coronavirus 2 (SARS-CoV-2) has been confirmed as the causative virus of COVID-19. To date, COVID-19 has become a global pandemic and it is continuing to spread across the globe.

A National Lockdown for South Africa was called from 26 March 2020 for 21 days. This meant that all South Africans were ordered to stay home and only Essential Services remained operational. This Level 5 Alert level was then extended to 30 April 2020. The main purpose of the lockdown is to flatten the curve of the virus in other words limit the spread of the virus. On 1 May 2020, Level 4 commenced which allowed some industries in the economy to open up.

COVID – 19 pandemic has affected adversely on planning programmes of the district, our IWMP, which is under review, has to comply with certain protocols on

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waste management. The Growth and Development strategy has been adjusted to cater for the impact of COVID-19 pandemic. The long financial plan has to take into account the changed circumstances economical and otherwise.

The COVID -19 pandemic has impacted on the district approach model, which the President was going to visit the Garden Route District Municipality in December 2020. This has also affected tourism strategy to attract investors in our region. There is a serious negative impact on public participation meetings to get the voice of the voiceless.

There are now long term plans established to deal with some of the major projects and programmes which the council was engaged on, such as Fresh Produce and Abattoirs, Sustainable water security, Garden Route District Municipality to become a water service authority, Skills training academy with the objective to become a skills mecca, student accommodation all these projects and programmes have been affected during this time of COVID-19 pandemic and long term strategies have to be developed.

There are fundamental areas that we ought to look at for the sustainable future of our district such as, sustainable energy security, power production and reticulation, sustainable food security and better livelihoods, District food bank and formal human settlement to better the lives of the people. On the 1st of June 2020, the 1/3 of our staff returned back to work and all necessary arrangements were put to place for their safety.

Garden Route District Municipality Interventions

There are Ministerial interactions with District Mayors and Provincial Top Management teams and all Municipal Managers meeting on a regular basis to access the impact of the virus in all districts within the province and support required.

Special COVID 19 DCF meetings of the Garden Route District, took place every Friday during the peaks of COVID, among the issues on the table included, challenges in providing service delivery as the results of lockdown, also to get updates about the number of infections for each municipal area within the district.

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Garden Route District Municipality established a district command centre which met once a week to discuss the status of the outbreak in the region. This team comprises of all municipal managers in the district, GRDM disaster management team and executive managers of the Garden Route District Municipality.

Furthermore Disaster Management Officials of GRDM that's been placed at the various B Municipalities in the region since 2 March 2020 are now also responsible to coordinate COVID-19 related activities and the reporting thereof now also form part of their duties and responsibilities. This includes ensuring that essential role-players form part of the JOC operations, administration, the coordination of support where required at the JOCs and to relay essential and disaster related information between various stakeholders through these relevant platforms.

The Western Cape has now become a hot spot for the spread of COVID-19 and community transmission of COVID-19 is well established. It is important to note however that up to 90% of people who contract the virus can recover without being hospitalised. GRDM has designated officials who are responsible for communicating the spread of the disease and daily communicate reminders to citizens to wash hands often, only leave the house for essential shopping, wear a cloth mask and keep the 1.5 m social distance.

One of our greatest challenges during this time is to revive the GRDM economy. Many businesses might have to close due to the negative impact of the lockdown on the business community in the region. In order to address this crisis the Garden Route District Municipality (GRDM) established the Business, Economic and Tourism Cluster within the recently activated District Command Council (DCC).

The overall purpose of the Business Continuity work stream is to develop a recovery strategy for the district, addressing issues of business rescue, support and building of business resilience. Sector experts and relevant support organisations/development agencies, are currently creating advisory hubs who will create an approach specific for the Garden Route. Lessons from others around the globe will be incorporated into the approach. Business sectors will be incorporated into existing forums in the region to ensure that all voices are heard and continuous support and programmes are inclusive.

National Risk Adjustment Strategy

A Risk Adjustment Strategy to gradually open the economy based on industry risks was released by end of April 2020.

During all alert levels all COVID-19 health and safety protocols must be followed at all times, including observance of guidelines for social distancing, sanitation and hygiene, and use of appropriate personal protective equipment, like cloth face masks, as determined by the National Department of Health. People may travel to perform and acquire services only where such services cannot be provided from the safety of one's home. A reference to a permitted level of employment must take into account the necessary social distancing guidelines as per the National Department of Health.

Summary of Alert Levels

ALERT LEVEL 5	ALERT LEVEL 4	ALERT LEVEL 3	ALERT LEVEL 2	ALERT LEVEL 1
 OBJECTIVE				
Drastic measures to contain the spread of the virus and save lives.	Extreme precautions to limit community transmission and outbreaks, while allowing some activity to resume.	Restrictions on many activities, including at workplaces and socially, to address a high risk of transmission.	Physical distancing and restrictions on leisure and social activities to prevent a resurgence of the virus.	Most normal activity can resume, with precautions and health guidelines followed at all times. Population prepared for an increase in alert levels if necessary.

Recovering the economy and at the same time preserving lives is at the heart of development planning during this time. Government, faith based organisations, non-governmental organisations, all communities in the Garden Route region must do their part in ensuring that we flatten the curve and limit the spread of the virus. It is in crisis that we reveal our strength.

COVID-19 came as an earthquake to shake the foundations of many institutions. It

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has become paramount for the district to gear and position itself in this new reality and to show agility and resilience to not do business as usual but to rather identify opportunities to work smarter and implement development initiatives faster.



CHAPTER THREE (3) SPATIAL PLANNING

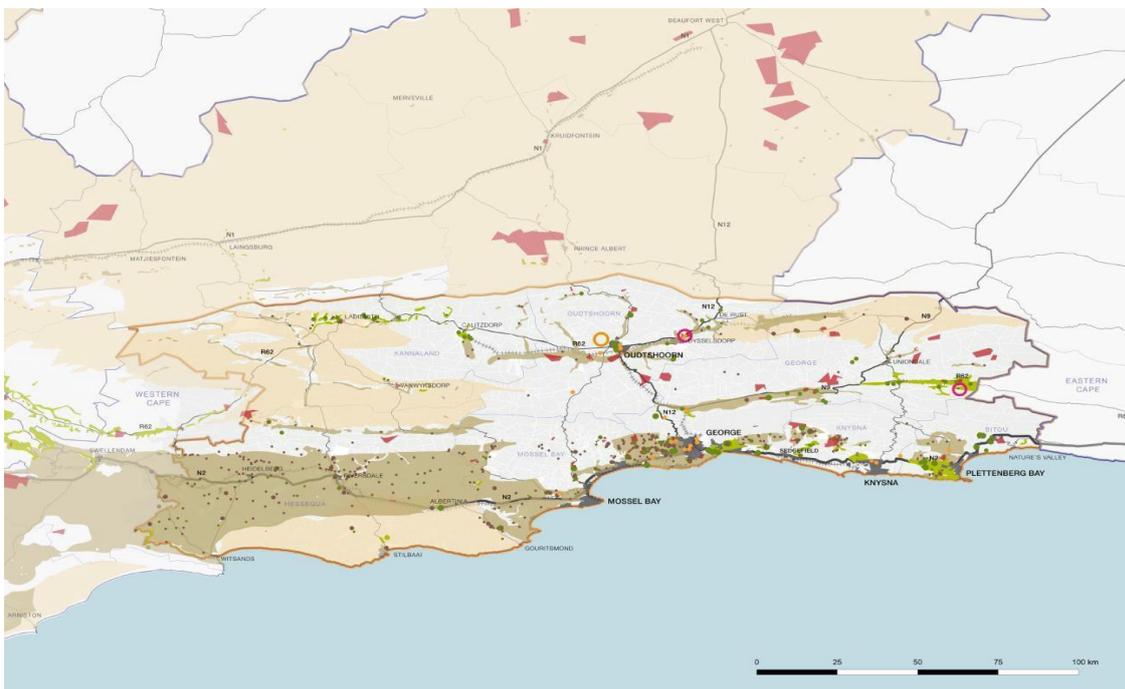
CHAPTER 3: SPATIAL PLANNING

3.1 Agriculture

Agriculture in the Garden Route district varies according to the distribution of homogeneous farming areas from east to west and north to south throughout the GRDM. The majority of agri- processing plants appear to cluster around George and surrounds as the service settlement of the region, with Oudtshoorn and surrounds hosting the second most number of agri- processing facilities. Farming systems in the Garden Route District Municipality are a mixture of irrigated crops and pastures, rainfed crops and pastures / rangelands, extensive livestock and intensive livestock. On a production level, agriculture in the Garden Route District shows fairly high levels of adaptive capacity, with only a few commodities likely to come under direct threat due to moderate warming or other climate change impacts.

Agricultural Implications for Garden Route

The SDF should translate the PSDF spatial principles and National Department of Agriculture's policy position regarding food security and the loss of productive farmland to urban development. The SDF needs to take account of and align sector spatial issues with the location and potential impacts of proposed Agri-Parks and FPSU's. The SDF should also align with proposals from the Western Cape Climate Change Response Strategy which will be executed through a



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commodity specific, spatially explicit and time bound Implementation Plan, accompanied by a Monitoring and Evaluation Plan.

Map1: Spatial mapping of agricultural resources in Garden Route

3.2 Aviation

The George Airport is the centre of aviation activities in the Garden Route region. It is managed by the Airports Company South Africa (ACSA). The airfields of Mossel Bay, Oudtshoorn and Bitou are municipal owned and also play active roles in aviation in the area. Furthermore there are landing strips at Riversdale and Still Bay as well other landing strips used for disaster management.

Aviation Implications for Garden Route

Airlines respond to market demand and not to airports. It is therefore important to acknowledge the role of George airport in the future regional economy and how it can be used to transport high value low weight niche market products. Clustering appropriate industries such as agri-processing plants, tourism and airport related land uses around the airport and airfields will ultimately leverage time and cost-based efficiency.

Increased and improved air traffic will have a positive effect on the business, tourism and agricultural sectors. Exchange of information and plans between these sectors and the aviation industry will enhance co-ordination of economic drives.

Local municipal SDF's should take cognizance of the guidance given in the Garden Route SDF for their spatial planning and allocation of land uses around the George airport and the regional airfields.

3.3 Disaster Risk Management

The most frequent disasters in the Garden Route District between 2005 and 2013 are drought, flooding, fires (Veldt), fires (Informal settlements), animal diseases and environmental degradation.

The natural environment and its resources of the GRDM are sensitive and susceptible to over- exploitation or inappropriate use. This includes natural

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ecosystems and habitats that are of global importance.

Due to its physical location, topography and the climatic conditions of the district the GRDM is particularly vulnerable to the impact of climate change. Climate change is already harming food production and these impacts are projected to increase over time, with potentially devastating effects.

The area will undergo a shift to more irregular rainfall undermined by drier conditions. More frequent and large scale droughts and flooding will put a further strain on the already critical water problem that the Garden Route District is currently experiencing. It is also expected that more intense and deeper cold fronts will occur and with greater frequency of extreme rainfall events.

High risk areas, predominantly closer to estuaries and lagoons, include the Groot Brak and Kaaimans River.

The Garden Route District coastline is at medium to high risk of erosion, inundation, groundwater contamination (increased salinity) and extreme events. The areas with the greatest overall average risk include: Sedgefield- Swartvlei lagoon; Wilderness East and Wilderness West; Knysna; Bitou; Hartenbos; Keurbooms-Bitou; Nature's Valley; Klein-Brakrivier; Groot- Brakrivier; Walker's Bay and Mossel Bay as well as Hessequa and Stilbay (DEADP 2010). The highest risk periods are during winter months when storm events, due to passing frontal systems, are more likely.

Disaster Risk Implications for Garden Route

As global warming / climate change continues to increase so will the prevalence of natural disasters such as flooding and droughts. It will be the poor living in under-serviced areas that will be the most affected. Greater consideration will need to be given to disaster management in the Garden Route District. Alignment of disaster risk management areas in Garden Route District with the Western Cape Government's coast management lines must be encouraged through the SDF proposals.

The conservation of biodiversity, and specifically water resources, is becoming

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more important in the context of climate change. There is an opportunity to devise strategies to protect ecosystems through good land use planning. Settlement planning and patterns need to be informed by aspects of disaster management.

The main areas of attention are:

- Conserve the natural environment and improve disaster risk management of fires and floods;
- Focus on the supply of bulk water storage and improved water management;
- Preserve our wetlands – our natural barriers to flooding events; and
- Consideration for alternative routes for hazardous materials as well as alternative routes in case of routes being closed due to disasters.

3.4 Air Quality Management

Within the Western Cape Provincial context, GRDM issued 21% of the total number of Atmospheric emission licences (AEL`s) and 18% of industry registered on the National Emissions Inventory (NAEIS) within the Western Cape Government, second only to the City of Cape Town (CCT). As such, the GRDM is recognized as the second most industrialised area within the Western Cape Government.

Industry in GRDM includes, but is not limited to:

- Combustion Installations
- Petroleum Industry
- Carbonisation and Coal Gasification
- Metallurgical Industry
- Mineral Processing, Storage and Handling
- Disposal of Hazardous and General Waste
- Animal Matter Processing
- Temporary Asphalts
- Solid Biomass Fuel-Fired Small Boilers

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- Small-scale Char and Charcoal Manufacturers
- Tourism

New industrial development could have a negative impact on the environment and care should be taken to the specific location of such developments, specifically in relation to its distance from residential areas.



Picture: Air pollution incident in GRDM

3.4.1. District Air Quality Management

The World Health Organisation (WHO) estimated that 9 out of every 10 people globally do not have access to clean air. Furthermore, based on 2016 data, 4.2 million deaths annually were due to poor ambient air quality, and 3.8 million due to poor indoor air quality. To improve air quality and reduce greenhouse gas emissions, the Department of Environment, Forestry and Fisheries published a number of regulations. The National Climate Change Response White Paper (DEFF, 2011) provides that South Africa will integrate climate change considerations into health sector plans to “reduce the incidence of respiratory diseases and improve air quality through reducing ambient particulate matter, ozone and sulphur dioxide concentrations by legislative and other measures to ensure full compliance with the National Ambient Air Quality Standards by 2020. In this regard, the use of legislative and other measures that also have the co-benefit of reducing greenhouse gas emissions will be prioritised”.

3.4.2 Legislative Framework

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- The Constitution of the Republic of South Africa, 1996.
- National Environmental Management: Air Quality Act, 2004 (Act 39 of 2004),
- The National Environmental Management Act, 1998 (Act 107 of 1998)
- Applicable sections of, Local Government: Municipal Systems Act, 2000 (Act 32 of 2000)
- Local Government: Municipal Structures Act, 2005 (Act 117 of 1998)
- The Municipal Finance Management Act, 2003 (Act 56 of 2003)
- Promotion of Administrative Justice Act, 2000 (Act 3 of 2000)
- National Ambient Air Quality Standards 24 December 2009 (GN 1210 of GG No. 32816)
- National Ambient Air Quality Standard for Particulate Matter with Aerodynamic Diameter less than 2.5 micron metres (PM2.5) 29 June 2012 (GN 486 of GG No. 35463)
- List of Activities which Result in Atmospheric Emissions which have or may have a Significant Detrimental Effect on the Environment, including Health, Social Conditions, Economic Conditions, Ecological Conditions or Cultural Heritage 22 November 2013 (GN 893 of GG No. 33064)
- Amendments to the List of Activities which Result in Atmospheric Emissions which have or may have a Significant Detrimental Effect on the Environment, including Health, Social Conditions, Economic Conditions, Ecological Conditions or Cultural Heritage 12 June 2015 (GN 551 of GG No. 38863)
- National Dust Control Regulations 01 November 2013 (GN 827 of GG No.36974)
- Declaration of a small boiler as a controlled emitter and establishment of emission standards 01 November 2013 (GN 831 of GG No. 36973)
- Declaration of Small-scale Char And Small-scale Charcoal Plants as Controlled Emitters and Establishment of Emission Standards 18 September 2015 (GN 602 of GG No. 39220)
- Regulations Prescribing the Format of the Atmospheric Impact Report 02 April 2015 (GN 747, as amended by GN R284)
- National Atmospheric Emission Reporting Regulations 02 April 2015 (GN 283)
- Regulations Prescribing the Atmospheric Emission Licence Processing Fee 1 March 2016 (GN 250 of GG No. 39805)
- Regulations for the Procedure and Criteria to be followed in the Determination of an Administrative Fine in terms of Section 22a of the Act 18 March 2016 (GN 332 of GG No. 39833)

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- Air Quality Offsets Guideline 18 March 2016(GN 333 of GG No. 39833)
- National Environmental Management: Air Quality Act (39/2004): National Greenhouse Gas Emission Reporting Regulations 3 April 2017 (GN 275 of GG No. 40762)

3.4.3 Vision and Mission Statement

VISION

To have air quality worthy of the name "The Garden Route"

MISSION STATEMENT

To minimise the impact of air pollutant emissions on the population and the natural environment of the Garden Route Municipal District

3. 4.3 Emissions Inventory

The following table is a summarised emissions inventory of the Garden Route region. It includes area sources, point sources, line sources and greenhouse gas emissions from farm animals.

Pollutant	Tons per annum
Total particulate matter	1 057
Sulphur dioxide (SO ₂)	837
Nitrogen oxides (NO _x)	4 288
Carbon monoxide (CO)	4 784
Carbon dioxide (CO ₂)	1 589 847
Total hydrocarbons (THC)	3 378
Methane (CH ₄)	22 219
Odorous compounds	51

Summarised Emissions Inventory for GRDM

3.4.4 Air Quality areas of concern in the GRDM

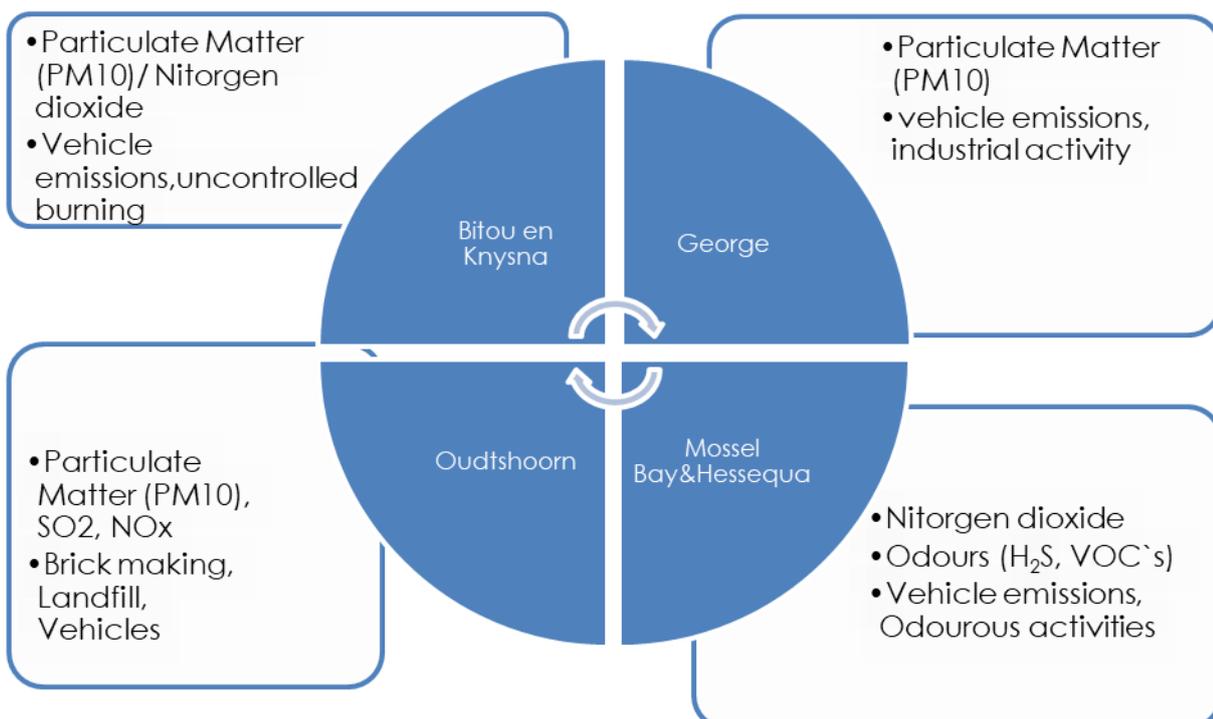
A comprehensive dispersion modelling study was conducted after compilation of the

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emissions inventory. The aim of the study was determine if any others areas of concern existed outside the knowledge of both GRDM and municipal personnel. The dispersion model indicated potential problem areas in five of the seven municipalities within the GRDM region. The areas where these concerns arose and the pollutants involved are:

- Bitou: PM10 Particulate matter
- Knysna: Nitrogen dioxide
- George: PM10 Particulate matter
- Mossel Bay: Nitrogen dioxide and odours
- Oudtshoorn: PM10 Particulate matter, sulphur dioxide and nitrogen dioxide
- Hessequa: Offensive odours

The problem areas are shown graphically below and form the basis of LAQS's recommendations for project-based air quality monitoring actions. The pollutants involved all pose health risk problems, the exception being odours. At the estimated concentrations the odorous compounds do not pose a health risk, but are a nuisance, impacts on quality of life and tourism. The health risks of PM10 particulates, SO₂ and NO₂ have been researched extensively and are summarised as follows:



3.4.5 Strengths

- Dedicated District Air Quality unit within Community Service Department
- Trained and qualified staff members
- Air Quality monitoring equipment
- Excellent cooperation with Industry through inspections, reports and quarterly working group meetings
- Cooperation with B-authorities
- 100% issuing rate of Atmospheric Emission Licence applications within legislative timeframe.
- Good relationship with Provincial Air Quality Department

3. 4.6 Weaknesses

- Budgetary constraints- lack of capital funding for monitoring equipment.
- Lack of dedicated air quality units at B-authority level.
- Too much reliance on the District Air Quality unit by some of the B-authorities.
- High cost of monitoring.
- Lack of proper weather data (weather stations) in all area within the district's jurisdiction
- Lack of communication from Town Planning Department re new developments. This is causing human settlements adjacent to industrial activity.
- Fragmentation of Air Quality Services.
- Limited Licence fees due to Regulated fee structure for Atmospheric Emissions Licence Applications.

3.4.7 Goals and objectives

Goal	Task	Timeframe	Operational Budget per annum	Capital budget
Goal 1: Ensure effective and consistent AQM, linked to climate change				
Objective 1.1 Create awareness of AQMP implications	<ul style="list-style-type: none"> • Present the AQMP to GDRM Council for acceptance, approval and inclusion in IDP • Distribute the action plan to the applicable GRDM departments to gain insight and buy-in • GRDM must assist each B-municipality and liaise with Provincial Department to ensure AQMP's are adopted and included in IDP's. 	<ul style="list-style-type: none"> • Completed • 6 months • Completed, except Kannaland 	Operational (salaries/transport)	
Objective 1.2 Promote cooperation amongst all spheres of municipal government	<ul style="list-style-type: none"> • Western Cape Government and GRDM must initiate discussions with each B-municipality to ensure each B-municipality know their responsibility in terms of air quality management • Share annual industry emission survey reports with relevant municipal AQO. • Continue to include municipal AQO's in discussions and planning where problems exist • Forge closer cooperation between GRDM and B-municipalities in all aspects relating to air quality management • Compile a list of air quality monitoring equipment available at each municipality with 	<ul style="list-style-type: none"> • Completed • In progress • Ongoing • 1 year 	Operational (salaries/transport)	

Garden Route District Municipality 2022 -2027 IDP

	the view of sharing equipment as and when necessary	• 6 months		
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Goal	Task	Timeframe	Operational Budget per annum	Capital budget
Objective 1.3 Strengthen and build capacity in AQM, compliance and enforcement	<ul style="list-style-type: none"> • Assist municipal AQOs with the interpretation of air quality reports emission reports. • Training sessions on the use of air quality monitoring equipment with municipal AQO's must be included at the GRDM's AQOFM. • Establish a comprehensive dispersion modelling system in cooperation with the B-municipal AQO's • Plan together to acquire the necessary weather data for dispersion modelling • Develop best practices guideline for industry and municipal AQO's as a frame of reference for new technology which could reduce emissions 	<ul style="list-style-type: none"> • 1 year • 1 year • 2 months • 6 months • 1 year 	Operational R20 000 (Professional fees)	

<p>Objective 1.4</p> <p>Develop institutional mechanisms to improve air quality and climate change response</p>	<ul style="list-style-type: none"> • Finalise the collaborator online emission inventory reporting system (COEI) and launch the platform • Provide training (in the form of SOP's) to industry, business and municipal AQO's to ensure the effective utilisation of the COEI. • Encourage the municipal AQO's buy-in and participation to ensure business owners make use of the COEI system. • Use dispersion modelling to manage available air space effectively • Use available tools, i.e. COEI system, dispersion modelling and best practice guides to advise industry and businesses on new and existing developments. 	<ul style="list-style-type: none"> • Completed • 1½-2 years • 2 years • 2 years • 3 years 	<p>Professional fees R50 000</p> <p>System maintenance- R24 000 per annum</p>	
<p>Objective 1.5</p> <p>Develop, implement and maintain air quality management systems</p>	<ul style="list-style-type: none"> • Initiate and coordinate short-term air quality monitoring projects (where applicable) to verify the dispersion modelling results in potential problem areas • Enforce licensed industry's reporting 	<ul style="list-style-type: none"> • 1½-2 years • 1½-2 years 	<p>R60 000</p>	

	<p>on the National Atmospheric Emission Inventory System (NAEIS)</p> <ul style="list-style-type: none"> • Conceptually develop pollution prevention plans, based on the outcomes of dispersion modelling and air quality monitoring programs as and when necessary 	<ul style="list-style-type: none"> • On-going 		
Goal	Task	Timeframe	Operational Budget per annum	Capital budget
<p>Objective 1.6</p> <p>Ensure adequate funding for the implementation of AQM by municipalities</p>	<ul style="list-style-type: none"> • Assist municipal AQO's (where necessary) to plan air quality budget submissions and assist with the coordination of resources between municipalities • Plan with municipal AQO's for purchase of air quality monitoring equipment which could be shared between municipalities (i.e. 4 mini-vol's in GRDM could be rotated between municipalities, the same with vehicle exhaust monitors) • Budget for a panel of specialists to review GRDM industries and 	<ul style="list-style-type: none"> • 6 months • 1 year • 2 years 	<p>Operational (salaries/ transport)</p>	<p>R2 million over 5 years</p> <p>R180 000 Dispersion model</p>

	<p>develop a best practices framework as reference tool</p> <ul style="list-style-type: none"> • Budget for a comprehensive dispersion modelling facility to be housed and operated by GRDM, but accessible to all municipalities 	<ul style="list-style-type: none"> • 2 years 		
Goal 2: Ensure effective and consistent compliance monitoring and enforcement				
<p>Objective 2.1</p> <p>Improve air quality compliance monitoring and enforcement</p>	<ul style="list-style-type: none"> • Develop customised air pollution control plans as and when required • Update and review the emission inventory during the NAEIS submission period and highlight concerns for further investigation • Implement AEL review processes in line with legislation 	<ul style="list-style-type: none"> • 4 years • On-going • On-going 	Operational (salaries/transport)	
<p>Objective 2.2</p> <p>Promote continuous improvement in respect of industry air quality compliance</p>	<ul style="list-style-type: none"> • Attending of training programmes for district officials on approved emission survey technology • Provide a reference framework to industry with approved emission survey methodology 	<ul style="list-style-type: none"> • 1 year • 2 years 	R 20 000	
Objective 2.3	<ul style="list-style-type: none"> • Based on short term 	<ul style="list-style-type: none"> • 3-5 years 	Operational	

Develop and implement air quality regulatory processes	air quality assessments, amendments to the emission limits may be required. Liaise and coordinate amendments to Section 21 through Provincial and National structures <ul style="list-style-type: none"> • Assist local authorities with the incorporation of emission limits for fuel-burning appliances in their by-laws. 	• 2 years	(salaries/transport)	
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Goal	Task	Timeframe	Operational Budget per annum
Goal 3: Continually engage with stakeholders to raise awareness with respect to AQM and climate change response			
Objective 3.1 Develop comprehensive education and communication mechanisms, strategies and programmes with respect to AQM and CCR	<ul style="list-style-type: none"> • Coordinate and assist with DEFF's EACs and municipal AQO's to develop and roll out a campaign to ascertain the types and quantity of fuel used in households • Use the household fuel information to refine the emissions inventory and dispersion model • Continue with the GRDM Clean Fires campaign and health risk associated with 	<ul style="list-style-type: none"> • 1 year • 2 years • 1 year 	R76 000 per annum

	<p>illegal burning</p> <ul style="list-style-type: none"> • Assist local authorities with the development of a communication channel between fire departments and air quality officers 	<ul style="list-style-type: none"> • 1 year 	
<p>Goal 4: Support air quality and CCR programmes, including promoting and facilitating the reduction of Greenhouse gas emissions</p>			
<p>Objective 4.1</p> <p>Reduce ozone depleting substances and Greenhouse gas emissions, in line with National and International requirements</p>	<ul style="list-style-type: none"> • Identify largest contributors of greenhouse gas emissions within GRDM through the emission inventory • Engage with largest contributors to reduce greenhouse gas emissions through best practice framework where applicable. • Assist local authorities to amend municipal by-laws to effect emission limits on unlicensed industries that emit greenhouse gases, e.g. small boilers • Partake in National and Provincial projects aimed at setting GHG emission limits on unlicensed fuel-burning appliances. 	<ul style="list-style-type: none"> • 6 months • 1 year, ongoing • 3 - 5 years • 3 - 5 years 	<p>Operational (salaries/transport)</p>



Picture1: Air pollution in Mossel Bay

3.5 Engineering and Bulk Services

Water

The Garden Route district has 16 raw water storage dams and 31 operational water treatment facilities. Desalination plants to augment water supply exists at Mossel Bay, Sedgefield, Knysna and Bitou. Effluent re-use schemes are operational in George and Knysna. There are rural water supply schemes in Oudtshoorn and Heidelberg areas.

Existing water sources are limited in the towns of Witsands, Still Bay, Albertinia, Herbertsdale, Herolds Bay, Wilderness, Buffels Bay, Brenton-on-Sea Plettenberg Bay and Wittedrif.

Sanitation

The Garden Route district has 37 operational wastewater treatment facilities all operated by the various local municipalities. No regional wastewater schemes exist in the

area.

Energy

Eskom is the main distributor of electricity in the Garden Route District, and in addition to supplying the rural areas and major private consumers, also supplies all the Municipalities in the area. The supplies to the Municipalities are generally at bulk supply points and at Medium Voltage, from where the Municipalities are responsible for distribution within their areas of supply. In 2013, the Garden Route District consumed 7% of the Western Cape's energy supply. In 2011, 91% of the District's households had access to electricity, although this declined to 89.4% due to population growth, in migration and increased access to gas.

Waste Management

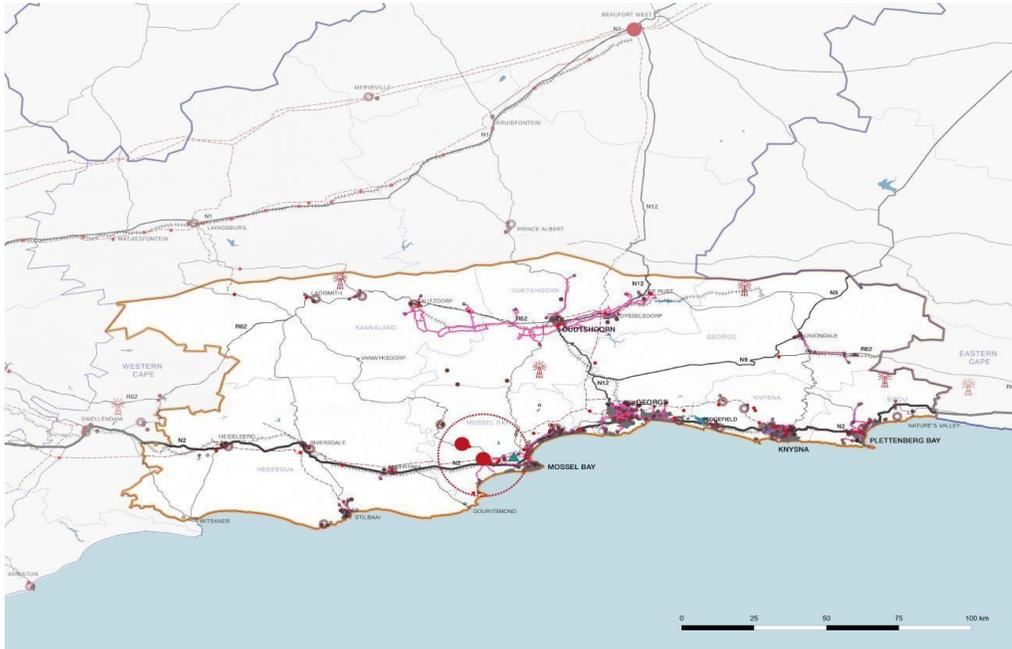
In 2013, the Garden Route district had 22 general waste disposal sites (many operating at full capacity), 5 transfer stations, 2 recycling facilities, 1 treatment plant and 1 hazardous storage site. In 2016, the Garden Route District produced 8% (229 520 tonnes a year) of the Western Cape's waste volumes. Due largely to the dispersed settlement form, the District's access to refuse removal services is low at 86.5%.

All formal residential erven are receiving a weekly door-to-door waste collection service. A two bag system is in operation at 5 of the 7 local municipalities to encourage recycling. Most healthcare risk wastes are managed by private contractors. No significant waste avoidance is presently being done.

Bulk Infrastructure Implications for Garden Route

The SDF must guide infrastructure investment and initiate proposals with regard to issues of water security, sanitation and waste management. Emphasis should be placed on using renewable energy resources. This can include a policy on sustainable building designs to improve energy efficiency in buildings through design standards. The SDF needs to identify how spatial considerations can contribute to the integration of development with growth. Green development principles are underpinned by the

notion of self-reliance. Rather than “creating more supply” (such as water), the SDF needs to recognise water capacity as a real limiting factor. This implies a radical shift in thinking about how and where to accommodate growth so that it is generative and cyclical rather than wasteful and linear. New ways of integrating development with infrastructure must be embraced to secure a sustainable future for municipal finances, citizens and the economy.



Map: Status Quo of Garden Route Bulk Engineering Services

3.6 Environment and Landscape

Garden Route is a global urban and rural biodiversity hotspot, unique in that an entire municipal reserve, conservancies and private reserves are situated within the Garden Route administrative borders.

Garden Route's outstanding natural beauty, made up of diverse wilderness and agricultural landscapes, estuaries and lagoons, mountain backdrops and coastal settings, including the verdant landscapes of the Garden Route.

The Southern Cape coastal belt has been identified as a significant leisure, tourism, lifestyle and retirement economic destination, driven largely by the quality of life and

climatic advantages of the region.

The district's natural capital and its varied scenic and cultural resources are the attractions that make the Western Cape the country's premier tourism destination. Collectively these assets provide a unique lifestyle offering.

Environment and Biodiversity Implications for Garden Route

Keeping the natural environment, wetlands, lakes and rivers in a pristine condition is key to future security in the future of the region. The natural and cultural landscapes of the district add to the identity and aesthetic appeal of the region. They are also large contributors to tourism. Therefore, the natural and cultural landscapes must be preserved in the district. The diverse heritage, landscape and ecological assets of the region need to be protected. Leverage tourism, historical and natural assets in the region.

The Garden Route SDF should take account of and integrated the recommendations of the 2016 Garden Route Integrated Biodiversity Strategy and incorporate the spatial implications of these into its spatial framework and policy statements.

3.7 Business, Industry and Tourism

The largest sectors of the Garden Route District economy are finance, insurance, real estate and Business Services, followed by wholesale and retail, and manufacturing. Combined, these three sectors contributed 60, 07 per cent to the total GVA generated by the Garden Route District economy in 2015, an increase from 57, 78 per cent in 2001. The increase in the GVA is attributed to a sharp increase of 104, 2 per cent in the contribution of finance, insurance, real estate and business Services to the GVA. Over the same period, the contribution of the Manufacturing sector to GVA decreased from 16, 19 per cent to 13, 96 per cent. Wholesale and Retail Trade contribution to the GVA of the District economy remain relatively stable over the period, hovering between 17 per cent and 18 per cent from 2001 to 2015. (Source: Prof. J. Bloom, 2017). The WC Economic Development and Tourism Department indicated that construction and

services sector were the largest contributors to the economy, however data still need to be provided.

Consistent branding and a cohesive regional marketing approach are lacking, and there seems to be internal competition between local municipalities instead of looking at a combined approach. Key sectors must be identified for future growth and be linked to the Project Phakisa and the provincial game changers to ensure synergy within the region and the greater Western Cape Province.

Mossel Bay has the largest manufacturing sector in the district, this includes PetroSA's industry but also the food and beverage processing industry. Mossel Bay also has a noticeably large construction sector that contributed 11 per cent to its GDP. Forestry and timber are a traditional source of economic value in the district. However, there are a number of challenges related to the industry, such as Withdrawal of forestry industry due to National issues with water consumption and sale or transfer of previous forestry lands for new purposes.

There is an evident shift in the region to a growth in the number of skilled and semi-skilled labour employment sectors, (such as finance, insurance and construction etc.) and a concurrent decrease in labour-absorptive semi-skilled and unskilled sectors (such as agriculture, forestry and fisheries).

The district's profound natural, scenic and landscape beauty contributes to its appeal as a popular tourism destination. Tourism plays a key role in the economy of the district, which is linked to the retail, wholesale, catering and accommodation sector.

Business, Tourism and Industry Implications for Garden Route

Capitalise on George as an emerging 'regional node' as outlined in the PSDF and re-brand the Garden Route District as part of the Garden Route. Establish a strong regional brand as opposed to isolated tourism strategies for each local municipality.

It is necessary to consider an economic development strategy that ensures that the

settlements work in collaboration to grow their niche industries and entrench complementarity between settlements.

Given the decrease in semi-skilled and unskilled sectors (such as agriculture, forestry and fisheries), there is a need to ensure the population of the region is up-skilled to ensure that they are able to access the growth opportunities that exist within the region.

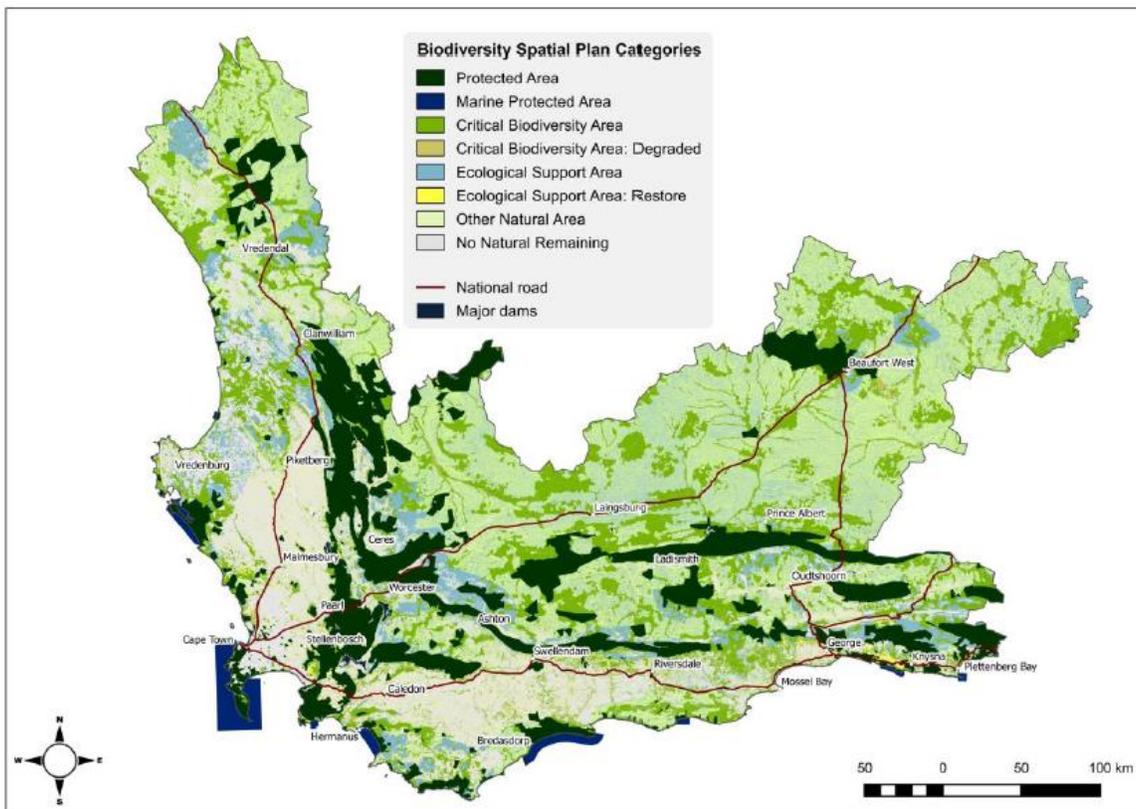
The contribution of informality to the broader economic vitality of the region must be better understood in terms of the informal public transport, food security and waste reduction, recycling and diversion sectors.

3.8 Biodiversity Management

3.8.1 Introduction

The Garden Route district area falls within the Cape Floristic Region (CFR) which is classified as a global biodiversity hotspot" by Conservation International and some of the protected areas in the CFR have been given World Heritage status by UNESCO and the International Union for Conservation of Nature (IUCN). The CFR is not only the smallest of the world's floral kingdoms but also has the highest plant diversity, with a high proportion of endemic and threatened Red Data List species (68% of South Africa's threatened species are located in the Western Cape) Fig. 1

Figure 1: The Western Cape Biodiversity Spatial Plan (CapeNature, 2017)



Biodiversity is crucial to ecosystem health, and healthy ecosystems are central to human well-being. Healthy ecosystems interlinked with working landscapes and other open spaces form the ecological infrastructure of the district and are the foundation for clean air and water, fertile soil and food. These natural ecosystems are however under pressure from land use change and related processes causing degradation, as well as invasive alien species. Accelerated climate change (resulting in increasing temperature, rising atmospheric CO² and changing rainfall patterns) is exacerbating these existing pressures.

Well-functioning ecosystems provide natural solutions that build resilience and help society adapt to the adverse impacts of climate change. This includes, for example, buffering communities from extreme weather events such as floods and droughts, reducing erosion and trapping sediment, increasing natural resources for diversifying local livelihoods, providing food and fibre, and providing habitats for animals and plants which provide safety nets for communities during times of hardship. Sustainably managed and/or restored ecosystems help in adapting to climate change at local or

landscape level.

According to the IUCN World Heritage Sites Case Studies (2007) climate change might be the most significant threat facing biodiversity in the Cape Floristic Region over the next 50 to 100 years. The most threatening aspects of climate change to the conservation of the biodiversity of the Garden Route district are:

Shrinking of optimal bioclimatic habitats with warming and potential drying;

Changes in ecosystem structure and composition in response to modification of environmental conditions;

- Increase of fire frequency;
- Impact on freshwater ecosystems (floods and droughts);
- Sea level rise impacting on marine organisms and coastal ecosystems infrastructure;
- Soil biodiversity especially related to soil fertility and the production landscape.

The Table 1 below indicates the impacts on the Biodiversity within the Garden Route district:

Table 1: Climate change impacts on Biodiversity within the Garden Route district

Change to climate variable	Vulnerability Details
Higher mean temperatures	<ul style="list-style-type: none"> • Increased evaporation and decreased water balance; • Increase wild fire danger (frequency and intensity). •
Higher maximum temperatures, more hot days and more heat waves	<ul style="list-style-type: none"> • Increased heat stress in fauna and flora species; • Extended range and activity of some pests and disease vectors; • Habitat and range shifts; • Species extinction. •

Change to climate variable	Vulnerability Details
Higher minimum temperatures, fewer cold days and frost days	<ul style="list-style-type: none"> • Shifts in flowering, pollination and fruit/seed production; • Extended range and activity of some pests and disease vectors; • Habitat and range shifts; • Species extinction.
General drying trend in western part of the country	<ul style="list-style-type: none"> • Decreased average runoff affecting stream flow, aquatic ecosystems and species breeding patterns; • Loss of essential ecosystem functioning and services of aquatic ecosystems such as wetlands, rivers, estuaries and lakes; • Decreased water quality; • Increased fire danger (drying factor).
Intensification of rainfall events	<ul style="list-style-type: none"> • Increased flooding and soil erosion; • Damage to sensitive ecological areas such as river banks and buffer zones. • Increased pressure on disaster relief systems; • Increased risk of death to fauna and flora species; • Negative impact on breeding cycles and lowered productivity.
Increased mean sea level and associated storm surges	<ul style="list-style-type: none"> • Salt water intrusion into ground water and coastal wetlands; • Increased storm surges leading to coastal flooding, coastal erosion and damage to coastal infrastructure; • Increased impact on estuaries and associated impacts on fish and other marine species.

According to the above table it is clear that the Garden Route district's biological diversity and natural resources are under threat from climate change, pollution, overexploitation of natural resources, invasion by alien species and escalating development. It is therefore imperative for the Garden Route District Municipality to

address these threats and their impacts.

3.8.2 Background

The inability to protect biodiversity and key protected hot spots within the Garden Route District is unmitigatable, and the only way to avoid the impact is to adapt, plan, monitor and through policy and legislative control measured. Habitat loss is recognized as the primary driver of biodiversity loss and biodiversity protection projects are therefore necessary to ensure the conservation and sustainable use of priority ecosystems and fragile biodiversity-rich areas which are not under formal protection.

There are substantial research reports highlighting the negative impacts that human interference is already having; and will continue to have way into the future; on the natural environment, i.e. loss of biodiversity and ecosystems and their associated goods and services, particularly those regulatory services that reduce our risk to climate related disasters. Degraded waterways, wetlands, and coastal dunes that have lost their natural buffer capacity will increase susceptibility of the society's (which are often poor communities) and infrastructure that are in close proximity to those ecosystems to impact related risks.

There is an urgent need to reverse the *continuing degradation or loss of biodiversity and functioning ecosystems within the Garden Route district*. 'Sustaining our ecosystems and using natural resources efficiently' is one of the strategic focus areas of the Garden Route DM.

South Africa is a signatory to the Convention on Biological Diversity (CBD) (1992), which gives an obligation to the Garden Route District Municipality to:

- Protect species and ecosystems that warrant national or local protection, including:
 - ecosystems that are threatened, important for maintaining key ecological or evolutionary processes and/or functions, ecosystems that contain rich biodiversity or large numbers of threatened or endemic species, with social, economic, cultural or scientific value;

- species and communities of species that are threatened, related to domesticated or cultivated species, and/or have medicinal, agricultural or other economic, social, cultural or scientific significance;
- genotypes with social, scientific or economic significance.
- Use indigenous biological resources sustainably; and
- Share the benefits of biodiversity equitably.

The Garden Route DM also recognises the following Aichi Targets as mentioned in the International Strategic Plan for Biodiversity 2011-2020:

- **Strategic goal B:** To reduce the direct pressures on biodiversity and promote sustainable use.
- **Target 5:** By 2020, the rate of loss of all natural habitats, including forests, is at least halved and where feasible brought close to zero, and degradation and fragmentation is significantly reduced.
- **Target 12:** By 2020 the extinction of known threatened species has been prevented and their conservation status, particularly of those most in decline, has been improved and sustained.
- **Target 14:** By 2020, ecosystems that provide essential services, including services related to water, and contribute to health, livelihoods and well-being, are restored and safeguarded, taking into account the needs of women, indigenous and local communities, and the poor and vulnerable.

The Garden Route District Municipality is committed in investment options and biodiversity protection interventions to reduce the negative impacts on the receiving environment. Various risk assessments were done by provincial and district disaster management centres and private institutions such as SANTAM that are also used to guide the municipality on prioritisation of key initiatives and actions that are aimed at protecting and monitoring the district's unique and high biodiversity status.

3.8.3 Legislative Framework

– **Constitutional Mandate**

The Garden Route District Municipality strongly stand by the Constitution of the Republic of South Africa, 1996, article 24 (b) – (c), where it is stated that *“everyone has the right to have the environment protected, for the benefit of present and future generations, through reasonable legislative and other measures that prevent pollution and ecological degradation; promote conservation; and secure ecologically sustainable development and use of natural resources while promoting justifiable economic and social development”*

The following legislative framework is used by the Garden Route District Municipality to guide its biodiversity actions:

– **National Environmental Management Act, 1998 (Act No. 107 of 1998)**

It is stated in section 2(4)(k) that the environment is held in public trust for the people, the beneficial use of resources must serve the public interest and the environment must be protected as the people's common heritage.

Section 2(4)(a) ('the NEMA principles') specifies that sustainable development requires the consideration of all relevant factors including the following:

- that the disturbance of ecosystems and loss of biological diversity are avoided, or, where they cannot be altogether avoided, are minimised and remedied;
- that the development, use and exploitation of renewable resources and the ecosystems of which they are part do not exceed the level beyond which their integrity is jeopardised;
- that a risk-averse and cautious approach is applied, which takes into account the limits of current knowledge about the consequences of decisions and actions
- that negative impacts on the environment and on people's environmental rights be anticipated and prevented, and where they cannot be altogether prevented, are minimised and remedied; and

- that equitable access to environmental resources, benefits and services be pursued to meet basic human needs and ensure well-being. Special measures may be taken to ensure access by categories of persons disadvantaged by unfair discrimination

Section 2(4)(p) states that the costs of remedying pollution, environmental degradation and consequent adverse health effects and of preventing, controlling or minimising further pollution, environmental damage or adverse health effects must be paid for by those responsible for harming the environment.

According to section 24(P), an applicant for an environmental authorization relating to prospecting, exploration, mining or production must, before the Minister responsible for mineral resources issues the environmental authorization, comply with the prescribed financial provision for the management of negative environmental impacts. 'Financial provision' is defined (section 1) as the insurance, bank guarantee, trust fund or cash that applicants for an environmental authorization must provide in terms of this Act guaranteeing the availability of sufficient funds to undertake, amongst others, the "*remediation of any other negative environmental impacts*".

– **National Environmental Management: Biodiversity Act, 2004 (Act No. 10 of 2004)**

The objectives of this Act that is within the framework of the National Environmental Management Act, include:

- The management and conservation of biological diversity within the Republic of South Africa and the components of such biological diversity
- The use of indigenous biological resources in a sustainable¹⁸ manner; and
- The fair and equitable sharing among stakeholders of benefits arising from bio prospecting involving indigenous biological resources; and
- Giving effect to ratified international agreements relating to biodiversity which are binding on the Republic.

The Act, amongst others, provides the framework for biodiversity management and planning, comprising a national biodiversity framework, bioregions and bioregional plans, and biodiversity management plans and agreements. Threatened and protected

ecosystems (section 52) have been listed (December 2011) and activities or processes within those ecosystems may be listed as 'threatening processes', thus triggering the need to comply with the NEMA EIA regulations.

Lists of critically endangered, vulnerable and protected species have also been promulgated in terms of this Act (2007), covering species affected by 'restricted' activities; effectively those species hunted, bred or traded for economic gain. In addition, regulations addressing alien and invasive species and their management/control were promulgated in 2014.

The Act further provides (section 43) for 'biodiversity management plans' approved by the Minister to manage ecosystems or species that warrant special conservation attention. The Act establishes the South African National Biodiversity Institute (SANBI), with a range of functions and powers (Chapter 2 Part 1).

– **National Environmental Management Protected Areas Act, 2003 (Act No.57 of 2003)**

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The objectives of this Act falls within the framework of the National Environmental Management Act, and include the protection and conservation of ecologically viable areas representative of South Africa's biological diversity and its natural landscapes and seascapes in order to:

- Protect areas with significant natural features or biodiversity;
- Protect areas in need of long-term protection for the provision of environmental goods and services;
- Provide for sustainable flow of natural products and services to meet the needs of a local community;
- The Act provides for the involvement of parties other than organs of State in the declaration and management of protected areas.

– **National Environmental Management Integrated Coastal Management Act, 2008 (Act No.24 of 2008)**

–

The Act aims to integrate coastal and estuarine management in South Africa, to

promote the conservation of the coastal environment, and maintain the natural attributes of coastal landscapes and seascapes, and to ensure that development and the use of natural resources within the coastal zone is socially and economically justifiable and ecologically sustainable. The Act defines a coastal protection zone, coastal public property and coastal protected areas, as well as providing for development setback lines.

– **Promotion of Administrative Justice Act, 2000 (Act No. 3 of 2000)**

The requirement in the Promotion of Administrative Justice Act (PAJA) and the Environmental Impact Assessment (EIA) Regulations for empowering provisions for administrative actions would indicate that proactive strategies for offset receiving areas would need to be catered for in policy, and subsequently empowered in legislation. It might be necessary to include such a provision in the forthcoming EIA Regulations amendment.

– **Spatial Planning and Land Use Management Act, 2003 (Act No. 16 of 2013)**

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This Act recognises that sustainability and resilience principles apply to all aspects of spatial development planning, land development and land use management, specifically with reference to ensuring sustainable livelihoods in communities most likely to suffer the impacts of environmental shocks.

– **National Forests Act, 1998 (Act No. 84 of 1998)**

The Act states that permits are required for any damage or destruction of protected tree species or natural forest.

– **The Conservation of Agricultural Resources Act, 1983 (Act No. 43 of 1983)**

This Act addresses the need to protect soils, wetlands and water resources, natural vegetation through its grazing capacity regulations as well as the categorization and supporting regulations pertaining to weeds and alien and invasive plants.

– **Sub-division of Agricultural Land Act, 1970 (Act No. 70 of 1970) (SALA)**

The Sub-division of Agricultural Land Act, 1970 (Act No. 70 of 1970) (SALA) is applicable to all demarcated agricultural land in South Africa. Proclaiming an area as a conservation site should be with the support of the said Act as this land, depending on the agreed upon conservation status / level may result in its loss for agricultural production purposes. The same principle applies under this Act pertaining to the registering of a servitude on a demarcated agricultural land parcel.

– **Income Tax Act, 1962 (Act No. 58 of 1962)**

–

The Act recognises the inclusion of 'conservation, rehabilitation or protection of the natural environment, including flora, fauna or the biosphere' as approved public benefit activities for purposes of section 18A (1) (a) of the Income Tax Act (GN 403 of 26 April 2006). [In order to qualify as a 'public benefit organisation' under this Act and thus qualify for tax exemptions or reductions, the organisation must, amongst others, be a trust or association of persons, be incorporated under Section 21 of the Companies Act, register as a non-profit organisation under the Non-profit Organisations Act, and the organisation's sole objective must be to carry on a 'public benefit activity'.]

– **Revenue Laws Amendment Act, 2008 (Act No. 60 of 2008)**

The insertion of section 37C into the Income Tax Act, 1962 speaks to deductions in respect of environmental conservation and maintenance: Tax relief for expenditure incurred by the taxpayer in conserving or maintaining land that forms part of either (i) a biodiversity management agreement of at least 5 years duration in terms of s44 of the NEM Biodiversity Act, (ii) a declaration of at least 30 years duration in terms of s20, 23 or 28 of the NEM Protected Areas Act; or (iii) a national park or nature reserve in terms of an agreement under section 20(3) or 23(3) of the NEMPAA and the declaration has been endorsed on the title deed for a period of 99 years.

– **Mineral and Petroleum Resources Development Act, 2008 (Act No. 29 of 2008)**

–

The Mineral and Petroleum Resources Development Act (MPRDA) governs mining and prospecting in South Africa, and contains a number of environmental provisions. The Act

ensures the sustainable development of South Africa's mineral resources, within the framework of national environmental policies, norms and standards, while promoting economic and social development.

Section 37(1) of the MPRDA provides that the environmental management principles listed in Section 2 of the National Environmental Management Act (No. 107 of 1998) (NEMA) must guide the interpretation, administration and implementation of the environmental requirements of the MPRDA, and makes those principles applicable to all prospecting and mining operations. Section 37(2) of the MPRDA states that “any prospecting or mining operation must be conducted in accordance with generally accepted principles of sustainable development by integrating social, economic and environmental factors into the planning and implementation of prospecting and mining projects in order to ensure that exploitation of mineral resources (Wetland Offsets Guideline 2014).

– **Municipal Structures Act, 1998 (Act 117 of 1998)**

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This Act outlines the roles and responsibilities functions of district municipalities. The Act provides for the following roles and responsibilities for the Garden Route District Municipality in the areas of:

- Biodiversity related master planning;
- Inclusion of biodiversity considerations in its Integrated Development Plan;
- Inclusion of biodiversity considerations in its Spatial Development Framework;
- Biodiversity consideration within its Disaster Management Plans, Solid Waste Management Plans, Environmental Health services and Integrated Fire Management services.

The Garden Route DM is committed to minimize and remedy negative impacts on biodiversity in order to protect ecological integrity. The municipality is strictly following the “polluter-pays principle” as per NEMA. Currently, the costs of residual and cumulative impacts on biodiversity and ecosystem services are being borne by society as ‘externalities’, rather than by those responsible for these impacts.

3.8.4 Existing Policies, Strategies, Plans and Reports

As biodiversity policies and structures are developed, it is necessary to ensure that they are evidence-based, coordinated and coherent. Some of the key national and provincial biodiversity focused policies and structures are listed below:

– **National Biodiversity Strategy and Action Plan (2015)**

The National Biodiversity Strategy and Action Plan (NBSAP) is a requirement of contracting parties to the Convention on Biological Diversity (CBD). NBSAPs set out a strategy and plan for contracting parties to fulfil the objectives of the Convention. With the adoption of the CBD's Strategic Plan for Biodiversity for 2011-2020, parties agreed to revise and align their NBSAPs to the Strategic Plan and the Aichi Targets.

– **National Strategy for Sustainable Development (2010)**

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The National Strategy for Sustainable Development (2010) highlight the value of biodiversity to society, its importance in sustaining our life support systems and livelihoods, and the range of benefits for people of healthy, functioning ecosystems

– **National Development Plan (Vision 2030)**

Chapter 5 of the National Development Plan (NDP) builds on the National Strategy for Sustainable Development, which defines sustainable development as: “the process that is followed to achieve the goal of sustainability. Sustainable development implies the selection and implementation of a development option, which allows for appropriate and justifiable social and economic goals to be achieved, based on the meeting of basic needs and equity, without compromising the natural system on which it is based”.

Chapter 5 of the NDP makes an implicit case for biodiversity offsets:

“The biodiversity and ecosystems in conservation areas are national assets. Long-term planning to promote biodiversity and the conservation and rehabilitation of natural assets is critical, and should be complemented by a strategy for assessing the environmental impact of new developments as an important component of overall

development and spatial planning. Where damage cannot be avoided or mitigated, and where the social and economic benefits justify the development, a commensurate investment in community development and the rehabilitation and conservation of biodiversity assets and ecosystem services is required.”

– **National Biodiversity Framework (2009)**

The National Biodiversity Framework (NBF, 2009) notes that biodiversity offsets are already being implemented to some extent in South Africa, but with little consistency. It thus called for a national framework for biodiversity offsets to be prepared as a priority, and for it to be applied across the country.

– **Principles and Guidelines for Control of Development Affecting Natural Forests**

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The Principles and Guidelines for Control of Development Affecting Natural Forests of the Department of Agriculture, Forestry and Fisheries (DAFF, undated) includes biodiversity offsets with respect to impact on protected trees and set out the steps to be taken and aspects to be addressed.

– **Wetland Offsets Guideline (2014)**

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A distinguishing feature of wetlands offsets is that they combine the need to address residual impacts on biodiversity with an explicit focus on the key regulating and supporting ecosystem services provided by wetlands in relation to water resource management and quality objectives. Due to the social and economic importance of water and the vital role wetlands play in water purification, regulating water flows and supporting rich species diversity that has both high cultural and economic value, the Department of Water Affairs and Sanitation has produced *Wetlands Offsets: A Best Practice Guideline for South Africa*, in conjunction with the South African Biodiversity Institute (SANBI)

– **National Climate Change Response White Paper (2011)**

The National Climate Change Response White Paper (2011) points to the need to conserve, rehabilitate and restore natural systems to improve our resilience to climate change impacts and/or to reduce impacts. It also advocates expanding the protected area network where it improves resilience to climate change, and to manage threatened ecosystems and species to minimize the risks of species extinction.

– **National Framework for Biodiversity Offsets (2012)**

The National Framework for Biodiversity Offsets (SANBI/DEA, 2012) provides an overarching framework and national context for biodiversity offsets in South Africa. The Framework provides national definitions and understanding of key concepts relating to biodiversity offsets, and outlines the key legal context for biodiversity offsets in South Africa.

It is also intended to provide authorities with a template to prepare specific guidelines on biodiversity offsets, and the procedures that need to be in place to implement offsets.

3.8.5 Garden Route DM Climate Change Structures

The following are the current Biodiversity Management structures that are applicable to the Garden Route District Municipality:

Forum/Committee	Frequency
Provincial Freshwater Forum	Quarterly
Garden Route Biosphere Reserve Board Meetings	Quarterly
Garden Route District Estuary Task Team	Quarterly
Garden Route District Coastal Committee	Quarterly

3.8.6 Biodiversity Management Projects Implemented by the Garden Route District Municipality

The Garden Route DM strives to implement policy, projects and actions that will ensure:

- That the cumulative impact of development authorization and land use change does not:
 - result in the loss of CBA's or jeopardize the ability to meet South Africa's targets for biodiversity conservation;
 - lead to ecosystems becoming more threatened than 'Endangered; and/or
 - cause a decline in the conservation status of species and the presence of 'special habitats.
- That the conservation efforts arising from the development application process, and contributing to improved protection of South Africa's unique species and ecosystems in perpetuity, are focused in areas identified as priorities for biodiversity conservation. Particular emphasis is on consolidation of priority areas and securing effective ecological links between priority areas; and
- That the ecosystem services provided by affected biodiversity and on which local or vulnerable human communities - or society as a whole - are dependent for livelihoods, health and/or safety, are at minimum safeguarded, and preferably improved.

Based on key indicators identified for the Garden Route District, the following sub-projects and actions are prioritised as a response to each of the indicators.

– **Garden Route District Municipality Invasive Species Control Plan**

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Management Authorities of all Protected Areas and of Organs of State (e.g. municipalities) are obliged in terms of the National Environmental Management: Biodiversity Act (Act 10 of 2004) and its Regulations (Alien and Invasive Species Regulations, 2014). Section 76 of the Act requires that all Protected Area Management Authorities and all other "Organs of State in all spheres of government", including all municipalities, draw up an "Invasive Species Monitoring, Control and Eradication Plan for land under their control," [Hereafter termed a Control Plan]. These plans have to cover all Listed Invasive Species in terms of Section 70(1) of this Act.

The Regulations on the management of Listed Alien and Invasive Species under the National Environmental Management: Biodiversity Act [hereafter termed "NEMBA"] were promulgated on 1 August 2014 as Regulation Gazette No. 10244 in Volume 590 of the South African Government Gazette (Publication No. 37885). These regulations came into effect on 1 October 2014. (They are annexed to this report as Annex 1.)

In Chapter 4, "National Framework Documents", Section 8, entitled "Invasive Species Monitoring, Control and Eradication Plans", states *inter alia* that "The Minister must - (a) within one year of the date on which these regulations come into effect, develop guidelines for the development of Invasive Species Monitoring, Control and Eradication Plans for Listed Invasive Species as contemplated in section 76 of the Act".

The Listed Invasive Species were also published on 1 August 2014 as Government Notice No. 599 National Environmental Management: Biodiversity Act (10/2004): "Alien and Invasive Species List, 2014" also in Volume 590 of the South African Government Gazette (Publication No. 37886). In terms of the Act's Section 70 (1), 559 species /groups of species were listed (they are annexed to this report as Annex 2). It is the management of these species [hereafter termed "Listed Invasive Species"] that is covered by this Framework Guidelines Document. These Lists also came into effect on 1 October 2014. However, the Lists will be regularly updated, in order to correct nomenclature, and addressing other changes to the Listed Invasive Species. The first amended Lists are about to be published in the Government Gazette. Further updates will occur, and will be able to be found on the website after publication.

NEMBA Sections 75 and 76 are very specific in terms of who must develop these Invasive Species Monitoring, Control and Eradication Plans, what the plans must include and how they should be implemented, *i.e.*:

"Control and eradication of listed invasive species

75. (1) *Control and eradication of a listed invasive species must be carried out by means of methods that are appropriate for the species concerned and the environment in which it occurs.*

(2) *Any action taken to control and eradicate a listed invasive species must be executed with caution and in a manner that may cause the least possible harm to biodiversity and damage to the environment.*

(3) The methods employed to control and eradicate a listed invasive species must also be directed at the offspring, propagating material and re-growth of such invasive species in order to prevent such species from producing offspring, forming seed, regenerating or re-establishing itself in any manner.

(4) The Minister must ensure the coordination and implementation of programmes for the prevention, control or eradication of invasive species.

(5) The Minister may establish an entity consisting of public servants to coordinate and implement programmes for the prevention, control or eradication of invasive species".

"Invasive species control plans of organs of state

76. *(1) The management authority of a protected area preparing a management plan for the area in terms of the Protected Areas Act must incorporate into the management plan an invasive species control and eradication strategy.*

(2) (a) All organs of state in all spheres of government must prepare an invasive species monitoring, control and eradication plan for land under their control, as part of their environmental plans in accordance with section 11 of the National Environmental Management Act".

(b) The invasive species monitoring, control and eradication plans of municipalities must be part of their integrated development plans.

(3) The Minister may request the Institute¹ to assist municipalities in performing their duties in terms of subsection (2).

(4) An invasive species monitoring, control and eradication plan must include -

(a) a detailed list and description of any listed invasive species occurring on the relevant land;

(b) a description of the parts of that land that are infested with such listed invasive species;

(c) an assessment of the extent of such infestation;

(d) a status report on the efficacy of previous control and eradication measures

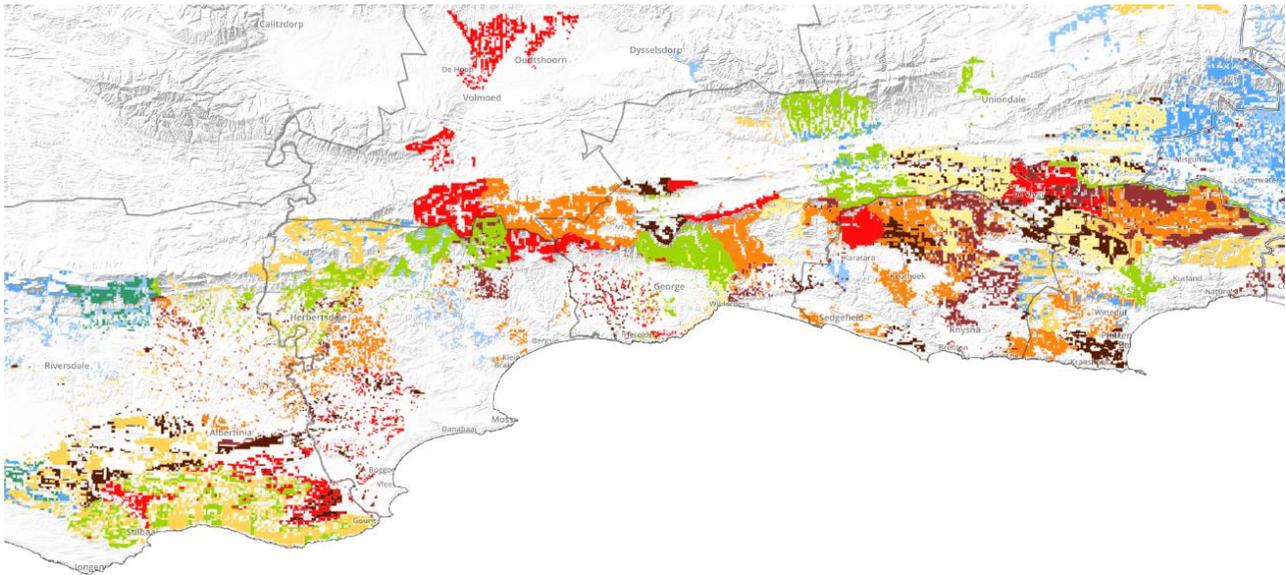
(e) the current measures to monitor, control and eradicate such invasive species; and

(f) measurable indicators of progress and success, and indications of when the Control Plan is to be completed."

The GRDM have complied with this legislative requirement in drawing up an Garden

Route DM Alien Vegetation Control Plan, 2015. This plan is to be revised during the 2021/22 financial year in order to ensure it incorporates the latest information as well as to also include alien animal, bird, insect and micro-organism species control.

In terms of the NEMBA Regulation 75, private landowners are required to manage all listed Invasive Alien Species (IAS) that occur on their land. The Garden Route DM are therefore committed to support private landowners in meeting this requirement through alien eradication awareness and incentive programmes as well as various support



initiatives.

Figure 2: The extent of invasive alien species throughout the Garden Route District (indicated in red).

Garden Route District Municipality Wetland Strategy and Implementation Plan

– Environmental Impact Assessments and Authorisation Process

The Garden Route District Municipality are a commenting authority on all Environmental Authorisation applications within the Garden Route District. This applies to all activities that transforms an ecosystem, and which triggers the activities as listed in the Schedules 1, 2 and 3 of the NEMA.

Land-use decisions that lead to land cover change as well as all decisions where the mitigation sequence is applicable are should monitored by the municipality. Garden Route DM is guided by the following legislative guidelines when commenting on all EIA

applications: the National Environmental Management Act, 107 of 1998 Environmental Impact Assessment (EIA) regulations (2014), the Guideline on Need and Desirability (2014), the Minimum Requirements for Biodiversity in EIAs (draft 2016), the Wetland Offsets - A best-practice guideline for South Africa (SANBI and Department of Water Affairs, 2014), Mining and Biodiversity Guideline - Mainstreaming Biodiversity in the Mining Sector, 2013 and any applicable national and provincial legislation.

The following key biodiversity indicator, sub-project and actions were identified:

Project	Current Sub-Projects	Future Possible Sub-Projects
Manage Increased impacts on threatened ecosystems		Increase investment in ecological infrastructure that translates into financial revenue for the district such as ecosystem services bonds and market options that reduce flood risk within the region
Invasive alien vegetation clearing	Development of Garden Route DM Alien Vegetation Control Plan, 2015	Review of the Garden Route DM Alien Vegetation Control Plan to develop a new Garden Route DM Invasive Alien Species Control Plan to incorporate the latest updated information as well as to also include the control of animal, bird, insect and micro-organism species as required by NEMA.
	Roll –out of the invasive alien plant control project on Garden Route DM properties.	Research Programme investigating potential risks associated with loss in fynbos biome through involving local universities (NMMU) stakeholders, SANP, CN, involving scenario planning of loss of species. 0-5 years.
	Maintain cleared areas to prevent re-growth of invasives	Climate change predictions include the shifting of biome across South Africa.
Manage Increased impacts on environment due to land-use change		Develop program to diversify community livelihoods strategies to earn income from other activities such as ecotourism and other non-farming activities.
		Incentivize small scale farmers to practice sustainable and

Garden Route District Municipality 2022 -2027 IDP

Project	Current Sub-Projects	Future Possible Sub-Projects
		conservative agriculture
	Garden Route Disaster Risk Assessment data have been included into the revised Garden Route SDF	Incorporate sustainable land use management and planning into other sectors plans.
	Commenting on new environmental authorisation applications to control unsustainable land development	Research and improve understanding of land use change in the municipality.
		Strengthen institutional capacity to deal with pressure on land use change
Manage loss of priority wetlands and river ecosystems	Arial wetland surveying, ground truthing and mapping project	Adopt a local wetland protection by law that require vegetated buffers around all wetlands
		Control invasive wetland plants
		Encourage infrastructure and planning designs that minimize the number of wetland crossings
	Establish volunteer wetland monitoring and adoption programs	Wetland restoration/rehabilitation
	Conduct assessment of existing wetlands and Identify priority wetlands and River ecosystems to be conserved	Restrict discharges of untreated wastewater and storm water into natural wetlands
	Develop Garden Route DM Wetland Strategy and Implementation Plan	Protect ecological infrastructure functioning/ecosystem services
Regulatory Documentation and Legislation	Review of Garden Route Climate Change Strategy (DEA & DEA&DP)	Garden Route Environmental Framework
Biodiversity Stewardship, Biodiversity and Environment		Develop an Garden Route Biodiversity Report
		Develop an Garden Route Environmental Framework
Prioritisation, valuation,		Landscape initiatives / biodiversity

Garden Route District Municipality 2022 -2027 IDP

Project	Current Sub-Projects	Future Possible Sub-Projects
mapping, protection, and restoration of critical biodiversity and ecological support areas		corridors and identification of requirements for climate change adaptation corridors
Garden Route Environmental Forum	<ul style="list-style-type: none"> • Climate Change Indaba and Fire Commemoration Events; • Database Management; • Public Information Management - Media and Communication • Sub-Saharan Virtual Climate Change Platform 	Invasive alien vegetation eradication projects; Biomass resource projects

3.8.7 Location of the Project

The GRDM is situated on the south – eastern coast of the Western Cape Province, and covers a total surface area of 23 332 km². As a Category C Municipality, it comprises of seven Local Category B-Municipalities, of which the following five are coastal municipalities:

- Hessequa Municipality
- Mossel Bay Municipality
- George Municipality
- Bitou Municipality
- Knysna Municipality



Figure 1: The five coastal municipalities within the Garden Route District.

3.8.8 Project Objectives

The CMP review and updating process have the following objectives:

- The review and update of the current plan to incorporate legislative changes, policies and emerging issues;
- To review the relevancy of objectives as in the current CMP and update where applicable;
- To conduct a public participation process across the Garden Route district in order to include the participation of all relevant stakeholders as well as all the local municipalities within the district;
- To produce a detailed report on the public participation process that was followed, as well as the outcomes, and include it in the CMP;
- To produce a Coastal Management Implementation Plan for the Garden Route District Municipality covering all its sectional and departmental involvements, that sets out realistic project goals and strategies as well as timeframes for these; to be included in the CMP.



CHAPTER FOUR (4) BULK INFRASTRUCTURE DEVELOPMENT

CHAPTER 4: BULK INFRASTRUCTURE DEVELOPMENT

4.1 Bulk Infrastructure Development

4.1.1 Legislative Requirement(s)

Section 6 of the Local Government: Municipal Structures Amendment Act, 2000 (Act 33 of 2000) stipulates that Section 84(c) of the Local Government: Municipal Structures Act, 1998 (Act 117 of 1998) was amended to read as follows: "*Bulk supply of electricity [that affects a significant proportion of municipalities in the district], which includes for the purposes of such supply the transmission, distribution and, where applicable, the generation of electricity.*"

Garden Route District Municipality is looking to take up this latter mentioned mandate, in collaboration and partnership with all relevant stakeholders.

The following legislative framework needs to be adhered to in respect of Green Energy:

- **The Constitution of the Republic South Africa** assign municipality's executive authority and right to administer local government functions laid out in Schedule 4 Part B which includes electricity reticulation
- **The National Energy Regulator Act, 2004 (Act 40 of 2004)** establishes a single regulator to regulate the electricity, piped-gas and petroleum pipeline industries
- **The Electricity Regulation Act (ERA), 2006 (Act 4 of 2006) and as amended in 2007** - defines electricity reticulation as the "trading or distribution of electricity and includes services associate therewith". Empowers the Minister /or regulator to establish norms and standards, KPIs and for municipalities to ring-fence their EDI financial statements
- **National Energy Act, 2008 (Act 34 of 2008)** was promulgated to ensure that diverse energy resources are available to the South African economy in sustainable quantities and at affordable prices in support of economic growth

and poverty alleviation. The Act takes into account environmental management requirements and interactions among economic sectors. It provides for the development of the IEP and the formation of the South African National Energy Development Institute (SANEDI)

- **Energy White Paper of 1998** identifies the need for demand-side management and the promotion of energy efficiency in South Africa. Appropriate and supportive energy policies are required to attain the energy efficiency and conservation targets embodied in the IRP framework
- **Integrated Resource Plan (IRP) 2010** outlines the planning, sourcing and quantities of electricity sources contributing to the country's generation mix. The document indicates how much capacity and from what sources they will come, taking into consideration technology costs, present and future, expected demand trajectories and the country's climate change mitigation commitments. The IRP itself is based on the broader Integrated Energy Plan (IEP)
- **National Energy Efficiency Strategy (NEES) 2005, (as amended in 2008)** sets out a national energy efficiency target of at least 12% by 2015
- **Integrated Energy Plan (IEP)** provides direction to the country's broader energy needs. The policy seeks to ensure diversity of energy supply as well as security. This policy combines the objectives of the country's climate change, energy supply and energy demand plans and aspirations
- **Carbon taxes (2016)** proposed by the National Treasury will be implemented, commencing in 2017 at a rate of R120 per ton of carbon dioxide equivalent (CO₂e) on direct emissions, increasing by 10% per annum until 2020. Taxfree allowances of between 60% and 95% will be provided, based on trade exposure, fugitive emissions, carbon budgets compliance and other factors (National Treasury 2016a)

- **Municipal Systems Act (Act 32 of 1998)** defines municipality as service authority with the right to decide who will distribute electricity in its area and may appoint a suitable service provider in terms of a service delivery agreement
- **Energy mandatory reporting (2015)** is required for all energy users consuming above 180 TJ per annum. Energy consumption data needs to be submitted to the DoE. Companies using 400 TJ or more per annum are required to submit a detailed energy management plan. The reporting requirement is applicable to all forms of energy
- **Other relevant Electricity Policies**
 - Electricity Pricing Policy
 - Free Basic Electricity Policy
 - Free Basic Alternative Energy Policy
- * Recently, a number of **policy updates** have been noted, which provide incentives and supporting mechanisms for increased uptake in the energy sector:
- **Electricity Regulations**

Electricity Pricing Policy (EPP) GN1398 19 December 2008
- **The Municipal Finance Management Act (Act 56 of 2003)** deals with the imposition of tariffs and also makes reference to the “setting” of municipal tariffs by municipalities
- **Occupational Health and Safety Act (Act 85 of 1993)** provides for the health and safety of persons at work and for the health and safety of persons in connection with the use of plant and machinery; the protection of persons other than persons at work against hazards to health and safety arising out of or in connection with the activities of persons at work; to establish an advisory council for occupational health and safety; and to provide for matters connected therewith

- **The Municipal Fiscal Powers and Functions Act (Act 12 of 2007)** regulates the levying of municipal surcharges
- **Revision of electricity licensing regulations:** Specifies facilities that may/may not require licenses
- **Local municipal guidelines:** Small-scale embedded generation (SSEG) rules and regulations developed to support market growth.
- **Release of national smart metering standard:** A national smart meter specification was released by Eskom in October 2016 after two years of work with industry stakeholders, large metros and Eskom, and allows all municipalities to specify a similar smart meter, affording manufacturers adequate demand to manufacture locally, and in doing so reduce the cost of smart meters
- Examples of relevant **key standards** for the energy sector are also noted below:
 - SANS 10400-XA: 2011 with SANS 204 (construction standards).
 - SANS 941 - Energy efficiency of electrical and electronic apparatus.
 - SANS 151 – Fixed electrical storage water heaters.
 - SANS 941 – Energy performance and labelling of electrical & electronic apparatus.
 - SANS 1544 – Energy performance certificates for buildings.
 - SANS10106 – Installation of solar hot water systems.
 - SANS 50010 – Measurement and verification of energy savings.
 - SATS 1286 – Local goods, services, works: measurement & verification of local content.
 - VC9004 – Compulsory specification for integral and close-coupled domestic solar water heaters, and thermal collectors for domestic solar.
 - VC9006 – Compulsory specification for hot water storage tanks for domestic use.
 - VC9008 – Compulsory specification for energy efficiency and labelling of electrical and electronic apparatus.

4.1.2 Structures and committees in places

Garden Route PMU (Mr Passmore Dongi) and Ms Tando Gauzela has been tasked by the MM to investigate relevant options for Garden Route DM to take up its mandates in terms of "Green Energy"

For this purpose the following structures and committees has been put in place:

Internal: The internal "Garden Route Green Energy" Team assigned by the MM consist of Mr Passmore Dongi & Ms Tando Gauzela

External: This assignment is done in collaboration with the office of the Western Cape Provincial Champion for Green Energy and Green Cape (<https://www.green-cape.co.za>)

Other relevant key stakeholders with regards to Green Energy are as follows:

- National Energy Regulator of South Africa (NERSA) – is the regulatory authority over the energy sector in South Africa and its mandate includes the regulation of the electricity supply industry. In terms of section 4(ii) of the Electricity Regulation Act, 2006 (Act No. 4 of 2006), the Energy Regulator must regulate electricity prices and tariffs. On an annual basis, the Energy Regulator approves a percentage guideline increase and reviews the municipal tariff benchmarks. The guideline is issued to municipalities prior to them preparing their budgets and tariff adjustment applications
- Department of Energy (DoE) is the custodian of all energy policies and energy security in South Africa
- Department of Public Enterprises (DPE) is responsible for the country's energy infrastructure, primarily through its responsibility over state-owned entities such as Eskom
- Eskom is the state-owned energy utility. Currently it owns most of the electricity transmission and distribution as well as distribution

infrastructure. As such it is an essential player in the electricity sector – especially as a delivery vehicle for numerous government programmes

- South African National Energy Development Institute is responsible for achieving the objectives of the National Energy Efficiency Strategy (NEES)
- Local (municipal) government is the third tier of government (after national and provincial government), and is the arm of government closest to the end users. Municipalities are responsible for a large portion of electricity distribution in SA

4.1.3 Policies and Strategies

Not Applicable

4.1.4 Alignment with provincial and National Objectives/Goals

The **National Development Plan (NDP)** - Vision 2030 set key targets, including producing sufficient energy at competitive prices, ensuring access for the poor, while reducing CO₂ per unit of power and that SA need to transition to a more energy efficient and lower carbon economy at a pace that makes sense for us.

The Municipal Manager provided the Garden Route PMU Manager with a copy of SALGA's Strategic Framework (2017-2022) stipulating amongst others that: "the Electricity distribution industry is currently experiencing rapid structural and behavioural changes. Energy security threats and rising electricity prices, associated with decreasing technology costs and increasing product quality, have spurred a growing interest in energy efficiency and renewable energy technologies, and in particular an interest to self-generate electricity for own use from technologies such as solar photovoltaic (PV) system".

These intertwined dynamics have radical implications for local municipalities that are compelled to re-define their role in the electricity value chain and adapt their funding and operating models" and SALGA goes on to make a core proposition in their Strategic Framework (2017-2022) that "The electricity distribution business model is under threat and must evolve. Inaction and business as usual is not an

option and SALGA proposes that Municipalities should move away from having a monopoly provider of energy and take up its role as managers of grid and energy services.

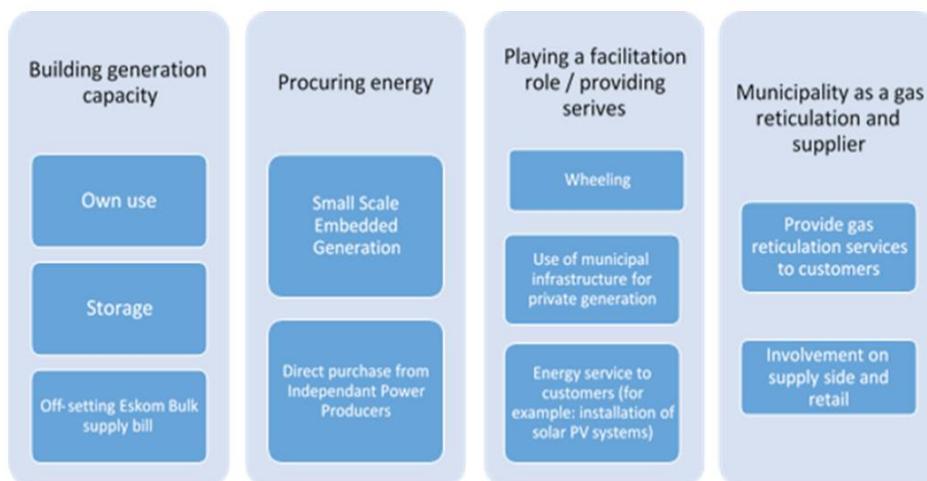
To achieve this SALGA has proposed the following “**Energy Game Changers**” namely:

Game changer 1: Small Scale Embedded Generation (SSEG) in terms of which Municipalities are encouraged to adopt a model of providing energy services to their customers, which can include the installation of solar panels and storage to domestic customers

Game changer 2: Municipalities generating or buying their own electricity – in terms of which SALGA is advocating for policy / legislation reviews to ensure that Municipalities can buy power from a range of suppliers so that Municipalities can generate their own electricity and the Country Energy Plans and Integrated Resources Plans must include the participation of Municipalities and pronounce how they will be involved in the country’s future energy landscape

Game changer 3: Integrated household energy services – different services are needed to meet different energy needs and flexibility is needed both in technologies and models of delivery. The Integrated National Electrification Programme policies must promote the integrated household energy services

Game changer 4: Exploring new business models for Electricity Distribution:



There have been various engagements between the Garden Route PMU Manager and the Western Cape Provincial Champion for Green Energy and Green Cape and this initiative taken by Garden Route DM is well supported by them both.

4.1.5 Projects and Programs

Project/Program	Objective
EEDSM application for R25m Grant Funding 2019/2020 : Consolidated application submitted by Garden Route District Municipality (on behalf of Garden Route District Municipality & Knysna Local Municipality	Retrofit Garden Route DM & Knysna LM's relevant buildings & street lights to reduce energy consumption
Garden Route Green Energy Summit (in collaboration with Green Cape)	Engage with a wide range of relevant Key Stakeholders relating to "Green Energy" to unpack opportunities and constraints in terms of Green Energy initiatives in Garden Route District in order to define the role and focus of Garden Route DM going forward

Hydrogen Power Plant Project

The Garden Route District Municipality is in a process of rolling renewable energy projects and among these, is a power plant project which presents an opportunity to deploy a first-of-its-kind, large-scale, green hydrogen project that contributes to the identity of a green Garden Route. The powerplant will be equipped with a 450 MW solar park that is coupled with hydrogen production and storage units. The solar park will generate electricity that will power the electrolyser to produce green H₂, to ensure uninterrupted electricity production. This project is in line with the strategic objectives of GRDM on Bulk Infrastructure and Sustainable environment. The powerplant project for the Garden Route District Municipality carries benefits that go beyond the electricity sector. Advantages are unpacked below.

- **Environmental impact:** This solution is clean and sustainable. It presents an opportunity for the region to offset its emissions from Eskom's fossil-based power generation.
- **Energy & gender:** At GRDM, we strongly believe that green jobs should be accessible to locals. This is especially true for groups and communities that have been historically excluded from employment opportunities. Going the green hydrogen route can then be a benefit for women in the workforce. We see this project as an avenue to address barriers to female participation in the sector.
- **Skills, training & education:** One of the advantages of this project is the opportunity to create gainful employment for the region by introducing new skills. A skilled labour force, with women in the mix that is cable of contributing to the country's emerging green hydrogen market. This is also in-line with Garden Route Skills Mecca programme.

Bulk Sludge

In the Garden Route region sewage sludge is currently classified as a hazardous waste requiring it to be transported to Visserhok in Cape Town, with high transport costs involved due to the weight and volume of the sludge. Furthermore currently for the sludge to be clean it requires to be treated which adds more to the processes to be undertaken and costs to the process at the Wastewater Treatment Works (WwTW). Most municipalities in the Garden Route region does not have suitable proposals for handling sewage sludge.

In attempt with addressing the sewage sludge in the region the Garden Route District Municipality intends to establish the Gwaiiling WwTW as an initiative that will be a regional facility to handle the regional sludge. The Gwaiing WwTW has a digester which is needed for the "Cambi" process, as well as nearby access to the railway system. In simple terms the "Cambi" system uses a thermal hydrolysis (steam) process to breakdown the sludge to a product that is completely safe for agricultural use. The feasibility has initially identified that plants within a 65km radius of George (Gwaiing WwTW) would be ideal for the scheme. Furthermore the feasibility presents that sludge can easily be transported to the site by truck (transport distances are relatively short, as opposed to Cape Town), although the option in the future exists for a potential rail scheme, which incorporates the solid waste streams as well into the proposal.

This initiative will benefit the municipalities in the region with several benefits amongst those these are the following:

- The process reduces the “sludge” volume by approximately 28%.
- The production of methane, which will potentially be further developed to generate electricity for the WwTW
- Huge benefits for the agriculture sector as a ready supply of safe compost will be developed
- The Gwaiing WwTW bio-filter system would become fully operational again, adding to the facilities capacity, which is urgently needed for the on-going housing projects
- The sludge volume would be reduced and would in fact become an asset to agricultural sector,
- The digester would be put back in operation at the Gwaiing WwTW,
- The generation of electricity to offset the plant's operational costs could be achieved

This would become a strategic facility to the region, removing the burden of disposing of sludge at approved far off facilities, which are subject to high transport costs, which need to provide a specialist service in transporting a wet heavy product.

4.1.6 Challenges

- Lack of Technical skills at Garden Route DM in terms of Green Energy
- Securing commitments from Key Stakeholders to attend / present at the planned Garden Route Green Energy Summit

4.1.7 Objectives

- To define Garden Route DM's role and function within the Green Energy sector
- To promote Green Energy initiatives and projects in the Garden Route District

4.1.8 Strategic risk(s)

- Lack of attendance of the planned Garden Route Green Energy Summit by key stakeholders

- National Minister of Energy / Eskom is promoting the “nuclear” agenda and seem to be opposed to Green Energy initiatives

4.2 Waste Management

4.2.1 Introduction

The District Waste Management Section is one of two sections that form part of Environmental Services within the Municipal Health and Environmental Services section.

Mr. Johan Gie is the Acting Manager of District Waste Management for the Garden Route District and has been designated as the Waste Management Officer in terms of the National Environmental Management: Waste Act (Act 59 of 2008). There are three positions in the Waste Management Section but one is vacant. The Manager: District Waste Management is supported by the District Waste Management Officer, and an Administrative Assistant.

4.2.2 Chapter 3 of the Waste Act states that:

- 10.(3) Each municipality authorised to carry out waste management services by the Municipal Structures Act, 1998 (Act No. 117 of 1998), must designate in writing a waste management officer from its administration to be responsible for co-ordinating matter pertaining to waste management in that municipality.
- (4) A power delegated or a duty assigned to a waste management officer by virtue of subsection (3) may be sub-delegated or further assigned by that officer to another official in the service of the same administration, subject to such limitations or conditions as may be determined by the municipality.
- (5) Waste management officers must co-ordinate their activities with other waste management activities in the manner set out in the national waste management strategy (National Waste Management Strategy 2020) established in terms of section 6 or determined by the Minister by notice in the Gazette.

The Council of Garden Route District Municipality made the resolution that the Manager: District Waste Management is designated as the Waste Management Officer under the National Environmental Management: Waste Act (Act 59 of 2008)).

4.2.3 Local Government: Municipal Structures Act, No 117 of 1998:

Section 84 of the Municipal Structures Act define the functions and powers of municipalities and the Garden Route District Municipality is bestowed with the functions and powers relating to solid waste disposal sites particularly relating to:

- the determination of a Waste Disposal Strategy;
- the regulation of waste disposal;
- the establishment, operation and control of waste disposal sites, bulk waste transfer facilities and waste disposal facilities for more than one Local Municipality in the district.

Garden Route District Municipality has compiled a District Waste Management Policy that was approved by Council in 2017 followed with the promulgation of the District Waste Management By-Laws On 01 September 2017. The Garden Route District Municipality has also accepted its responsibility in accordance with Section 84(iii) and has proceeded to establish a Regional Waste Management Facility to support the Local Municipalities of Bitou, Knysna, George and Mossel Bay with waste disposal. The mentioned Local Municipalities are currently disposing of their domestic waste generated, at the private landfill of PetroSA. The PetroSA landfill is rapidly running out of landfill remaining airspace and soon will be unable to accommodate domestic waste from the Local Municipalities.

4.2.4 Legislative Requirement(s)

- Constitution of South Africa 1996;
- National Environmental Management Act, No. 107 of 1998;
- National Environmental Management: Waste Act, No. 59 of 2008 as amended;

- National Waste Management Strategy 2020;
- Local Government: Municipal Structures Act, 117 of 1998 as amended;
- Local Government: Municipal Systems Act, 32 of 2000 as amended;
- Local Government: Municipal Finance Management Act, No. 56 of 20013
- Environmental Conservation Act, No. 73 of 1989;
- The Western Cape Health Care Waste Management Act, No. 6 of 2010 as amended;
- Garden Route District Municipal Waste Management By-Law PG 7818 of 01 September 2017.

4.2.5 Structures and committees in places

Internal

- **Environmental Services Sectional Meeting:** Environmental Services Managers meet on a monthly basis to reflect on activities for the previous and following month in their individual sections.

- **Community Services Portfolio Committee**

External

- **Garden Route District Waste Managers Officers Forum:** Waste Management Officers of the seven B-Municipalities meet on a quarterly basis to discuss waste management issues, activities, policies, legislation and implementation of regional projects. Waste Management Officer of Garden Route District Municipality led the meetings.

- **Western Cape Provincial Waste Managers Officers Forum:** Waste Management Officers of all the municipalities in the Western Cape meet on a quarterly basis to discuss waste management implementation according to applicable legislation.

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Regional Waste Management Facility	Finalisation of the Establishment of the Regional Waste Management Facility.	Ongoing
		01 July 2021 – 30 June 2022
Waste Minimisation Plan	Compilation and Implementation of a Waste Minimisation Plan for the district and local municipalities and inclusion into the 3 rd generation Integrated Waste Management Plan to be included in the Integrated Development Plan. Obtaining the necessary budget to implement the goals and objectives of the Waste Minimisation Plan from the 2021/2022 budget onwards.	01 January 2020 - ongoing
Alternative Waste Management Technology Solutions	Ongoing investigations for feasible and sustainable Alternative Waste Management Technology Solutions to divert waste from landfill.	01 September 2017 - ongoing
Garden Route District Municipality Waste Management By-Laws PG 7818 of 01 September 2017	Enforcement of the Garden Route District Municipal Waste Management By-Laws in accordance with the functions as set out in Section 84(e) of the Local Government: Municipal Structures Act, No. 117 of 1998.	01 April 2017 – ongoing
Garden Route District Municipal Office Recycling	Garden Route DM officials to be aware and actively participating in minimization as an example to the	01 July 2018 – ongoing

<p>Program</p> <p>Home Composting Pilot Project</p> <p>Garden Route District Municipality Waste Information System – Portal upgrade</p>	<p>residents of the Garden Route District.</p> <p>Implementation of pilot projects in the Local Municipalities to determine that at-source organic waste diversion can have on the diversion associated with transport and disposal at landfill.</p> <p>Finalisation of Health Care Waste and recycling facilities registrations.</p> <p>Commence with the register of scrap metal recycling facilities and waste transporters on the information system.</p>	<p>01 October 2019 – ongoing</p>
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4.2.8 Integrated Waste Management Plan

Section 11(4)(a) of the National Environmental Management Waste Act, Act No. 59 of 2008 ;

Section 11(4) Each municipality must-

- (i) Submit its integrated waste management plan to the MEC for endorsement; and
- (ii) Include the endorsed integrated waste management plan in its integrated development plan contemplated in Chapters of the Municipal Systems Act.

The GRDM has supported the local municipalities with the compilation of their 3rd generation Integrated Waste Management Plans by appointing a single consultant to compile the individual plans to save on consultant cost and to ensure a regional

approach to waste management throughout the district. The Garden Route District Municipality also supported Kannaland Municipality financially in order to finalise their 3rd generation Integrated Waste Management Plan.

All seven local municipal plans were incorporated into the district plan. All the gaps and needs identified in the local municipalities' plans that have a regional objective according to the functions of a district municipality have been incorporated in the objectives of the District Municipality. All other gaps and needs that are solely the function of a local municipality is brought into the integrated waste management plan objectives of the specific local municipality for inclusion in their Integrated Development Plan for implementation.

The main waste management concerns in the various Municipalities in the Garden Route District are as follows;

- Extending waste management services to all residents of the municipalities and upgrading collections services to weekly for all residents.
- Implementing of waste minimisation programs in all areas of the municipality. Increase waste minimisations educations and awareness to inform residents. Increase the percentage participation of household in the separation at source programmes.
- Management of organic waste portion by implementing alternatives to divert all organics away from landfill.
- Household hazardous waste need to be properly managed by the municipalities as few municipalities have services in place to accommodate and properly disposed of or recycle household hazardous waste.
- Compliance issues at some of the municipal waste management facilities. Determining of correct volume of airspace left to the municipality at landfill sites.
- Proper waste management fleet management. Replacement schedule of fleet to be implemented. Sufficient number of fleet available to properly deliver the needed service. Have standby vehicles available.
- Adequate programs developed to capture data on waste generation of the different waste types, data on waste quantities disposed of. Waste diverted from

landfill. Education and awareness programmes implemented and the outcome of the programmes. Information on waste generators in the business and industry fields and on Household Hazardous Waste generation figures.

- Compilation and implementation of Waste Management Awareness and Education calendar for the applicable financial year.
- Updating of existing outdated waste management municipal by-laws to align with the National Environmental Management Waste Act No.59 of 2008 and the Garden Route District Waste Management By-Laws 7818 of 01 September 2017.

The above mentioned concerns is just an enumeration of the key gaps and needs from the local municipalities Integrated Waste Management Plans. The comprehensive list of gaps and needs are included in the Garden Route District Municipality Integrated Waste Management Plan.

4.2.8.1 Essential Projects

a) Full Cost Accounting of Waste Management Services

The local municipalities within the Garden Route District, save for Mossel Bay Municipality, have not yet determined the true cost of efficient waste management services in their respective municipalities. This subsequently results in insufficient waste management budgets and prevents efficient and equitable waste management services. The lack of a full cost accounting of waste management services has been identified as a gap in the Integrated Waste Management Plans and Waste Minimization Plans of the local municipalities. Further, the feasibility of implementing waste minimization initiatives or alternative waste management technologies can therefore also not be determined. It is therefore essential that a full cost accounting exercise for waste management services is conducted in each local municipality as well as in the district municipality. This exercise will be at an estimated cost of R140 000.00 per municipality i.e. total of R1 120 000.00

b) Municipal Integrated Waste Management Infrastructure Assessment

As with the required full cost accounting of waste management services, the local municipalities within the Garden Route District, save for Mossel Bay Municipality, have not

yet done an assessment of their existing municipal waste management infrastructure to determine the following:

- The cost associated to being compliant with their existing Waste Management Licenses;
- To determine the additional infrastructure and the associated cost required to achieve the waste diversion from landfill targets as legislated; and
- To determine the additional infrastructure required to remain compliant up to 2030.

This assessment is essential for municipalities to budget sufficiently for required waste management infrastructure to ensure license and legislative compliance and to ensure efficient and equitable waste management services. Further, the assessment will assist municipalities with future planning and grant applications e.g. Municipal Infrastructure Grant. This assessment will be at an estimated cost of R140 000.00 per municipality i.e. total of R1 120 000.00

4.2.8.2 Objective of District Waste Management as per Garden Route District Municipal Integrated Waste Management Plan 2019

No.	Action	Priority	Timeframe	Budget	Funding source	Responsibility
Goal 1: Effective waste information management and reporting						
Objective 1.1 Accurate waste information collected through GRWMIS						
1.1.1	GRDM to register all large general and hazardous waste generators on GRWMIS	Low	2022/23	Nil. To be undertaken internally	N/A	GRDM
1.1.2	GRDM to review waste categories used on the GRWMIS. The data capturing system must be designed so that rolled up data under the broad categories listed in the National Waste Information Regulations can be reported on the IPWIS.	Low	2023/24	Nil. To be undertaken internally	N/A	GRDM
1.1.3	GRDM to ensure the weighbridge software is compatible with the GRWMIS and	Medium	2021/22	Nil. To be undertaken internally	N/A	GRDM

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No.	Action	Priority	Timeframe	Budget	Funding source	Responsibility
	IPWIS					
Objective 1.2 The GRWMIS fully interlinked with the IPWIS						
1.2.1	GRDM to strive to ensure the GRWMIS is linked to the SAWIS so that information uploaded to the GRWMIS is automatically uploaded to the IPWIS.	Low	2023/2024	Nil. To be undertaken internally	N/A	GRDM & DEA&DP
Objective 1.3 The implementation status of the GRDM IWMP is regularly reviewed and the implementation status of projects is monitored.						
1.3.1	Undertake annual performance reviews of this IWMP, and send reports to DEA&DP	High	2020 - 2025	Nil. To be undertaken internally	N/A	GRDM
1.3.2	GRDM to add an item to the agenda of the quarterly waste manager forum meeting on IWMP implementation progress.	Medium	2020 - 2025	Nil. To be undertaken internally	N/A	GRDM & local municipalities
Objective 1.4 Effective internal management of waste related data						
1.4.1	Develop an inventory of all internal waste related data sets	Medium	2020/21	Nil (if undertaken internally). Up to R100,000 if undertaken externally	N/A	GRDM

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No.	Action	Priority	Timeframe	Budget	Funding source	Responsibility
1.4.2	Develop systems for effectively capturing and storing waste data sets identified in the above inventory, such that they are readily available	Medium	2020/21	Nil. To be undertaken internally. Included in above costs if undertaken externally.	N/A	GRDM
Goal 2: Improved education and awareness						
Objective 2.1 District wide waste awareness campaigns are well planned and executed. Sufficient awareness materials are available for the waste awareness campaigns						
2.1.1	Develop an annual waste awareness calendar which is aligned with awareness campaigns planned by the local municipalities <i>(to be developed at the beginning of each financial year)</i>	High	2020 – 2025	Nil. To be undertaken internally	N/A	GRDM & local municipalities
2.1.2	Waste awareness campaigns are to be undertaken by trained and experienced personnel	High	2020 - 2025	Appointment of two dedicated resources (~R200,000pppa)	GRDM Budget or sourced from National or Provincial Programmes	GRDM

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No.	Action	Priority	Timeframe	Budget	Funding source	Responsibility
2.1.3	The GRDM waste mascot is to be incorporated into future waste awareness materials	High	2020 - 2025	Nil. To be undertaken internally	N/A	GRDM & local municipalities
Objective 2.2 The public, business and industry are informed of what constitutes hazardous waste and how hazardous waste should be managed						
2.2.1	GRDM to undertake hazardous waste awareness programmes with business and industry. These programme should focus on the hazardous cell at the regional landfill site and inform business and industry of registration requirements and companies which are authorised to use the site	Medium	2022/23	R50,000 – cost for advertising, venues and catering for meetings/ workshops	GRDM budget	GRDM
2.2.2	GRDM in collaboration with local municipalities to implement a	Medium	2023 - 2025	TBC	-	GRDM & local municipalities

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No.	Action	Priority	Timeframe	Budget	Funding source	Responsibility
	household hazardous waste management programme and service					
Objective 2.3 Waste awareness campaigns are mainstreamed at schools and all learners and educated on good waste management practices						
2.3.1	Waste awareness campaigns to be undertaken at all schools in GRDM	High	2020 - 2025	No additional labour cost if the same resources listed under 2.1.2 fulfil this role. A travel budget for waste Education Staff Members would also be required.	GRDM Budget or sourced from National or Provincial Programmes	GRDM & local municipalities
Objective 2.4 Waste awareness campaigns are audience specific and communicated using channels appropriate to the audience						
2.4.1	GRDM, in consultation with local municipalities to undertake a public perception survey on waste management to determine the public knowledge of waste management and preferred	Low	2022/23	R500,000	GRDM budget	GRDM & local municipalities

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No.	Action	Priority	Timeframe	Budget	Funding source	Responsibility
	methods for engagement in terms of waste awareness (e.g. social media vs meetings vs flyers etc.)					
Goal 3: Improved institutional functioning and capacity						
Objective 3.1 The GRDM has sufficient well capacitated employees to undertake the district waste management role and to manage the new regional landfill site and roll out the full implementation of the GRWMIS						
3.1.1	The GRDM to review the current organogram and ensure it is aligned with the roles required to manage the district waste management function and the regional landfill site management.	High	2020/21	The review of the organogram can be undertaken internally. Budget will be required to fill vacancies	N/A	GRDM
3.1.2	The GRDM to identify training needs of employees and implement training	High	2020 – 2025 (annually)	No budget will be required to identify training needs	N/A	GRDM
3.1.3	GRDM to implement the training needs of employees identified in 3.1.2	High	2020 - 2025	The training costs will be depend on identified courses. An average budget of	GRDM budget	GRDM

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No.	Action	Priority	Timeframe	Budget	Funding source	Responsibility
				~R20.000/ course/person should be allocated. Some courses e.g. DEA&DP courses will be free of charge		
3.1.3	Implementation of the IWMP to be added as KPIs to the District Waste Manager or WMOs performance evaluation criteria.	High	2021/22	Nil.	N/A	GRDM
Objective 3.2 Information sharing is maximised in the GRDM and regular meetings are held to build relationships between the district and local municipalities						
3.2	GRDM to continue with quarterly waste management officers forum meetings	Medium	2020 - 2025	Nil.	GRDM budget	GRDM & local municipalities
Goal 4: Provision of efficient and financially viable waste management services						
Objective 4.1 Cost reflective tariffs are charged to local municipalities and businesses for use of the regional site						
4.1.1	Waste disposal tariffs are informed by a full cost accounting exercise, tariffs are reviewed annually to determine if they are still	High	2020/21 (reviewed annually)	Nil	N/A	GRDM

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No.	Action	Priority	Timeframe	Budget	Funding source	Responsibility
	accurate.					
Objective 4.2 Budget is determined and allocated for the closure and rehabilitation of waste management facilities						
4.2.1	GRAP assessments of the regional landfill site are undertaken on an annual basis and an annual contribution is made into a vote for the closure and rehabilitation of the landfill sites	High	2020 - 2025	R 80,000 per annum. The cost will include a tachometric survey to determine remaining airspace		GRDM
Goal 5. Increased waste minimisation and waste diversion from landfill						
Objective 5.5 The diversion of recyclables from waste destined for landfill is increased						
5.1.1	GRDM to finalise the district waste minimisation strategy	High	2020	R900,000	GRDM budget	GRDM
5.1.2	GRDM to assist KLLM and OLM with the roll out of pilot separation at source programmes	Medium	2021/22	Nil. To be undertaken in-house	N/A	GRDM
Objective 5.2 The diversion of organic waste from landfill is increased						
5.2.1	Pilot home composting programme to be rolled out in all municipalities		OLM & BLM – 2020/21 KLLM – 2021/2022	OLM & BLM – R60,000 KLLM –R30,000	GRDM	GRDM
Goal 6. Improved compliance and enforcement						

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No.	Action	Priority	Timeframe	Budget	Funding source	Responsibility
Objective 6.1 The regional landfill site is operated according with license conditions						
6.1.1	The GRDM to undertake internal audits to be undertaken to review the compliance status of the regional landfill site	High	2022 - 2025	Nil. To be undertaken internally	N/A	GRDM
6.1.2	All relevant GRDM employees to be trained on auditing principles to allow them to undertake internal audits	Medium	2022/23	R8,000/person/ course		GRDM
6.1.3	Annual external audits undertaken of the regional landfill site	High	2022 -2025	R300 000.00 biennial airspace determination and Monitoring	Private partner budget	GRDM & private partner
6.1.4	GRDM to appoint an additional employee to monitor the management of the regional landfill site on a daily basis	High	2022- 2025	R350,000/ annum	GRDM budget	GRDM
6.2 The GRDM waste management by-laws are enforced						
6.2.1	GRDM to ensure there are sufficient	Medium	2020 - 2025	R250,000/ employee		

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No.	Action	Priority	Timeframe	Budget	Funding source	Responsibility
	employees to enforce the district by-laws					
Goal 7. Improved future infrastructure planning						
7.1 Plans are in place to guide the development of waste management infrastructure which is required to meet national and provincial waste diversion targets						
7.1.1	The GRDM to facilitate the update of the 2016 DEA&DP waste infrastructure plan for the district.	High	2021/22	R1,260,000 (R180,000/ municipality)	Local municipalities	GRDM & local municipalities

4.2.9 Strategic Risks

- Lack of good waste management practises will result in environmental degradation that will have dire consequences for the health of residents and the environment in the Garden Route District. It will further also have a negative effect on economic growth and tourism in the Garden Route District.
- The finalisation of the Regional Waste Management Facility is absolutely critical to assist the local municipalities of Bitou, Knysna, George and Mossel Bay with disposal facilities. All of the municipalities currently do not have disposal facilities of their own and have disposal contracts with PetroSA until 31 December 2021. If further extension is not allowed to the mentioned municipalities no disposal facility will be available which will have dire consequences for the health of the residents and the environment in the Garden Route District.

4.3 2022/2023 Projects and Programmes: Roads Maintenance and Construction

Public Transport projects that are planned for 2022/2023 are the following:

- Rural Roads Asset Management System – The purpose of the grant as stated in the Division of Revenue Act (DORA) is to assist rural district municipalities in setting up their road asset management systems, and collect road and traffic data in line with the Road Infrastructure Strategic Framework for South Africa (RISFSA). This is a 3 year project.
- District Integrated Transport Plan - The DITP reflects on the Local Integrated Transport Plans (LITPs) of 6 of the local municipalities within its area of jurisdiction. George Municipality produced a Comprehensive Integrated Transport Plan (CITP) due to having an Integrated Public Transport Network (IPTN), and is excluded from this DITP. However, the DITP considers relevant overlaps with the George CITP. Updates are done yearly.

Roads Services 2022/2023 Projects					
Reseal					
	ROADNO	RESURFACE STARTKM	RESURFACE ENDKM	RESURFACE CALC LENGTH (km)	Ward Total KM's
Bitou	MR00395	4.88	7.24	2.36	2.36
George	OP6912	0	1.01	1.01	3.08
	MR348	14.96	17.03	2.07	
Knysna				.	8.15
	MR346	0.35	8.5	8.15	
Hessequa					13.47
	DR1297	10	13.6	3.6	
	OP4549	0	0.92	0.92	
	MR271	0	8.95	8.95	
				Total	27.06
Regravel					
	Road Number	OPTION1 STARTKM	OPTION1 ENDKM	LENGTH (km)	
Riversdale North	DR1316	12	18	6	6
Knysna	MR355	35.86	39.43	3.57	8.94
	MR355	41.63	47	5.37	
Oudtshoorn	DR1713	25	32.23	7.23	7.23
George West	DR1599	11.43	19.64	8.21	8.21
				Total	30.38
Upgrade					
	Road Number	OPTION1 STARTKM	OPTION1 ENDKM	LENGTH (km)	
Heidelberg	DR01297	6.4	7.56	1.16	2.31
	DR1263	4.3	5.45	1.15	

4.4 Human Settlements Input and alignment into GRDM IDP

The GRDM' Integrated Human Settlements Directorate had its beginnings in May 2020 with our Council requesting that the Western Cape Department of Human Settlements (WCDoHS) consider its formal Accreditation in order that the Human Settlements function be dealt with on a district wide basis (7 x Local Authorities). This aligns to the already approved and natural fit into the District Development Model (DDM) and subsequently feeding into the One Plan at National Government Level.

To this end, a new organizational structure was approved by the GRDM resulting in two (2) officials being formally contracted and deployed by the WCDoHS, of whom started on 01 February 2021. Their primary role would be to assist with the formulation of a GRDM Strategic Plan and related housing typology programmes in defined Restructuring Zones (RZs) and the newly defined Priority Human Settlements Development Areas (PHSDAs) with specific focus on housing projects that relate to long-term socio-economic integration as outlined in both the DDM and PHSDAs strategic guidelines. Their brief also extends to current active and planned human settlements projects that are underway and further to initiate and accelerate development of GAP/FLISP (ownership) and Social Rental Housing opportunities.

Most municipalities have concentrated their respective efforts on upgrading Informal Settlements (UISP) and providing BNG housing (for people whose joint household monthly income does not exceed R3 500. The aim is to identify areas where GAP/FLISP and Social Rental Housing could be built in order to assist people earning more than R3500 pm but less than R22 000 as well as realize mobility into well-located areas with sufficient infrastructure and services. This is meant to complement the strategic objective of spatial planning reprioritisation and transformation towards realization of long-term socio-economic integration.

The Directorate has formulated a draft IHS Strategic Plan to guide the above process and enhance coordination and cooperation with all identified stakeholders ranging from the National, Provincial, the HDA, the GRDM and its 7 B Municipalities, which will be rolled out in the next 5 years as a district wide model as defined by the DDM and the PHSDAs strategic guidelines. This will be done in a manner that aligns to the optimum use of public land as

well as bulk infrastructure, which could lead to densification and spatial transformation.

Subsequent to the approval of the Integrated Human Settlements Strategic Plan by the GRDM Council during August 2020, this position was workshopped with all 7 B Municipalities as well as through the District Consultative Forum (DCF) and Municipal Managers 'Forum (MMF structures. This milestone will be part of the enhanced process to formally apply for confirmation of an appropriate accreditation status by both the WC DoHS and the N DoHS who will gazette such status once approved as part of the formal process. The intent is to obtain Level One (1) Accreditation, which would put the GRDM in a position to do subsidy budget planning, allocation and priority program administration. The various levels of accreditation will however be pursued until level 3 is attained at which time all decision-making pertaining to housing typology programmes could be made at district level in consultation with the WCDoHS. These interventions will complement efforts to sustainably deliver on the new DDM and PHSDAs mandate.

In summary, the focus of the newly established Human Settlements unit under the Planning and Economic Development Directorate is as follows:

1. *Formulation and formal adoption of a district wide GRDM IHS Strategic Plan that relates to how the latter will pursue housing programmes and projects that service the DDM, PHSHDAs as well as the GRDM own corporate objectives;*
2. *Undertake the finalisation of the subservient Human Settlements Sector Plan (HSSP) by end May 2022 which will inform and guide the Accreditation process;*
3. *Seek formal Accreditation for the GRDM which will streamline funding processes for future GRDM funding allocations aligned to approved Business Plans*
4. *Formulate a conceptual development framework for targeting initial pilots relative to SH and GAP/FLISP in cooperation with the 4 B Municipalities which have Priority Zones as well as earlier declared Restructuring Zones*
5. *Measure the impact, alignment and resonance of the Planned and Existing 5 year*

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Business Plan which consists of UISP, BNG, Serviced sites and title deed registration to the 4 Priority Zones which runs until 2023/24 FYs

6. Structured land identification and assembly processes as well as leveraging of the use of own assets or properties to relate to Typology driven housing products
7. Development of a coherent district wide Communication Strategy to ensure common understanding and collective ownership of the IHS programme interventions

4.5 Infrastructure Investment Projects in the Garden Route District Municipality for the MTEF period 2022/2023-2024/2025

Garden Route District: Spatial distribution of allocations to municipalities over MTEF period 2022/23 - 2024/25

Garden Route District: Budgeted National and Provincial Allocations (R'000)

Source	Department	Municipality	Transfer description	2022/23	2023/24	2024/25
National	National Treasury	Garden Route District	Equitable Share	172721	177411	182329
National	Mineral Resources and Energy	Garden Route District	Energy Efficiency and Demand Side Management Grant	5000	4000	5000
WCG	Human Settlements	Garden Route District	Municipal accreditation and capacity building grant	5000	5000	5000
National	Transport	Garden Route District	Rural Roads Asset Management Systems Grant	2594	2604	2699
National	Public works and Infrastructure	Garden Route District	Expanded Public Works Programme Integrated Grant for Municipalities	2440	0	0
WCG	Community Safety	Garden Route District	Safety initiative implementation - whole of society approach (WOSA)	1500	1560	1622
National	Cooperative Governance	Garden Route District	Municipal Systems Improvement Grant	1405	1200	1200
National	National Treasury	Garden Route District	Local Government Financial Management Grant	1000	1000	1000
WCG	Local Government	Garden Route District	Municipal Fire Service Capacity Building Grant	0	981	0
WCG	Transport and Public Works	Garden Route District	Integrated Transport Planning	0	0	940
Total				191660	193756	199790

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Department	Nature of Investment	Municipality	Project ID	Project Name	MTEF Total (Rand)
Health	Upgrading and Additions	Mossel Bay	30804	Mossel Bay - Mossel Bay Hospital - Entrance, Admissions and EC	R1000
Health	Non-Infrastructure	Kannaland	192063	Ladismith - Ladismith Clinic - OD QA - Replacement	R70 000
Human Settlements	Infrastructure Transfers - Capital	Hessequa	206525	Heidelberg Site 1 Erf 1213 (73 sites) IRDP	R84 000
Health	Non-Infrastructure	Knysna	206022	Knysna - Hornlee Clinic - OD QA - Replacement	R100 000
Health	Upgrading and Additions	George	196044	George - Harry Comay Hospital - Kitchen upgrade and additions	R216 000
Health	Non-Infrastructure	Kannaland	206018	Calitzdorp - Calitzdorp Clinic - HT - R, R and R (Alpha)	R270 000
Health	Non-Infrastructure	Hessequa	203650	Albertinia - Albertinia Clinic - HT - R, R and R (Alpha)	R500 000
Health	Non-Infrastructure	George	206045	George - Rosemoor Clinic - HT - Upgrade and Additions (Alpha)	R500 000
Health	Non-Infrastructure	Hessequa	206511	Riversdale - Riversdale Clinic - HT - R, R and R (Alpha)	R500 000
Health	New or Replaced Infrastructure	George	196105	George - WCCN Southern Cape Karoo - Residential accommodation - New	R541 000
Health	Non-Infrastructure	George	206044	George - Parkdene Clinic - HT - Upgrade and Additions (Alpha)	R568 000
Human Settlements	Infrastructure Transfers - Capital	Kannaland	203688	Ladismith Parmalaat (280 sites) IRDP	R800 000
Health	Non-Infrastructure	George	206503	George - Blanco Clinic - HT - Upgrade and Additions (Alpha)	R833 000
Health	Non-Infrastructure	Oudtshoorn	206502	Dysselsdorp - Dysselsdorp Clinic - HT - R, R and R (Alpha)	R866 000
Human Settlements	Infrastructure Transfers - Capital	Kannaland	203693	Kannaland Disaster Relief	R1 000 000
Human Settlements	Infrastructure Transfers - Capital	George	206570	Thembaletu IBS UISP	R1 000 000
Transport and Public Works	Rehabilitation, Renovations & Refurbishment	Knysna	187343	C1148 Reseal Knysna Lagoon Road N2 TR1/1 & MR347	R1 000 000
Transport and Public Works	Upgrading and Additions	Hessequa	23125	Slangrivier DM	R1 000 000
Human Settlements	Infrastructure Transfers - Capital	Mossel Bay	206532	Mossel Bay Spekboom Erf 19201 and 14702 (260 sites) IRDP	R1 037 000
DEA&DP (Cape Nature)	Upgrading and Additions	Hessequa	205893	Geelkrans Upgrade	R1 200 000
Health	Non-Infrastructure	Mossel Bay	198685	Mossel Bay - George Road Sat Clinic (Repl) - HT - Replacement	R1 200 000

Garden Route District Municipality 2022 -2027 IDP

Department	Nature of Investment	Municipality	Project ID	Project Name	MTEF Total (Rand)
Health	Rehabilitation, Renovations & Refurbishment	Kannaland	203649	Zoar - Amalienstein Clinic - R, R and R (Alpha)	R1 337 000
Health	Rehabilitation, Renovations & Refurbishment	Kannaland	203647	Calitzdorp - Calitzdorp Clinic - R, R and R (Alpha)	R1 490 000
DEA&DP (Cape Nature)	Upgrading and Additions	Hessequa	205889	GVB Scolopia Upgrade	R1 500 000
Health	Non-Infrastructure	Kannaland	196070	Ladismith - Ladismith Clinic - HT - Replacement	R1 500 000
Human Settlements	Infrastructure Transfers - Capital	Mossel Bay	206531	Mossel Bay Site K (400 sites) IRDP	R1 595 000
Health	Non-Infrastructure	Knysna	196067	Knysna - Knysna FPL - HT - Replacement	R1 600 000
Health	Rehabilitation, Renovations & Refurbishment	George	184454	George - George Hospital - Wards R, R and R (Alpha)	R1 917 000
Human Settlements	Infrastructure Transfers - Capital	Oudtshoorn	206535	Oudtshoorn De Hoop Rural Village (300 sites) IRDP	R1 974 000
Education	New or Replaced Infrastructure	George	194673	Conville PS	R2 000 000
Education	New or Replaced Infrastructure	Mossel Bay	202602	Mosselbaai PS	R2 000 000
Education	New or Replaced Infrastructure	Mossel Bay	188312	Mosselbay Technical (OBT1)	R2 000 000
Health	Non-Infrastructure	Kannaland	206048	Ladismith - Ladismith (Alan Blyth) Hospital - HT - R, R and R (Beta)	R2 000 000
Health	Non-Infrastructure	Hessequa	202557	Riversdale - Riversdale Hospital - HT - Upgrade and Additions (Alpha)	R2 000 000
Human Settlements	Infrastructure Transfers - Capital	Knysna	200417	3108 - Knysna Heidevallei (515 inc 2800 sites) IRDP	R2 000 000
Human Settlements	Infrastructure Transfers - Capital	Bitou	200394	3346 - Kurland Erf 16 (500 sites) UISP via IRDP	R2 000 000
Human Settlements	Infrastructure Transfers - Capital	Oudtshoorn	200434	3675 - Oudtshoorn Emergency Material (fire kits) EHP	R2 000 000
Health	Rehabilitation, Renovations & Refurbishment	Oudtshoorn	202563	Dysselsdorp - Dysselsdorp Clinic - R, R and R (Alpha)	R2 888 000
Human Settlements	Infrastructure Transfers - Capital	George	200534	3420 - Wilderness Heights Erf 329 (120 sites) UISP	R3 000 000
Transport and Public Works	Rehabilitation, Renovations & Refurbishment	Hessequa	194694	C1124 Reseal Herbertdale Albertina	R3 000 000
Transport and Public Works	Rehabilitation, Renovations & Refurbishment	George	180625	CYCC-George Outeniqua	R3 155 000
Human Settlements	Infrastructure Transfers - Capital	Kannaland	206574	Zoar (65 services) UISP	R3 900 000
Health	Non-Infrastructure	Knysna	202569	Knysna - Hornlee Clinic - HT - Replacement	R4 000 000

Garden Route District Municipality 2022 -2027 IDP

Department	Nature of Investment	Municipality	Project ID	Project Name	MTEF Total (Rand)
Human Settlements	Infrastructure Transfers - Capital	George	200408	3635-02 - Thembaletu Bungalows (200 units) IRDP	R4 000 000
Health	Non-Infrastructure	George	192042	George - Rural DHS Head Office HT Hub - Infrastructure Support	R4 134 000
Health	Non-Infrastructure	George	192040	George - George HT Maintenance Hub - Infrastructure Support	R4 396 000
DEA&DP (Cape Nature)	Upgrading and Additions	Kannaland	205896	Anysberg Solar	R4 500 000
Human Settlements	Infrastructure Transfers - Capital	Bitou	200393	3061-01 - Plettenberg Bay Shell Ultra (80 services) IRDP	R4 500 000
Human Settlements	Infrastructure Transfers - Capital	Hessequa	200538	3582-xx01 - ISSP Kwanokuthula (75 services) UISP	R4 500 000
Human Settlements	Infrastructure Transfers - Capital	Knysna	200428	3674 - Hornlee Densification and Backyard Upgrade (80 sites) IRDP	R4 800 000
Human Settlements	Infrastructure Transfers - Capital	Mossel Bay	206533	Wolwedans Remedial Works (EHP)	R5 000 000
Transport and Public Works	Rehabilitation, Renovations & Refurbishment	George	206037	C1100 HOLGATEN-KAREEDOUW	R5 000 000
Human Settlements	Infrastructure Transfers - Capital	Knysna	200424	3482-03 - Hornlee Housing Project (155 units) IRDP PHP	R5 200 000
Human Settlements	Infrastructure Transfers - Capital	Hessequa	200539	3583-xx01 - ISSP Heidelberg Pockets 1-5 (88 services) UISP	R5 280 000
Human Settlements	Infrastructure Transfers - Capital	Kannaland	200415	3321-xx01 - Zoar Protea Park Infill (100 services) IRDP	R6 000 000
Human Settlements	Infrastructure Transfers - Capital	Kannaland	206528	Ladismith Parmalaat (280 services) IRDP	R6 000 000
Human Settlements	Infrastructure Transfers - Capital	Bitou	206569	Qolweni Phase 4 and 5 (685 sites) UISP	R6 000 000
Transport and Public Works	Upgrading and Additions	Hessequa	206228	Slangrivier construct causeway	R6 000 000
Human Settlements	Infrastructure Transfers - Capital	Mossel Bay	200429	3016-02 - Mossel Bay Kwanonqaba Yakh-indlu Utshani (150 units) UISP PHP	R6 500 000
Human Settlements	Infrastructure Transfers - Capital	Mossel Bay	200431	3648 - Kwanonqaba New Rest (285 units) UISP PHP	R6 500 000
Human Settlements	Infrastructure Transfers - Capital	Knysna	200421	3127-02 - Knysna Happy Valley (120 units) UISP PHP	R6 890 000
Human Settlements	Infrastructure Transfers - Capital	Knysna	200420	3126-02 - Knysna Ethembeni (180 units) UISP PHP	R7 670 000
Human Settlements	Infrastructure Transfers - Capital	George	206639	George Syferfontein Military Veterans (40 units) IRDP	R7 800 000
Human Settlements	Infrastructure Transfers - Capital	Oudtshoorn	200432	3013-01 - Oudtshoorn Rose Valley (875 inc 883 tb inc 968 services) UISP via IRDP	R7 920 000

Garden Route District Municipality 2022 -2027 IDP

Department	Nature of Investment	Municipality	Project ID	Project Name	MTEF Total (Rand)
Human Settlements	Infrastructure Transfers - Capital	Mossel Bay	206576	NGO - NUSP Projects TRA UISP	R8 000 000
Transport and Public Works	Upgrading and Additions	George	96468	C1047.2 Maalgaten river	R8 000 000
Human Settlements	Infrastructure Transfers - Capital	Knysna	200541	2716-1024 - Knysna Vision 2002 (1393 services) UISP	R8 400 000
Health	New or Replaced Infrastructure	Mossel Bay	26494	Mossel Bay - George Road Sat Clinic (Repl) - Replacement	R8 799 000
Human Settlements	Infrastructure Transfers - Capital	Mossel Bay	206529	Mossel Bay Spekboom Ptn Erf 2001 (3000 sites) IRDP	R10 000 000
Transport and Public Works	Upgrading and Additions	Mossel Bay	23114	C964.3 Mossel Bay-Hartenbos AMP & upgrading Package 3	R10 000 000
Health	Rehabilitation, Renovations & Refurbishment	Kannaland	203648	Ladismith - Ladismith (Alan Blyth) Hospital - R, R & R (Beta)	R10 400 000
Human Settlements	Infrastructure Transfers - Capital	Hessequa	200409	3540-01 - Heidelberg Site 4 (160 services) IRDP	R11 340 000
Human Settlements	Infrastructure Transfers - Capital	Knysna	200426	3652-xx01 - Sedgfield Infill (207 services) IRDP	R12 420 000
Human Settlements	Infrastructure Transfers - Capital	Knysna	200419	3124-02 - Knysna Hlalani (165 units) UISP PHP	R12 870 000
Human Settlements	Infrastructure Transfers - Capital	Kannaland	200416	3321-xx02 - Zoar Protea Park Infill (100 units) IRDP	R13 000 000
Human Settlements	Infrastructure Transfers - Capital	Bitou	200399	3631-01 - Qolweni Bossiesgif Phase 3A (169 of 433 units) IRDP4	R13 000 000
Human Settlements	Infrastructure Transfers - Capital	Oudtshoorn	206534	Oudtshoorn Rose Valley Ph4 (128 units) IRDP4	R13 000 000
Health	Non-Infrastructure	George	192041	George - Garden Route & Central Karoo Maintenance Hub - Infrastructure Support	R13 152 000
Human Settlements	Infrastructure Transfers - Capital	Bitou	200532	3630-01 - Qolweni Ph4 (685 services) UISP	R13 680 000
DEA&DP (Cape Nature)	New or Replaced Infrastructure	Hessequa	202736	GVB Skywalk	R15 000 000
Human Settlements	Infrastructure Transfers - Capital	Bitou	200392	3060 - Plettenberg Bay Green Valley Wittedrift Ph2 (425 sites) IRDP	R16 000 000
Human Settlements	Infrastructure Transfers - Capital	Mossel Bay	200430	3341-02 - Mossel Bay Louis Fourie Corridor - Bill Jeffrey Road (1003 units) IRDP	R16 000 000
Health	New or Replaced Infrastructure	Kannaland	16908	Ladismith - Ladismith Clinic - Replacement	R17 134 000
Human Settlements	Infrastructure Transfers - Capital	Oudtshoorn	200547	3600 - ISSP Oudtshoorn Volmoed De Rust (280 sites) UISP	R17 340 000
Health	New or Replaced Infrastructure	Knysna	16906	Knysna - Knysna FPL - Replacement	R19 697 000

Garden Route District Municipality 2022 -2027 IDP

Department	Nature of Investment	Municipality	Project ID	Project Name	MTEF Total (Rand)
Human Settlements	Infrastructure Transfers - Capital	Knysna	200423	3479-01 - Knysna Vision 2002 Oupad, Dam Se Bos, Nekkie, Concordia Ph 3 (459 units) UISP PHP	R22 100 000
Human Settlements	Infrastructure Transfers - Capital	Bitou	200396	3469-01 - New Horizons Ebenhaezer Erf 437 Portions 3, 20, 42 and 44 (1672 services) IRDP	R22 260 000
Human Settlements	Infrastructure Transfers - Capital	Hessequa	206526	Heidelberg Site 4 (160 units) IRDP	R23 400 000
Human Settlements	Infrastructure Transfers - Capital	George	200533	2751(3) - George Thembalethu Phase 3 (2145 services) UISP	R24 000 000
Transport and Public Works	Rehabilitation, Renovations & Refurbishment	Hessequa	197993	C1125 Reseal Riversdal Idithsmith	R25 000 000
Human Settlements	Infrastructure Transfers - Capital	George	200401	3094-03 - George Syferfontein East Erf 325 (2100 inc 2110 services) IRDP	R25 980 000
Transport and Public Works	Rehabilitation, Renovations & Refurbishment	Hessequa	206154	C1214 Reseal MR331 Stilbaai- Jongensfontein	R26 000 000
Human Settlements	Infrastructure Transfers - Capital	George	200403	3094-05 - George Syferfontein East Erf 325 (1684 red 1678 units) IRDP	R26 120 000
Human Settlements	Infrastructure Transfers - Capital	Bitou	200397	3469-xx02 - New Horizons Ebenhaezer Erf 437 Portions 3, 20, 42 and 44 (734 units) IRDP	R26 520 000
Human Settlements	Infrastructure Transfers - Capital	Knysna	200427	3652-xx02 - Sedgfield Infill (207 units) IRDP	R26 910 000
Human Settlements	Infrastructure Transfers - Capital	George	200402	3094-04 - George Syferfontein West Europe (505 services) IRDP	R30 300 000
Health	New or Replaced Infrastructure	Knysna	198335	Knysna - Hornlee Clinic - Replacement	R34 946 000
Transport and Public Works	Rehabilitation, Renovations & Refurbishment	Bitou	206155	C1215 Reseal Plettenberg Bay Airport road and others	R36 000 000
Human Settlements	Infrastructure Transfers - Capital	George	206522	George Thembalethu (718 units) IRDP4	R39 000 000
Transport and Public Works	Rehabilitation, Renovations & Refurbishment	George	194695	C1101 Reconstruct Walboomskraal	R40 000 000
Human Settlements	Infrastructure Transfers - Capital	Hessequa	206523	Heidelberg Site 1 Erf 1213 (73 servies) IRDP	R43 480 000
Education	Upgrading and Additions	Hessequa	4174	Panorama PS N1	R44 000 000
Human Settlements	Infrastructure Transfers - Capital	Oudtshoorn	200433	3334-03 - Dysselsdorp (522 units) IRDP4	R48 360 000
Education	New or Replaced Infrastructure	Hessequa	52129	De Waalville PS	R50 000 000
Transport and Public Works	Upgrading and Additions	George	3862	Rondevlei	R53 000 000
Transport and Public Works	Upgrading and Additions	George	187348	Fancourt DM	R62 000 000

Garden Route District Municipality 2022 -2027 IDP

Department	Nature of Investment	Municipality	Project ID	Project Name	MTEF Total (Rand)
Transport and Public Works	Rehabilitation, Renovations & Refurbishment	Knysna	196755	C1146 PRMG Barrington ,old Knysna & Wilderness	R68 000 000
Human Settlements	Infrastructure Transfers - Capital	Hessequa	200411	3620-xx02 - Melkhoutfontein Farm 480-111 (585 units) IRDP	R68 500 000
Transport and Public Works	Rehabilitation, Renovations & Refurbishment	Oudtshoorn	3916	ED DM reseal	R74 030 000
Transport and Public Works	Rehabilitation, Renovations & Refurbishment	Oudtshoorn	3928	ED DM reg gravel	R78 475 000
Transport and Public Works	Rehabilitation, Renovations & Refurbishment	Bitou	181700	C1103 Reseal Grootriver and Bloukrans	R80 000 000
Transport and Public Works	New or Replaced Infrastructure	George	194664	C377.1 George West bypass	R80 000 000
Transport and Public Works	Rehabilitation, Renovations & Refurbishment	Bitou	194700	C1104 PRMG Reseal Of Meirings port	R82 000 000
Education	New or Replaced Infrastructure	Knysna	4076	Concordia PS	R83 000 000
Human Settlements	Infrastructure Transfers - Capital	Mossel Bay	200544	3546-01 - ISSP Mossel Bay 23 Informal Settlements (4203 services) UISP	R97 000 000
Transport and Public Works	Upgrading and Additions	Bitou	206214	C846 Plettenberg Bay Surface 4,88km to Wittedrift	R100 000 000
Human Settlements	Infrastructure Transfers - Capital	George	200400	3092-xx02 - George Metro Grounds (671 units) IRDP	R107 546 000
Transport and Public Works	Rehabilitation, Renovations & Refurbishment	Mossel Bay	196762	C1154 PRMG Hartenbos -Oudtshoorn	R126 000 000
Transport and Public Works	Rehabilitation, Renovations & Refurbishment	Hessequa	194701	C1125 PRMG Riversdal ladismith	R130 000 000
Transport and Public Works	Rehabilitation, Renovations & Refurbishment	Oudtshoorn	198016	C1008 Rehab Calitzdrop	R149 000 000
Transport and Public Works	Upgrading and Additions	Mossel Bay	23113	C964.2 Mossel Bay-Hartenbos AMP & upgrading Package 2	R345 000 000
Grand Total					R2 845 891 000

4.6 Catalytic Projects

Project Portfolio Summary											2019/10/11					
Num	Project	Project Manager	Start_date	Target_Comp_Date	Forecast_Comp_Date	Category	Status	Phase	Internal/External	Priority	Scope	Time	Cost	Quality	Risk	Comments
1	Mamoukoe	LM	1/1/19		6/30/20	Rev	Active	2	E	1						Asset transfer regulation process complete, awaiting approval of the lease, rezoning at Mossel Bay in progress, EIA in progress
2	Ikusasa	LM	1/1/19		6/30/20	Rev	On-hold	2	E	3						The developer is very slow, no progress
3	Dehoek/ Callitdorp Spa	LM	1/1/19			Fac	On-hold	2	I	3						The developer withdrew due to circumstances beyond their control
4	Fresh Produce Market	PD	1/1/19		4/30/20	Agri	Active	1	I	1						PSP appointed to carry out the feasibility study and business plan development and will start before end of October 2019
5	Development Agency	PD	1/1/19		4/30/09	ED	Active	1	I	1						PSP appointed to carry out the feasibility study and business plan development and will start beginning of November 2019
6	DBSA - WSA Master Plan	PD	1/1/19		5/30/20	Bul	Active	1	E	1						Application for funding to develop the water resources plan and master plan submitted to DBSA. Process of reviewing applications underway, awaiting the outcome
7	Bulk Infrastructure Funding - National Treasury	PD	1/1/19		5/31/20	Bul	Active	1	E	2						Submitted two request to NT but they required feasibility studies and full project costing. GRDM to re-submit in May 2020 when the new window opens
8	Municipality Electricity Master Plan - CSIR/GIZ	PD	1/1/19		3/30/21	En	Active	2	E	2						Grant Approved to fund the development of Electricity Master Plan for the district by GIZ through CSIR
9	Kleinkrantz	PD	8/1/19		6/15/20	Rev	Active	2	I	1						Specifications and Terms of Reference for call for proposals from suitable developers prepared and the advert will be in the City Press of 13 October 2019 and the closing
10	Baffels Bay	LM	9/1/19		6/30/20	Rev	Active	2	I	3						Specifications and Terms of Reference for call for proposals from suitable developers being developed and will be advertised before end of November 2019
11	HACE - Wave Energy	PD	5/1/19		6/30/21	En	Active	3	E	2						Submission to request for funding done to the French Government, awaiting the outcome
12	Energy Master Plan	PD	2/1/19		4/15/20	En	Active	3	I	1						PSP (DFR) appointed in February 2019 and work is in progress. Expected completion date is April 2020 for the submission of comprehensive Garden Route Energy Master
13	EEDSM - DoE	PD	3/2/19		4/30/21		Active	1	I	1						Preparation of the application to be submitted end of October 2019
14	Student Accommodation															
15	Training Academy															



CHAPTER FIVE (5) ENVIRONMENT & HEALTH SERVICES

CHAPTER 5: ENVIRONMENT & HEALTH SERVICES

5.1 Municipal Health Services

5.1.1 Legislative Requirement (s)

The following legislation is applicable for the rendering of Municipal Health Services

- The Constitution of the Republic of South Africa 1996
- The Municipal Systems Act, 2000 (Act 32 of 2000)
- The Municipal Structures Act, 1998 (Act 117 of 1998)
- The Municipal Finance Management Act, 2000 (Act 56 of 2000)
- The National Health Act, 2003 (Act 63 2003) and promulgated Regulations
- Health Professions Act, 1974 (Act 56 of 1974): Regulation 123 of 8 Feb 2008
Regulations defining the scope of the profession of Environmental Health:
Amendment
- Tobacco Products Control Act, 1993 (Act 83 of 1993)
- The Foodstuffs, Cosmetics and Disinfectants Act and Regulations, 1972 (Act 54
of 1972) and promulgated Regulations.
- The National Building Regulations and Building Standards Act, 1977 (Act 103 of
1977)
- Hazardous Substances Act, 15 of 1973
- Garden Route District Municipality [Municipal Health By-Laws](#)
- National Environmental Management Act, 1998 (Act 107 of 1998)
- Disaster Management Act, 2002 (Act 57 of 2002)
- Disaster Management Covid 19 Regulations
- The Meat Safety Act, 2000 (Act 40 of 2000)
- Fertilizers, Farm Feeds, Agricultural and Stock Remedies Act, 1947 (Act 36 of
1947)
- Water Services Act, 1997 (Act 108 of 1997) : SANS 241
- National Water Act, 1998 (Act 36 of 1998)
- Children's Act and Regulations Act, 2005 (Act 36 of 2005)
- National Environmental Health Norms and Standards for premises and
Acceptable Monitoring Standards for Environmental Health Practitioners,
Notice 1229 of 2015
- National Environmental Health Policy, 2013

- National Environmental Health Strategy, 2016

Forum/Committee name	Frequency of meetings	Purpose	Composition
INTERNAL			
Community Services Portfolio Committee	Bi-Monthly	Discuss and make decisions on acceptance of Departmental reports	Portfolio Councillors, Executive Manager Community Services, Section Heads
Section Heads	Monthly	Discuss Departmental issues	Community services Department Section heads
Technical Committee	Monthly	Discuss Municipal Health Sectional issues	Manager Municipal Health and Environmental Services & Regional Municipal Health Chiefs
Regional Meetings	Monthly	Discuss regional Municipal Health issues	Manager Municipal Health and Environmental Services, Chief Municipal Health and Environmental Health Practitioners
EXTERNAL			
Municipal Health and Environmental Services Forum.	Quarterly	Platform for the discussion of Environmental Health issues in the Garden Route / Central Karoo District Municipalities	Municipal Health Sections of Garden Route DM, Central Karoo DM and Environmental Officers from the respective B-Municipalities in Garden Route and Central Karoo Region
Western Cape Environmental Health Workgroup	2 Monthly	Discuss and decide on uniform Environmental Health Strategy for Western Cape	Municipal Health Managers of District Municipalities, City of Cape Town, Cape Peninsula University of Technology, and Provincial Dept. of Environmental Health in Western Cape.

5.1.2 Structures and committees in places

Municipal Health Section Structure:

Four regions:

- Klein Karoo (Oudtshoorn and Kannaland Sub regions)
- George (Outeniqua and Wilderness Sub Regions)
- Langeberg (Mossel Bay and Hessequa Sub Regions)
- Lakes (Knysna and Bitou Sub Regions)

5.1.3 Policies and Strategies

Policy name	DC number	Approved on
<ul style="list-style-type: none"> • National Environmental Health Policy, 2013 	Notice no. 951 in Government Gazette 37112	04 December 2013
<ul style="list-style-type: none"> • National Environmental Health Strategy, 2016 		

As part of the strategies of the Garden Route District Municipality, Standard Operating Procedures (SOP) /Investigation guidelines were compiled to ensure the prevention, surveillance, detection, investigation, control and reporting of communicable and infectious diseases.

Standard operating procedures/ Investigation guidelines

1. Contingency Plan
2. Cholera
3. Salmonellosis
4. Meningococcal infections
5. Plague
6. Shigellosis
7. Rabies
8. Typhoid Fever
9. Viral Hemorrhagic Fever
10. Legionellosis
11. Ebola

12. Food poisoning

13. Covid 19

5.1.4 Alignment with provincial and National Objectives/Goals

Section 24 of the Constitution of the Republic of South Africa, 1996 (No 108 of 1996) guarantees every citizen the right to an environment that is not harmful to their health and well-being. According to the Constitution of the Republic of South Africa 1996, the Local Government: Municipal Structures Act No.117 of 1998 and the National Health Act, No. 61 of 2003 it is the statutory responsibility of the District Municipality to render Municipal Health Services, which include:

1. Water Quality Monitoring
2. Food Control
3. Waste Management
4. Health Surveillance of premises
5. Surveillance and prevention of communicable diseases
6. Vector Control
7. Environmental Pollution Control
8. Disposal of the dead and
9. Chemical Safety.

Municipal Health Services are aligned with the National and Provincial objectives:

"To promote a healthy environment" and to address the core elements of the National Development Plan which include the following:

- Housing, water, electricity and sanitation
- Quality education and skills development
- Quality health care
- Clean environment
- Adequate nutrition

Municipal Health Services focus on the monitoring of environmental conditions that may have a detrimental impact on human health.

OBJECTIVES	Objectives are designed within the milieu of municipal government objectives as set out in section 152(1) of the Constitution of the Republic of South Africa referring to the objectives "To promote a safe and healthy environment".
INPUTS	<p>Identification: During routine inspections, monitoring, sampling or investigation of complaints from the community problems are identified e.g. with our regular water sampling we get traces of Escherichia, coli-form, indicating water pollution.</p> <ul style="list-style-type: none"> • Evaluation: During the evaluation process we procure samples at a certain interval to determine the extent of the problem • Control: Actions include awareness, education and enforcement to control certain situations
ACTIVITIES/MISSION	To improve the environmental health status through prevention of illnesses and disease and promotion of healthy lifestyles in the Garden Route region, thereby striving to consistently improve the communities health status and their surrounding environment.
OUTPUT (WHAT WE PRODUCE OR DELIVER)	<ol style="list-style-type: none"> 1. Water Quality Monitoring 2. Food Control 3. Waste Management 4. Health Surveillance of premises 5. Surveillance and prevention of communicable diseases 6. Vector Control 7. Environmental Pollution Control 8. Disposal of the dead and 9. Chemical Safety.
PREDETERMINED OUTCOMES	<ul style="list-style-type: none"> • Healthy communities

	<ul style="list-style-type: none">• Improvement of basic services• Environmental sustainability
IMPACT	<p>To improve unhealthy conditions:</p> <ul style="list-style-type: none">○ Environmental pollution○ Outbreak of communicable diseases○ Spread of communicable disease

5.1.5 Projects and Programs

Project/Program	Objective	Date from - date to 2022/07/01 – 2023/06/30
Formal and Informal food traders Project	To promote the safe handling, preparation, storage and selling of foodstuffs by all food handlers (formal and informal)	Ongoing
Five keys to Safer Food	To prevent the outbreak of food-borne diseases	Ongoing
Hand washing promotion	To educate the community on the importance of hand washing and preventing the spread of disease through proper hand hygiene.	Ongoing
Hygiene program for communities using communal toilets	To make people aware of the proper and hygienic use of communal toilets.	Ongoing
Waste and Air Pollution Prevention Campaign	Preventing waste and air pollution to promote a clean and healthy environment.	Ongoing
Tobacco and tobacco products compliance training: Spaza Shops	To ensure that Spaza shops comply with relevant legislation through informative training sessions and programs, as well as the provision of necessary signage.	Ongoing

5.1.6 Challenges

- New environmental health challenges and risks are emerging which require complex solutions. Advances in technology, population growth, changes in standard of living, increase in industrialization, urbanisation and climate change are some of the factors that lead to emergence of challenges in environmental health.

- Municipal Health Services is a personnel driven function due to the fact that monitoring, according to the scope of practice of environmental health, form the basis of performing this function. With the additional functions of inspections at state premises, it is of critical importance to ensure that Garden Route DM complies with the South African National Norms & Standards and World Health Organisation (WHO) ratio of one Environmental Health Practitioner for every 10 000 of the population within the region. Within the next 5 years we need to perform all 9 Key Performance Areas (KPA's), however the water quality monitoring, waste management, food control, environmental pollution control and surveillance and prevention of communicable diseases need special attention to minimize our burden of diseases and increase life expectancy within our region.
- The lawless nature of the public makes enforcement of legislation difficult. This gives rise to possible unsafe work environment for EHP's to execute their duties.

5.1.7 Objectives

- Promotion of healthy communities by assisting to reduce child mortality, increase life expectancy and improve hygienic conditions in the district through identification, evaluation and control of environmental conditions that can have a detrimental effect on the health and well-being of communities and the provision of health and hygiene education and awareness activities to promote a healthy lifestyle in communities.

5.1.8 Strategic risk(s)

RISK THEME	RISK DETAIL	ROOT CAUSE OF RISK
Environmental health risk	Potential health impacts/risks due to the effects of Climate	Lack of funding for research. Lack of capacity to

RISK THEME	RISK DETAIL	ROOT CAUSE OF RISK
	Change.	conduct research. No funding mobilization currently. Underfunded mandates. Lack of capacity to explore funding.
Water borne diseases outbreaks amongst public	Non-compliance in terms of drinking water quality standards	<ul style="list-style-type: none"> • Poor management and failing Infrastructure. • Pollution
Communication with foreigners	Language barriers Interpreters	Spaza shop owners/workers changing regularly.
Poor communication, cooperation and collaboration between spheres of government (National, Provincial and Local)	Hampering of service delivery due to poor cooperation and collaboration	Commitment and Communication

RISK THEME	RISK DETAIL	ROOT CAUSE OF RISK	ACTION PLAN
Non-compliance to Environmental Health Legislation & National Norms and Standards	Shortage of staff (Ratio: Department of National Health - 1 EHP per: 10 000 Population)	<ul style="list-style-type: none"> • Lack of funding 	Filling of vacant posts and creation new posts

<p>Poor communication , cooperation and collaboration between spheres of government (National, Provincial and Local)</p>	<p>Poor communication, cooperation and collaboration hamper service delivery.</p>	<p>Different strategies and agendas. Categorization of priorities</p>	<p>Establish effective communication lines. Revive Intergovernmental Task Teams.</p>
<p>Water quality monitoring – Drinking water – Surface water (including ocean water and groundwater) – Final effluent – Recreational water</p>	<p>Contaminated drinking water sources Waterborne diseases and health related diseases</p>	<ul style="list-style-type: none"> • Incompetence of officials of water Services authorities. • Poor management of water purification plants and Wastewater Treatment Plants • Poor policing of Industrial plants 	<p>a)Increase water monitoring programmes(bact eriological and chemical) b)Regular reporting to Water Services Authority and other relevant departments, stakeholders and interested and affected parties c)Increase Awareness programs d) Enforcement</p>
<p>Food control</p>	<p>Contaminated food sources (accidental or deliberate/intentional)</p>	<p>Poor management and food handling practices</p>	<p>a)Monitoring of food quality (bacteriological, chemical and histological)</p>

Garden Route District Municipality 2022 -2027 IDP

	Food-borne related diseases	Incompetence Ineffective education and training programmes.	b) Increase Awareness and education programmes c) Enforcement
Waste management – Landfill sites (transfer stations, transportation, etc)	Communicable diseases and health related issues.	Poor management of landfill sites and other waste facilities	a) Increase surveillance of landfill sites and other waste facilities premises b) Increase Awareness and Education programmes c) Enforcement
Health surveillances of premises – Commercial, residential, industrial and occupied or unoccupied premises	Communicable diseases and health related. Squatting in unoccupied premises Health Nuisances and/or risk Illegal dumping	Ineffective control over vacant land and unoccupied spaces.	a) Increase surveillance of premises b) Increase Awareness and Education programmes. c) Enforcement d) Reports

Garden Route District Municipality 2022 -2027 IDP

RISK THEME	RISK DETAIL	ROOT CAUSE OF RISK	ACTION PLAN
Vector control – Food, Commercial, residential, industrial or other occupied or unoccupied premises	Vector-borne diseases	Climate change Illegal dumping of household waste Poor management of waste collection and disposal practices	a) Increased monitoring vector breeding sites b) Increase awareness and education programmes c) Enforcement d) Report
Environmental pollution control Water: Water sources Air: Pollution at sources Soil: Pollution at sources	Waterborne and respiratory diseases and other health related matters	Poor management practices Climate change	a) Increase water monitoring programmes (bacteriological and chemical) b) Regular reporting to Water Services Authority and other relevant departments, stakeholders and interested and affected parties c) Increase awareness and education programmes d) Enforcement
Disposal of the dead	Surface and ground water pollution Communicable diseases	Poor management of cemeteries Exhumation and reburial or the disposal of human remains	a) Monitoring b) Awareness and education c) Enforcement d) Reporting
Chemical safety – Commercial, residential, industrial or other occupied or unoccupied premises	Respiratory diseases and other health related matters	Spillages Poor management practices	a) Increase surveillance and monitoring programmes b) Awareness and education programmes c) Enforcement d) Reporting
Climate Change	Waterborne, Vector-borne and Respiratory diseases.	Human activities	a) Adaptation measures b) Mitigation measures c) Awareness and education d) Alternative food sources e) Water security measures f) Smarter building g) Increasing resilience h) Research i) Investment in renewable energy forms j) Biomass to energy k) Reforestation

5.2 Fire services

5.2.1 Legislative Requirement(s)

- Constitution of the Republic of South Africa Act 108 of 1996
- Local Government: Municipal Structures Act 117 of 1998
- Fire Brigade Services Act 99 of 1987
- National Veld and Forest Fire Act of 1998

5.2.2 Structures and committees in places

Name of Forum	Frequency of Meeting	Purpose	Composition	Chairperson
INTERNAL				
Community Services Portfolio Committee	Monthly	Discuss and make decisions on departmental issues	Portfolio councilors, Executive Manager. Section Heads	Portfolio Chairperson
EXTERNAL				
District Chief Fire Officers Committee	Quarterly	Discuss District Fire Services issues	District and local municipality Chief Fire Officers within the district	District Chief Fire Officer
Provincial Chief Fire Officer Committee	Quarterly	Discuss Provincial Fire Services issues	District and local municipality Chief Fire Officers within the district	Chief Fire Officer Johnson
Provincial Aerial Firefighting Workgroup	Quarterly	Discuss Provincial Aerial Firefighting	District and Metro Chief Fire Officers and other stakeholders	Deputy Director Ettienne du Toit
Provincial Veld Fire Workgroup	Quarterly	Discuss Provincial Veld Firefighting	District and Metro Chief Fire Officers	Chief Fire Officer Geldenhuys

		Issues	and other stakeholders	
District Fire Workgroup	Quarterly	Discuss District Veld Firefighting Issues	Local Municipality Chief Fire Officers, FPA, Major Landowners and Stakeholders in the District	District Chief Fire Officer
District Public Information Education and Relations (PIER) Workgroup	Quarterly	Discuss Public Awareness, Education and Training	Local Municipality Fire Services, FPA, Major Landowners and Stakeholders in the District	District Station Officer: Fire Prevention and Training
District Aerial Firefighting Workgroup	Quarterly	Discuss Aerial Firefighting Issues	District Fire Services and all partners involved in the use of the service	District Station Officer: Operations

5.2.3 Policies and Strategies

Policy name	DC number	Approved on
White Paper on Fire Services	Notice 515 of 2020	27 May 2020

5.2.4 Alignment with provincial and National Objectives/Goals

The Fire Brigade Board, at a meeting held on 28 August 2008, adopted 5 broad strategic goals to be pursued by fire services in achieving the purpose of Fire Brigade Services Act, 1987 (Act No. 99 of 1987).

Goal 1:

Improve the governance, policy and legal framework for Fire Services in South Africa.

Goal 2:

Improve the training of emergency personnel, establish capacity building programs and increase the resources available to fire services.

Goal 3:

Implement fire risk assessment and establish fire prevention campaigns as the cornerstones to improve life safety.

Goal 4:

Improve service delivery by optimising fire services operations through support and compliance management programs.

Goal 5:

Foster better stakeholder and community relations by addressing the needs of the stakeholders and civil society, performing research, improving marketing and promoting the fire services.

5.2.5 Objectives:

The Department achieves the purpose and goals set out in the above by striving to achieve the following broad objectives.

Objective 1:

Build capacity amongst the 3 spheres of government, communities and other stakeholders to lead, develop and sustain fire services as a dynamic service organisation.

Objective 2:

Reduce risk posed by fire and other related risks to life, property and the environment through the application of specific focused risk prevention, reduction and mitigation programs in partnership with the 3 spheres of government, communities and other stakeholders.

Objectives 3:

Elevate the professional status of fire services personnel by improving the efficiency of fire service training.

Objective 4:

Improve the efficiency of fire service delivery through focused support and compliance management programs.

Objective 5:

Foster the development and implementation of fire services' legislation through engagement and consultation.

5.2.6 Challenges

- *Insufficient personnel*
Current staffing levels does not allow the service to be rendered equitably across the district
- *Insufficient stations*
Lack of stations at all local municipalities hampers service delivery to all areas
- *Old and aging fleet*
The fleet is constantly being subjected to break downs and repairs due to its age and overuse.
- *Insufficient and inadequate equipment*
Equipment is not sufficient to maintain the service efficiently.
- *Lack of own fire station headquarters*
The district does not own a fire station that is considered a headquarters or a base of operations. The current fire station is a rented building that is rented at an exorbitant amount.

5.2.7 Objectives

Objective of the Fire and Services

The following are the objectives of the Fire and Rescue Services and as per the Fire Brigade Services Act:

- Preventing the outbreak or spread of a fire;
- Fighting and extinguishing a fire;
- The control of all incidents involving hazardous or dangerous goods and materials;
- The protection of life or property against a fire or other threatening danger;
- The rescue of life or property from a fire or other danger;
- Subject to the provisions of the National Health Act, 2003 (Act No. 61 of 2003), the rendering of an ambulance service as an integral part of the fire service;
- Fire safety functions; and

- The performance of any other function connected with any of the matters contemplated in the items above

Powers and Functions of the Fire Services

The following are the powers and functions of the Fire Services and as per the Municipal Structures Act:

- Firefighting services serving the area of the district municipality as a whole, which includes:
 - Planning, co-ordination and regulation of fire services.
 - Specialised firefighting services such as mountain, veld and chemical fire services.
 - Co-ordination of the standardisation of infrastructure, vehicles, equipment and procedures.
 - Training of fire officers.

In achieving the above the following strategies will be employed:

1. Empower elected political stakeholders in terms of the capabilities of the Fire Services the as well as the requirements of the Municipal Structures Act relevant to the Fire and Rescue Services of the District.
2. To work towards closing the implementation gap that exists between national policies. What is intended and what actually happens (local practices).
3. To align the Garden Route District Municipality Fire Services action planning to the legislative requirements and to move towards the prescripts of the White Paper on Fire Services.

5.2.8 Purpose of a District Fire Services

The purpose of the Department is to develop and oversee the implementation of legislation, policy and strategies applicable to fire services by:

- Planning and organising programs to implement the Fire Brigade Services Act, the Municipal Structures Act and support related pieces of legislation provincially.
- Performing research, develop and plan processes for the implementation of a strategic Fire Services Framework.

- Establishing mechanisms for the development, implementation, monitoring and evaluation of District and Local standards.
- Rendering support, cooperation and administrative guidance to other spheres of government and Fire Services stakeholders.
- Advising the national, provincial and municipal structure on Fire Brigade Services issues.
- Performing Fire Services capacity building related processes and establish a Fire Services Information Management System.

5.2.9 Projects and Programs

Projects and Programs are conducted using the operational budget

Project/Program	Objective	Date from - date to
Fire Risk Assessment	Identification of risk categories within the district	July 2022 to June 2023
Community Based Fire Awareness	Preventing the outbreak and spread of fire	July 2022 to June 2023
Reservist Force	Initiation of early identification and response to fires	July 2022 to June 2023
Fire Protection Officer (FPO)	Appointment of the District Chief Fire Officer as the FPO	July 2022 to June 2023

5.2.10 Challenges

- Insufficient personnel
Current staffing levels does not allow the service to be rendered equitably across the district
- Insufficient stations
Lack of stations at all local municipalities hampers service delivery to all areas
- Old and aging fleet
The fleet is constantly being subjected to break downs and repairs due to its age and overuse.
- Insufficient and inadequate equipment
Equipment is not sufficient to maintain the service efficiently and is coupled with the inability to capture the hidden effects of fires. The use of modern technology with regard to the use of infrared and IT technology is lacking and

opens the district to litigation and being unable to defend its actions at emergency incidents.

- Lack of own fire station headquarters

The district does not own a fire station that is considered a headquarters or a base of operations. The current fire station is a rented building that is rented at an exorbitant amount.

5.2.11 Strategic risk(s)

- Inability to meet the legal mandate
- Possibility of litigation
- Lack of own fire station headquarters
- Lack of adequate appropriate equipment

5.2.12 Construction of a Fire station

GRDM seeks to address the challenges caused by the lack of owning a fire station by working towards the construction of its own fire station building complex in Mossel which is identified as ERF 3803.

The rental contract is costing the GRDM R 920,556.00 for this current year. The rental costs towards a building with an increase of 10% annually, equates to approximately R15 million over 10 years and it is viewed that the building of the GRDM's own fire station will ensure that the GRDM saves funds over the long term and possesses a fixed asset with good value.

It is envisaged that the fire station is constructed with a modern design and with features that showcases the GRDM in a positive and developmental manner.

The Chief Fire Officer will be the official responsible for the project and will ensure adherence to timelines as established in this submission. The project will take effect in the 2021/2022 budget cycle. The land identified which is 2 erven is currently undergoing a public participation process after rezoning thereof. Specifications for Fire Station are completed and will also be included in the 2022/2023 Capital Budget of Council. The construction tender will be advertised as soon as a directive is approved to advertise tenders again.



CHAPTER SIX (6) LOCAL ECONOMIC DEVELOPMENT

CHAPTER 6: LOCAL ECONOMIC DEVELOPMENT

6.1 Local Economic Development

6.1.1 Introduction

United Nations - Habitat refers to Local Economic Development (LED) as the participatory process where local people from all sectors work together to stimulate local commercial activity, resulting in a resilient and sustainable economy. This tool helps to create decent jobs and improve the quality of life for everyone, including the poor and marginalized. LED encourages the public, private and civil society sectors to establish partnerships and collaboratively find local solutions to common economic challenges. The LED process seeks to empower local participants in order to effectively utilize business enterprise, labour, capital and other local resources to achieve local priorities including promoting quality jobs, reducing poverty, stabilizing the local economy and generating municipal taxes to provide better services. The information below was sourced from the MERO 2021.

6.1.2 Garden Route Economic Overview

The GDPR trend in all municipal areas in the GRD showed a high correlation, indicating that the GDPR of the areas was mostly affected by similar events between 2009 and 2019. The improvement in GDPR in the municipal areas between 2009 and 2011 was predominantly linked to the recovery of the global economy after the global financial crisis of 2008 and the 2010 FIFA World Cup.

By 2010, all the municipal areas in the GRD were experiencing positive GDPR growth. This was followed by a significant decline in the GDPR growth rates between 2011 and 2016 owing to load-shedding, a decline in international tourists and a major drought in the region. The Oudtshoorn municipal area, which is a major ostrich-breeding area, was also affected by the avian influenza outbreak in 2011.

The effects of load-shedding on GDPR can be demonstrated by the increase in the GDPR growth rate in all the municipal areas in the GRD in 2017 – the only year in the period under review that did not have significant load-shedding. All the municipal areas showed a recovery in 2018, except for the Knysna and Bitou municipal areas,

which were severely affected by the 2017 Knysna fires, which destroyed homes and businesses, and resulted in a loss of infrastructure and commercial activity. Other causes in economic downturn are:

- Aftermath of global financial crisis
- Domestic electricity crises
- Deepening drought
- 2010 FIFA World Cup
- Load-shedding
- Declines in tourism
- Commodity price
- Load-shedding
- SA in recession

6.1.3 GDPR PERFORMANCE PER SECTOR, Garden Route District, 2019-2022

GDPR PERFORMANCE PER SECTOR, Garden Route District, 2019 – 2022 (%)

SECTOR	R million value 2019	Trend 2015 – 2019	Real GDPR growth		
			2020e	2021f	2022f
Primary Sector	R2 184.9 (4.7%)	-4.0%	10.5%	5.0%	-1.7%
PS Agriculture, forestry & fishing	R2 015.2 (4.4%)	-4.2%	12.3%	4.9%	-1.7%
Mining & quarrying	R169.7 (0.4%)	0.0%	-18.4%	8.5%	-1.2%
Secondary Sector	R11 053.8 (23.9%)	-0.1%	-12.2%	2.1%	7.1%
SS Manufacturing	R6 787.3 (14.7%)	0.6%	-9.7%	3.8%	7.9%
Electricity, gas & water	R1 455.4 (3.1%)	-1.1%	-7.1%	-1.6%	3.3%
Construction	R2 811.2 (6.1%)	-1.7%	-22.1%	-2.2%	6.1%
Tertiary Sector	R33 024.1 (71.4%)	1.8%	-5.9%	5.6%	1.9%
TS Wholesale & retail trade, catering & accommodation	R8 599.8 (18.6%)	0.8%	-10.4%	8.3%	3.1%
Transport, storage & communication	R4 656.7 (10.1%)	1.6%	-14.7%	10.4%	-2.9%
Finance, insurance, real estate & business services	R11 667.0 (25.2%)	3.2%	-3.2%	5.7%	4.5%
General government	R4 868.4 (10.5%)	-0.1%	0.0%	-3.0%	-0.9%
Community, social & personal services	R3 232.1 (7.0%)	1.2%	-2.4%	5.2%	-2.8%
Total Garden Route District	R46 262.8 (100.0%)	1.0%	-6.3%	4.9%	2.7%

Source: Quantec Research, 2021; Urban-Econ based on Quantec, SARB, Stats SA and BFAP, 2021 (e denotes estimate, f denotes forecast)

Valued at R33.0 billion in 2019, the tertiary sector was the leading contributor to GDPR in the GRD (71.4 per cent). Between 2015 and 2019, the tertiary sector grew at an average annual rate of 1.8 per cent. This rate is higher than that of the District economy over the five-year period, highlighting the importance of the tertiary sector to growth in the District. The main driver of economic activity in the tertiary sector, and the single largest contributor to GDPR, was the finance sector (25.2 per cent). Other notable contributors in the tertiary sector included the trade (18.6 per cent) and the general government (10.5 per cent) sectors. Estimates for 2020 indicate that the tertiary sector contracted by 5.9 per cent. The finance sector is estimated to have declined by 3.2 per cent, while the trade sector is estimated to have contracted by 10.4 per cent. The general government sector is anticipated to have remained near stagnant. Despite the poor performance of the general government sector, it is likely that the sector was supported by increased public-sector spending amid the COVID-19 pandemic.

In 2019, the secondary sector was the second-largest contributor to GDP in the GRD, with a contribution of 23.9 per cent during the year. Over the five-year period, the secondary sector contracted at an average annual rate of 0.1 per cent. The manufacturing sector was the only individual sector in the secondary sector to realise a positive growth rate over the reference period (0.6 per cent). It is estimated that the secondary sector contracted by 12.2 per cent in 2020. All sectors encompassed by the secondary sector are anticipated to have registered contractions in 2020, with the construction sector realising the largest contraction at 22.1 per cent during the year. This sector has been registering contractions since 2017. However, the overall poor performance of the secondary sector is expected to be driven by the contraction in manufacturing activity. With an overall contribution of 4.7 per cent in 2019, the primary sector was the smallest contributor to the GRD's GDP during the year. Between 2015 and 2019, the primary sector registered an average annual contraction of 4.0 per cent.

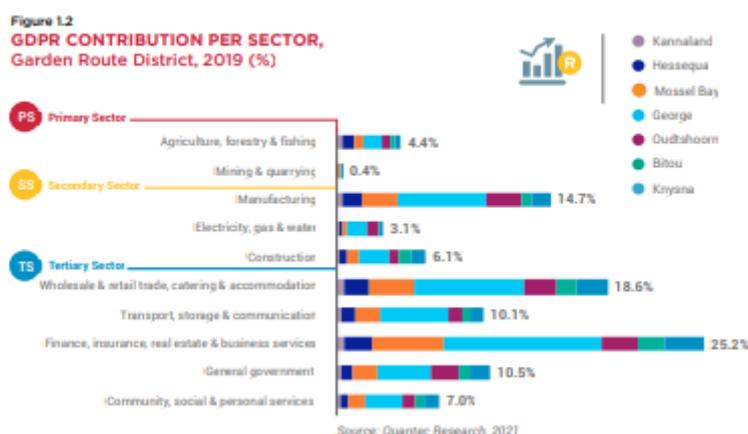
The agriculture sector, with a GDP contribution of 4.4 per cent in 2019, contracted at an average annual rate of 4.2 per cent over the five-year period, mainly owing to concurrent periods of drought in the Province. Outbreaks of avian influenza and a ban on exporting ostrich meat to the European Union (EU) also had a negative impact on the sector over the review period. The mining sector contributed a mere 0.4 per cent to the District's GDP in 2019. Estimates for 2020 indicate that the primary sector grew by 10.5 per cent during the year. The sector's positive performance was driven by the strong performance of the agriculture sector (12.3 per cent).

The agriculture sector benefited from a strong recovery in international agricultural prices towards the end of 2020.⁴ Furthermore, agricultural activities were not as constrained by COVID-19 restrictions. The mining sector is expected to have realised a contraction of 18.4 per cent in 2020. However, the mining sector is not expected to have significantly influenced the overall performance of the primary sector, given its negligible contribution to GDP. Steep initial recoveries are expected in the 2021 forecast period. Annual growth in the tertiary and secondary sectors is expected to increase to 5.6 per cent and 2.1 per cent respectively in 2021 owing to strong recoveries across the main individual sectors. However, the electricity, gas and

water sector and the construction sector are expected to contract further in 2021, by 1.6 per cent and 2.2 per cent respectively. The general government sector is also forecast to contract by 3.0 per cent in 2021. In 2022, annual growth in the tertiary and primary sectors is expected to slow, with the primary sector registering a contraction of 1.7 per cent during the year, as international commodity prices are anticipated to normalise. Conversely, growth in the secondary sector is anticipated to increase to 7.1 per cent in 2022, owing to the expected recovery of the electricity, gas and water sector and construction sector, while the manufacturing sector is forecast to grow by 7.9 per cent.

6.1.4 Garden Route District Sectoral GDPR Contribution per mmunicipal Area in 2012-2021.

Figure 1.2 depicts the GRD's sectoral GDPR contribution per municipal area in 2019.



Source: MERO 2021

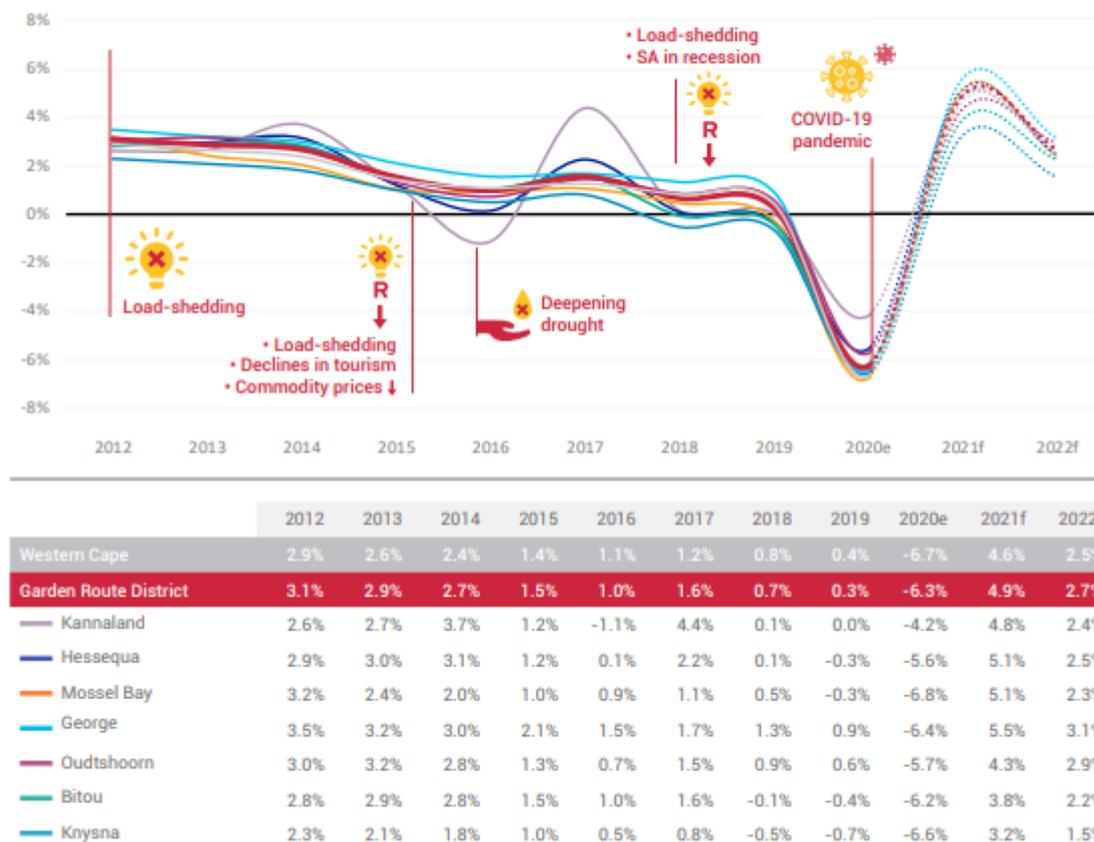
The finance (25.2 per cent) and trade (18.6 per cent) sectors were the main contributors to GDP in 2019. Both aforementioned sectors were concentrated in the George municipal area. Economic activity across most economic sectors in the GRD, apart from the mining sector, was concentrated in the George municipal area. The mining sector, which accounted for a mere 0.4 per cent of GDP in the GRD in 2019, is concentrated in the Mossel Bay municipal area owing to the presence of offshore gas fields in this area. Across all municipal areas, except for the Kannaland municipal area, the respective concentrations of the manufacturing sector outweighed those of the agriculture sector. This suggests that there is extensive beneficiation of agricultural commodities in most municipal area

6.1.5 GDPR performance per sector forecast (outlook) for 2020 and 2021 in the GRD.

The GRD economy was valued at R46.3 billion in 2019, contributing 7.6 per cent to the economy of the Western Cape during the year. Between 2015 and 2019, the District economy realised an average annual growth rate of 1.0 per cent. This rate is similar to that of the Provincial economy over the same period. In 2019, the George municipal area was the leading contributor to GDPR, at 40.1 per cent. This was followed by the Mossel Bay and Oudtshoorn municipal areas, with contributions of 17.2 per cent and 12.8 per cent respectively. 2 Stats SA will only release official regional indicators for 2020 in 2022. 68 69 The Knysna municipal area was the fourth-largest contributor to the District economy in 2019 at 11.0 per cent, while the Hessequa municipal area was the fifth-largest contributor, at 8.7 per cent. The Bitou and Kannaland municipal areas were the smallest contributors to GDPR in 2019, at 7.3 per cent and 2.8 per cent respectively.

Over the five-year period, the George municipal area experienced an average annual growth rate of 1.5 per cent, constituting the highest average annual growth rate out of the seven municipal areas. The George municipal area is therefore a key driver of economic growth in the District. The Knysna municipal area registered the smallest average annual growth rate, at 0.2 per cent over the reference period, while growth in the remaining municipal areas averaged between 0.7 per cent and 1.0 per cent. An overview of the historical growth trends of the municipal areas in the District is provided in Figure 1.1, in addition to the annual growth rates of the GRD and the Province

Figure 1.1
GDPR GROWTH PER MUNICIPAL AREA, Garden Route District, 2012 - 2022



Source: Quantec Research, 2021; Urban-Econ based on Quantec, SARB, Stats SA and BFAP, 2021 (e denotes estimate, f denotes forecast)

Between 2012 and 2019, the GRD economy experienced an overall downward trend in annual growth, despite recording a year-on-year improvement between 2016 and 2017. Furthermore, over the eight-year period, GDPR growth closely followed that of the Provincial economy. Growth in the GRD continued to slow in 2013 and 2014, with growth rates of 2.9 per cent and 2.7 per cent being registered during the respective years. In 2015, growth across all municipal areas registered declines. Subsequently, growth in the GRD declined to 1.5 per cent during the year. This rate was marginally higher than that of the Province during the same year (1.4 per cent). GDPR growth continued to decline in 2016, with the District economy registering a growth rate of 1.0 per cent. This was possibly as a result of declines in commodity prices, periods of load-shedding in South Africa and drought conditions in the Province. In addition, national tourism performance deteriorated in 2015 owing to the imposition of new visa regulations, acts of terrorism across the African

continent and economic crises in source countries.³ In 2017, growth in the District economy increased to 1.6 per cent, while the Provincial economy experienced a marginal improvement in annual growth during the same year. This demonstrates the effect of load-shedding on economic performance, as no significant load-shedding was experienced during the year. However, growth in the GRD slowed significantly in 2018, with all municipal areas registering either contractions or near stagnant growth rates. During the year, the George municipal area registered the highest annual growth rate (1.3 per cent). GDPR growth declined to 0.3 per cent in 2019, with four out of the seven municipal areas registering contractions during the year. The deterioration of GDPR performance in both 2018 and 2019 can be attributed to the poor performance of the national economy and periods of load-shedding. However, the George and Oudtshoorn municipal areas realised an annual growth rate higher than that of the GRD in both 2018 and 2019.

In 2020, GDPR growth in the GRD and Province is expected to have deteriorated significantly as a result of the COVID-19 pandemic and the national lockdown measures to contain its spread. During the year, GDPR growth in the District is expected to have registered a contraction of 6.3 per cent. This rate is lower than that of the Provincial economy, with an estimated contraction of 6.7 per cent in 2020. Furthermore, all municipal areas within the GRD are estimated to have registered contractions in 2020, with the Mossel Bay municipal area registering the largest contraction, at 6.8 per cent during the year.

The Kannaland municipal area is anticipated to have realised the smallest contraction in GDPR, at 4.2 per cent. However, this is likely because of the Kannaland municipal area's small economy. Forecasts for 2021 indicate a strong recovery in GDPR growth across the District. However, these high growth rates are not sustainable in the long term, as growth in 2021 originated from the constrained economic base of 2020. The GRD is expected to realise a GDPR growth rate of 4.9 per cent in 2021, with the George municipal area registering the highest annual growth rate in the GRD. With a growth rate of 3.2 per cent, economic recovery in the Knysna municipal area is anticipated to be slower in 2021 compared with the other municipal areas in the GRD. In 2022, GDPR growth in the District is expected to slow to 2.7 per cent, slightly higher than the growth rate of 2.5 per cent estimated for

the Provincial economy

6.1.6 Garden Route Growth and Development Strategy (GRGDS)

Local economic development (LED) should be everybody's business, including local residents, local business people and government. LED is globally, but especially in developing countries, seen as the solution to improved quality of life, unemployment, poverty and inequality. LED is a relatively new field of research and policy formulation, planning processes and implementation plans are still evolving with various alternative theories and approaches. LED processes could achieve its promise of ensuring improved quality of life if LED strategies are formulated for effective implementation.

GRDM is approaching growth and development in a holistic nature looking at all sectors of the economy and how they are interlinked to achieve socio-economic growth. In doing this the GRDM is looking at achieving the following:

- Attraction of both outward and inward investment
- Investment in both hard and soft infrastructure
- Making the business environment more conducive to business
- A participatory approach to LED
- Public Private Partnerships (PPPs)
- A move towards community based LED.

The overarching piece of legislation is the **Constitution of the Republic of South Africa (Act 108 of 1996)**. Section 152 of the Constitution outlines the objectives of local government. These objectives are:

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

in the matters of local government.

The implications of Section 152 of the Constitution of RSA is that GRDM is legally compelled to promote social and economic development in its area of jurisdiction. This LED strategy development is focused on addressing the basic needs of the population, reflecting the importance of service and infrastructure provision, community services, educational components and business support to all the areas where there is a lack thereof or where improvements are required. This implies that public investment should largely focus on developing the municipal area in terms of local economic development and providing for the basic needs of the community.

A critically important aspect for the successful implementation of the LED Strategy is the need to ensure that all stakeholders and parties involved in the LED process take ownership of the programmes and projects identified. Based on the strategy with the numerous potential products and projects, the following is recommended to achieve optimal sustainable local economic development, employment creation, and improvement in living conditions and standards, as well as human resource development:

- Start focusing on the sectors with the highest development potential, followed by the sectors with less potential. Ensure balanced stimulation of growth and development within all sectors by not focusing solely on one sector
- Before embarking on the implementation of specific projects, ensure that adequate funding sources and management capacity are in place
- Start implementing projects with the highest potential for stimulating economic growth and development
- Make sure that the projects that stimulate economic growth are sustainable and do not adversely affect the environment or human living conditions
- Set reasonable time frames for implementation and ensure effective and continuous monitoring of project progress and impact

To this end GRDM is pursuing projects that include establishment of a development agency, bulk infrastructure provision, products value chain development, renewable energy, enterprise development, integrated waste management and other projects as identified within the GR Growth and Development strategy. These projects and programmes will enable GRDM to fulfil its constitutional mandate and also address the UN-SDGs but above all address the three critical issues of poverty, unemployment and economic growth.

The risk context and profile for the District and its plans have been revised, and medium and long-term outlooks adjusted on the basis of the best available information and forms the Garden Route Growth and Development Strategy. The strategy is shaped by regional priorities, which are the thematic focus areas listed below, selected through a combination of research, policy analysis and stakeholder engagement:

- 1) A water secure future
- 2) A circular economy
- 3) Resilient agriculture
- 4) Sustainable tourism
- 5) Supporting wellbeing and resilience
- 6) A connected economy: transport and rural-urban integration
- 7) Sustainable local energy transition

These priorities have been identified based on a long-term vision for the Garden Route, as well as on the existing work, strengths, and potential of the region as a whole. Each one is also aligned to existing policies and strategies. In particular, this strategy draws on the significant work that went into the Regional Spatial Implementation Framework (RSIF).

It should also be noted that the Garden Route District includes a significant portion of South Africa's rich coastline. As such, the coastal economy is an important source of integrated economic development opportunities, as well as social and ecological risks, and spans all six prioritised focus areas.

In addition to these priority focus areas, there are core principles – ways of thinking and working – that cut across each of these areas:

- **People-oriented:** people are at the centre of development and growth planning in this strategy, and all actions should be tested against the requirements of inclusivity and generating economic opportunities and employment. Safety and security, and crime prevention for citizens and investors, are also included in this principle.
- **Valuing cultural and ecological heritage:** this strategy aims to work with, conserve, and celebrate the people, places and natural systems that make the Garden Route unique.
- **A partnering approach:** the process for creating, implementing, maintaining, and adapting this strategy should involve all impacted and interested parties, and draw in the right people and resources relevant to each issue.
- **Innovation and responsiveness:** this strategy recognises that the challenges and uncertainties facing the region will require novel solutions in many forms.
- **Sustainability and resilience:** any short term gains in growth and development will be undermined if the ecological base of the region is eroded, or if the risks from existing ecological destruction and climate change are not managed.
- **Good governance:** transparency and accountability are conditions for democracy, as are effective monitoring, learning, and adaptation. Efficient, effective, and integrated management, and good administration and governance, are critical to attract investment to the region.
- **Working within what is possible:** this strategy recognises and works within current possibilities and constraints to ensure that plans are implementable and goals are achievable. State-owned assets and regulatory frameworks are critical to local development and growth.
- **Managing connectivity and change:** the Covid-19 pandemic has made it clear that the region's interdependence and interconnection with the Western Cape Province, South Africa as a whole, and other countries need to be managed to optimise flows of resources and demand, as well as to ensure local resilience. Tracking changing variables over time is critical to this process.

These principles have been identified as critical to the successful implementation of growth and development activities, and will need to be operationalised in the process of implementation of the Garden Route Growth and Development strategy.

6.1.7 GROWTH AND DEVELOPMENT PRIORITIES AND COVID 19 IMPACT DASHBOARD

6.1.7.1 A Water-secure future

Covid-19 impact	Status	Possible responses
Short-term	Access to clean water is critical in infection prevention and control.	Informal arrangements to supply water to rural areas and informal settlements.
Medium-term	Water safety and accessibility will continue to impact disease progression, prevention and control. High levels of uncertainty may delay or postpone medium- and longer-term infrastructure projects.	Reconnecting water supply for households cut off due to unpaid bills. Monitor water consumption patterns and impact of reduced business usage and increased household consumption.
Long-term	Impact on water usage and revenue variables. Covid-19 will impact global and local economy and interest rates, impacting the financial viability of infrastructure projects.	Improving intergovernmental cooperation Implementation of the National Water and Sanitation Master Plan Assess changes in water consumption patterns. Reassess water and water-related infrastructure investments.

6.1.7.2 A Circular Economy

Covid-19 impact	Status	Possible responses
Short-term	Operational impact on recycling services.	Support existing services in acquiring appropriate personal protective equipment (PPE) and implementing health and safety

		measures.
Medium-term	Uncertain exit from lock down and lifting of travel restrictions will impact production, consumption and waste.	Support/assist green entrepreneurs.
Long-term	COVID-19 will impact global and local economy and interest rates, impacting financial viability of businesses and projects.	Significant opportunity costs of not pursuing a circular economy should be considered in decision-making. Reassess projects to determine viability in new macro-economic conditions.

6.1.7.3 Resilient Agriculture

Covid-19 impact	Status	Possible responses
Short-term	Operational impact on agriculture and agriculture supply-chains.	Support existing businesses to acquire appropriate personal protective equipment (PPE) and implementing health and safety measures/
Medium-term	Supply chain and agricultural value chain disruptions may influence food prices, business viability and food availability. Uncertain disease progression may reduce food demand and alter consumer behaviour and consumption patterns.	Municipal support through reduced utility bills, business networking.
Long-term	COVID-19 will impact the global and local economy and interest rates, Long-term equilibrium food prices may impact local business	Municipal processes related to business 'red-tape' to be streamlined where possible. Faster turnaround for business

	prospects as well as food security. Sustained consumer behaviour and consumption patterns changes.	owners re-entering the market.
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6.1.7.4 Sustainable Tourism

The tourism sector constitutes a set of industries that facilitate traveling for leisure and business by providing necessary and desired infrastructure, products and services. The sector will both affect and be affected by the socio-economic and environmental performance and impact of several industries including hospitality, attractions and recreation, entertainment, transport and retail. This interconnectedness may, however, offer opportunities for coordinated strategies with other sectors to provide innovative new products and serve new markets.

The centrality of tourism to the Garden Route presents opportunities and risks to the region. In particular, the covid-19 crisis has emphasised the need for diversification and adaptability in sector development.

Covid-19 impact	Status	Possible responses
Short-term	The tourism sector is among the most significantly impacted. Opportunities for tourism related businesses will be limited as long as travel restrictions and social distancing requirements remain in place.	Utility relief for SMMEs to support business continuity.
Medium-term	Uncertainty in the progression and impact of the disease, coupled with uncertainty about exiting from lock down and about the lifting of travel restrictions. Changes to consumer behaviour may be sustained beyond formal lifting of regulations, and health and safety assurances will be key. In the medium term, limited relaxation	Support existing services in acquiring appropriate personal protective equipment (PPE) and implementing health and safety measures.

	<p>of travel and social distancing requirements may offer opportunities for local tourism.</p> <p>Remote, rural and luxury tourism and related goods and services may begin to recover.</p>	
Long-term	<p>Support for innovation and entrepreneurship will be necessary to develop new opportunities and build resilience in the sector.</p> <p>Coordinated responses with other sectors significantly impacted such as cultural, film and other creative sectors.</p>	<p>Expand regional tourism strategy to prioritise and manage connectivity between constituent industries of the tourism.</p> <p>Reducing red-tape and improving municipal administrative turnaround times may be critical in facilitate new business start-ups as entrepreneurs look to enter and re-enter the industry as prospects improve.</p>

6.1.7.5 Supporting Wellbeing and Resilience

Short-term	<p>Social norms are being challenged due to social distancing and travel restrictions.</p> <p>Economically vulnerable residents and community members will face significant pressures.</p>	<p>Informal arrangements to vulnerable and indigent residents.</p>
Medium-term	<p>Uncertainty in the progression and impact of the disease will impact exit from lock down and lifting of travel restrictions.</p> <p>Family units and communities may be significantly impacted.</p>	<p>Monitor and assess impact on communities e.g. child carers, economically active participants.</p> <p>Support for indigent and vulnerable communities.</p>
Long-term	<p>COVID-19 impact on local economy will impact community resilience.</p>	<p>A community specific response that prioritises risk management and allocation of resources to key risks identified.</p>

6.1.7.6A connected economy: transport and rural-urban integration

Covid-19 impact	Status	Possible responses
Short-term	<p>Travel restrictions and social distancing requirements remain in place.</p>	

	Negative financial impact on public transport institutions and businesses. ICT accessibility limitations brought to the fore as education systems	
Medium-term	Uncertainty in the progression and impact of the disease, coupled with uncertainty about the exit from lock down and the lifting of travel restrictions.	Monitoring and assessing changes to transport patterns.
Long-term	Reconfigured working norms may emerge Failure to contain and prevent Covid-19 or the emergency of similar infections may permanently alter social movement and travel.	Prioritising of ICT infrastructure investment and public access for the public good. Reconfiguring transport infrastructure to reflect changes in consumer behaviour and new social norms e.g. increases in remote working

6.1.7.7 Sustainable local energy transition

Covid-19 impact	Status	Possible responses
Short-term	COVID-19 has resulted in increased unemployment and lack of income for many resident households. Similarly businesses have contracted and shut down during this time. The result is pressure of revenue collection, as well as an increased demand for subsidised energy.	Ensure that all qualifying households are able to access their subsidised electricity allocation. Continue with implementation of the Municipal Electricity Master Plan (MEMP).
Medium-term	It is not clear what the long-term fiscal implications of the current COVID-related economic contraction will be, The interaction between COVID-19 and Eskom's load shedding places further strain on the availability and affordability of energy to support local economic development (LED).	Explore alternative financial mechanisms to facilitate appropriate local renewable energy investments. Continue with implementation of the MEMP.
Long-term	Over the short, medium and long term, National Government has been considering various COVID recovery strategies in which renewable energy has been identified as a significant lever.	Ensure that implementation of the MEMP aligns to National policy and budgetary priorities in order to maximised the impact of local investments for post COVID economic recovery

6.2 Garden Route Economic Recovery Plan

The full effect of the Covid-19 pandemic on the world, our Country, Province and District will not be fully understood until this crisis has passed.

Various surveys have been done to have some idea on how this is affecting businesses, and one of the major outcomes is the issue of cash flow. Many smaller companies (lower turnover) do not have the financial resources to manage the Covid-19 response options.

All the growth sectors in the District have been impacted, especially the tourism and hospitality sector and retail sectors which have been hardest hit by this pandemic, and which will also be the last sectors to recover from this crisis.

6.3 Garden Route Growth & Development Strategy Priority Areas as the Basis for the Recovery Plan

This strategy provides a framework for growth and development planning in the Garden Route District for 2019-2039. It applies a coherent, risk-driven approach to growth and development planning. In 2019, a clear need was identified - to consolidate the area into a coherent system which promotes economic development. An integrated approach to risk management, across towns within the Garden Route, allows for more comprehensive scanning for, and monitoring of, risks. It also allows for a coordinated response which is more effective and uses limited resources optimally.

Over the coming decades, this risk-driven strategy will enable the cohesion necessary to navigate the challenges and changes that the Garden Route and its residents and visitors will face. Organising collaboration around shared risks will help to identify areas of collaboration, while allowing for the distinct development of each of the local municipalities in the region, without collapsing any of the differences and unique strengths that characterise these areas.

The Economic Recovery Plan includes specific interventions and timelines that will

assist in the addressing the impact of the Covid-19 pandemic and will need resources and effective and efficient collaboration to implement these interventions successfully.

6.4 Investment Promotion

The Garden Route District Municipality has developed a Garden Route Investment Prospectus with the purpose of:

- Displaying the region's investment friendly climate and economic opportunities to the national and international business community and in so doing,
- Attracting new investments and
- Retaining and expanding existing investments in the Garden Route region.

The Prospectus includes key investment opportunities of all seven (7) B-municipalities as well as the District Municipality's specific opportunities.

A Marketing plan and website is part of the focused attempts to ensure that the investment opportunities available in our region, is vigorously marketed and sufficient and credible information is easily accessible to potential investors and businesses, as well as municipalities who have investment projects available.

A list of other investment opportunities across sectors is also available that is not currently included in the Investment Prospectus.

An investment readiness checklist have been developed by SCEP/WCEDP, to assist municipalities in our region to assess their investment readiness and identify gaps that must be addressed to become investment ready.

6.5 Proposed Projects for Economic Development and Tourism 2022/2023

LOCAL ECONOMIC DEVELOPMENT		
	Item	Amount
1.	SMME Development Program	R1 Million
2.	Investment Marketing (Including Wesgro Partnership)	R800 000
3.	Garden Route Film Commission	R600 000
4.	Garden Route Development Partnership	R150 000
5.	Informal Traders	R500 000
6.	Business Data Base	R650 000
7.	SMME Infrastructure Calitzdorp	R120 000
8.	One Stop Shop - Garden Route Business Service Center	R1.2 million
9.	Agriculture – Brakfontein (MOU with DOA)	R350 000

TOURISM		
	Item	Amount
1.	Cater Care	R550 000
2.	Tourism Marketing	R500 000
3.	Exhibitions and Shows	R600 000
4.	Event and Festival support	R850 000
5.	GR DMO (Phase 1)- PPP (Wesgro, Satsa Fedhasa, GRDM)	R400 000
6.	Garden Route Tourism Trade Show	R600 000
7.	Green Flag Trails Initiative	R150 000
8.	Garden Route Establishment of Accommodation Grading	R100 000
9.	Garden Route Tourism Summer School	R200 000
10.	True Garden Route Partnership (GRDM, Wesgro, Eastern Cape Tourism Parks)	R400 000

10.6 Other Proposed projects to grow the economy

6.6.1 Project Klein Karoo Export Agri Hub

The Project Klein Karoo Export Hub is a project that seeks to get 1000 hectares of land under Wonderful Pomegranates in the Calitzdorp area. At least 10% of this hectarage will be reserved for previously disadvantaged groups (BEE) farmers with own titles. The project will service the export market and it has already secured offtake agreements with SAPEX EXPORTS. The pomegranate export business from Southern Africa is a very young industry. Exports only started a few years ago and at the moment the total plantings in Southern Africa is less than 1000ha. This is about 1% of world production. There is therefore ample opportunity for exports from the Southern Hemisphere to markets in the Northern Hemisphere in their off-season, and to the Far East because there is no production there.

Pomegranates have many health benefits and are therefore a preferred exotic product in many markets. Early in the Southern African season, the demand outstrips the supply. The project boost of already acquired experience in the production of quality fruit in the area, existing pack house and the accessibility to infrastructure like roads, electricity etc. The project will see the establishment of an Agri Village with 600 homes with own titles, creating of 1800 permanent jobs and 2000 seasonal jobs, new orchards, agri tourism. The project has already secured 30Ha for the development of the Agri Village. The project therefore needs full support of the District Municipality as a partner so that we can create a unique model for rural development in the country in line with the District Development Model.

Objectives:

- To establish the biggest cluster of pomegranate orchards in SA, primarily destined for the export market. And it is aimed that 50%of the total pomegranate exports from SA will come from this hub.
- To create 1800 permanent and 2000 seasonal jobs in this rural area.
- To alleviate the pressure on the short supply of drinking water in the Rural pipeline serving the town of Calitzdorp and many farms along the line.
- The Calitzdorp/Oudtshoorn area provides the best micro-climate for pomegranates in South Africa, providing the best colour and sweetness in SA.

This has been confirmed by Sapex, the largest exporter of pomegranates in SA (see attached letter of intent).

- To ring-fence the production of pomegranates from this region and market it in its own trademark – Calitzdorp Export Agri Hub already applied for its exclusive registration. The logo is attached.
- To add full value at source by means of the following:
 - Pack house for fresh fruit (already established)
 - Juicing facility
 - Oil press facility
 - Process facility – packaged arils airfreighted to EU
- The above will ensure that maximum value is added at source and that agri processing jobs are created outside harvest time.
- To establish a 10% of total hectares as BEE ownership. This means that 10 BEE farmers will each receive title deeds to economical production units. More importantly, they will have the full benefits of being mentored by the neighbouring farmers.
- An agri village to be established within the centre of the development where each farm worker will own his own home.

6.6.2 Garden Route Energy Master Plan

The sustainable energy transition introduces new challenges and opportunities for municipalities, with requisite changes in business models and tariffs.

Similar to the national level integrated resource plan (IRP) undertaken by the Department of Energy (DoE), the creation of Municipal Electricity Master Plans (MEMPs) is a critical foundation to empower municipalities to determine what type, when and the boundary conditions to procure/enable energy solutions. Such MEMPs form the business case for the municipal role in the sustainable energy transition, leveraging municipal competencies and integrating spatially dependent local resources and opportunities.

There are 8 metropolitan municipalities and 22 district municipalities in South Africa. The proportion of South Africa's population living in metropolitan municipalities is

≈40% (21.8 million in 2016) with energy end-use in these metropolitan areas being 45-55% of South Africa's total energy demand. District municipalities represent the remaining 60% of the South African population (34.1-million) and represent a diverse mix of demographics, energy supply and end-use.

Municipal revenues are highly dependent on electricity sales, which comprised ≈30% (R101.5-billion) of total revenue (R356.0-billion) in 2016/17. This share of municipalities' revenue has also been relatively consistent (for more than a decade) but has increased in absolute terms since 2005/06. This revenue has also historically been used to cross-subsidise other services and is thus an important revenue stream for municipalities (reduced margins between purchases and sales). The provision of affordable, accessible and available electricity by municipalities is an important mandate and thus a demonstration of what an informed MEMP could do for municipalities is critical.

Hence, as part of this call, the following classes of municipalities can be supported:

1. One (1) metropolitan municipality or district municipality; or
2. Two (2) metropolitan municipalities; or
3. Two (2) district municipalities;

Benefits for the municipality

The participating metropolitan and/or district municipality will receive the following:

- A Municipal Electricity Master Plan (MEMP) will form the business case for the municipal role in the sustainable energy transition and integrate with national level energy planning as undertaken by DoE
- Leverage municipal competencies whilst using spatially dependent local resources for local benefit
- Complement national level energy planning undertaken by DoE and inform the role of local government in the energy transition
- Answer a range of pertinent questions:
 - What type of energy to procure/enable?
 - When to procure/enable energy?
 - Where to procure/enable energy?

- Ensure an understanding of the boundary conditions for procurement
- Capacitate interested Metropolitan municipality and/or District municipality to develop MEMPs in future by undertaking the necessary energy planning and/or co-ordinating the necessary stakeholder engagement to better inform future MEMPs (depending on municipality interest)

Update

GRDM applied to this programme and was successful in getting the grant funding to develop the district electricity master plan. The Project will be implemented in 2021/22 financial year.

6.6.3 Establishment of a Fresh Produce Market

One other catalytic intervention that the GRDM Council identified to grow the economy and include emerging farmers in the agriculture space is the establishment of a Fresh Produce Market.

The Agro industry is one of the prioritised sectors to contribute towards the realisation of this mandate. This emanates from the fact that the region is well endowed with natural resources for agricultural development and industrialisation through the sector. This is also coupled by the spatial reach of the sector into poorer areas of the region, thus providing opportunity for inclusive participation, its labour absorbing nature as well as the abundance of large domestic and international markets.

The market infrastructure would allow the producers to centrally bring in their produce, subject them to cleaning, managing post-harvest pests, grading, packaging, loading and transporting to markets in the region, region, nationally and exports if the prices are good. The proposed fresh produce markets facilities could also act as points of leverage, where market information, production information and extension services are discharged to the producers hence working towards

It is against this background that GRDM conducted a feasibility study for a fresh produce market and is in the process of concluding the business model that will suit the needs of the Garden Region and in the new financial year it will be ready for implementation

6.6.4 Student and Staff Housing

The GRDM Garden Route District Municipality Student Housing Proposal (SHP) focuses on the viability of developing municipality-owned undergraduate and postgraduate residential apartments and university staff residential estates. The vision, goals and actions outlined herein support the Universities/College's institutional objectives to:

- Elevate the quality of the student experience by providing enriched educational opportunities and academic support to students in off-campus residential apartments
- Ensure that student life and residential facilities continue to meet the University/College's culture of excellence
- Build a residential program that fosters a spirit of engagement and community among students, staff and faculty in the region
- Recruit, retain and graduate an excellent and diverse student population
- This Proposal outlines a comprehensive new construction strategy to increase the number of off-campus housing beds with 3000 during phase one in 2021 achieved through:
 - Construction of 1000 three-bedroom residential apartments
 - Common spaces including recreational facilities such as a swimming pool, gymnasium and study facility
 - A new dining facilities

Further similar phases may be introduced as the need arises. Serving both undergraduate and postgraduate students, the off-campus housing project will create a high quality learning community that results in a transformed academic village. More appealing facilities for students will be constructed with population density minimised by using double occupancy rooms. External green spaces throughout the community will be enhanced and a dining facility will coincide with residential community enhancements.

Associated developments will include development of residential estates to accommodate the staff which in turn will attract and retain quality skill force in the

region and ultimately setting Garden Route as the leading producer of quality graduates that will assist in driving the vision of the region and in growth and development. Funding and investment options provided by a joint venture can also increase the total investment capacity of the proposed development.

6.6.5 Establishment of a Development Agency for the region

Development Agencies are particularly suited to the achievement of the objectives of socio-economic development and growth in the post democracy South Africa context, insofar as they allow for the provision of infrastructure, economic growth and security for investments in the region and the country at large. Additionally, when undertaken in the framework of implementing projects in Public-Private Partnerships, they could enlist the financial and managerial capabilities of the private sector in widening the scope of productive activity in the region.

A development agency is being considered for the region that will assist the LED units in the district to drive and grow the economy.

The Feasibility study and possible business model was completed in May 2020. Now the Municipality is lobbying for funding for the establishment of the Agency which will implement all high impact projects

6.7 Skills Mecca

Investing in people is one of the most important investments any country can make if it wants to ensure sustainable economic growth. The Garden Route District Municipality in partnership with the B Municipalities in the region agreed to embark on the "Skills Mecca" intervention as a strategy to address the skills shortage and the high unemployment rate in the Garden Route.

The idea of a Skills Mecca originates from the Garden Route Rebuild Initiative (GRRi), which followed the devastating fires that hit the district (Knysna/Plettenberg Bay) in June 2017. Since the 2019 summit, municipalities in the district, in collaboration with various stakeholders, among others, the Provincial Government, progressively worked together in order to bring about and implement the Garden Route Skills Mecca concept.

The following point below provides background in terms of the Skills Mecca concept:

a. The Garden Route Skills Mecca is an ambitious visionary programme that progressively positions the Garden Routes as the preferred destination for learning both for local and international students. The Garden Route and the various towns within all local municipalities effectively become a large integrated learning centre, something like a Stellenbosch but spread across the beauty of the Garden Route.

b. People flock to the Garden Route especially in holiday seasons to enjoy spectacular natural beauty, a relative low cost of living compared to international destinations and has a growing world class levels of service delivery and transport systems. A particular strength is the strong private health care network that exists in the region. It is thus a haven for students to come, especially in off season when tourists are not here.

c. "Student Regions" are viable economic models with spending by students becoming a considerable injection into local economies, including spend on food, accommodation and events. In 2016, South Africa's University students spend an estimate R32 billion a year. In the United Kingdom in the same period University Students spent R 146 Billion. That is a real market worth pursuing.

d. The Skills Mecca will not operate in a vacuum but will in addition to offering learning opportunities to many "tourist" learners, the Skills Mecca will also offer learning opportunities to local residents linked directly to the investment and economic growth of the broader garden route economy.

e. As the Skills Mecca concept is developed and grows, each municipality needs to become part of the Skills Mecca. Where existing training exist, grow such facilities in a manner that will benefit the district first as well as the local municipalities. Such a collaborative approach is not easy but is the best way to grow a world class Skills Mecca.

The following resolutions regarding the Skills Mecca were adopted by Mayors and Municipal Managers in the District at the DCF that took place on 12 February 2019:

1. Continue and accelerate collaboration and cooperation among all District skills development role players.
2. Ensure that Skills Development leverages digital infrastructure as far as possible to ensure learning and processes methods are and remain cutting edge.
3. As far as possible link Skills Development to Investment and Economic Development opportunities to the advancement for all.
4. Ensure that all Skills Development processes in the Garden Route always proactively considers renewable energy.
5. Engage with all willing partners, in particular the SETAs and the National Skills Fund, to explore the development and implementation of projects across the District.
6. Consider and leverage local skilled people, including retired people, within the District, to accelerate the growth of the Skills Mecca.
7. All public and / or private skills development projects and/or programmes in all municipalities are acknowledged, recorded on Skills Mecca on line solution and supported within resource limitations.
8. Progressively support the development of the new apprenticeship of 21st Century (A21) in the District.
9. Budget, plan and implement an annual Skills Summit that is held in a different local municipality rotationally and alphabetically....2020 – Knysna – proposed on 5 March 2020.

GRSM Concept Roll Out

a. Short Term: April 2021 – March 2023

For the period April 2021 to March 2023 March 2023, considered the short term period, the GRSM will be primarily led by the appointed Service Provider and progressive capacity built within internal municipal staff as part of the GRSM Task team as well as where possible with external GRSM Forum implementation plan that is continually adjusted with inputs from ManCom and Council. During this period options for resources to support the GRSM in medium and long term will also be identified an where possible confirmed.

b. Medium Term: March 2023 – June 2030

Interim GRSM resourcing options that will be identified and initiated during short term (2021-2023) period will need to put in place to allow the GRSM to operate in the medium term period from April 2023 to June 2030 to continue with the development of processes for a permanent, sustainable resource solution that is in place before but at the latest by June 2030.

Interim and possibly even long term resourcing options include but are not limited to:

- GRDM Funding; or
- GRDM and B Municipality Funding; or
- Project Based Funding where % of each funded project is ring fenced for GRSM operations; or
- Partnership Based Funding; or
- A Garden Skills Mecca Levey Fund; or
- GRSM is established as a District based public entity; or.
- GRSM is established as a membership driven non-profit organisation; or
- A combination of one or more of above options

c. Long Term: Beyond June 2030

By and beyond June 2030 the GRSM needs to be a permanent and institutionalised mechanism within the Garden Route District, the outcome of the process described in the medium term period above.

6.7.1 Challenges

- Budget constraints
- Capacity constraints
- Lack of cooperation from relevant stakeholders
- Lack of credible information with regards to SME's in the region.

6.7.2 Appointment of a Project Manager for the GRDM Skills Mecca

The GRDM appointed a Project Manager to drive the GRDM Skills Mecca concept. Synapses Solution Strategies under the stewardship of Dr Florus Prinsloo was appointed for a period of two (2) year. Dr Prinsloo was instrumental in the establishment of the GRDM Skills Mecca concept and brings wealth of experience from his years in the skills development fraternity.

6.8 EPWP

6.8.1 OVERVIEW

The National Development Plan Vision 2030 identified nine main challenges facing South Africa, amongst others are:

Too few people work and the quality of education available to the majority is poor. The persistently high rate of unemployment in South Africa is one of the most pressing socio-economic challenges facing government. High youth unemployment in particular means young people are not acquiring the skills or experience needed to drive the economy forward. This inhibits the country's economic development and imposes a larger burden on the state to provide social assistance.

EPWP is a nationwide short and medium term government initiative aimed at alleviating poverty by utilising public sector budgets to draw significant numbers of the unemployed into productive work whilst enabling these workers to gain skills while they work.

The key objective of the 4th phase of the programme is to bring together all government, civil society and private sector stakeholders in order to, by the year 2024, and to create 5 million job opportunities. It is a programme that is being implemented by all three spheres of government, across four (4) defined sectors, namely:

- Infrastructure
- Social
- Environment and Culture sectors
- Non-State

As per Cabinet mandate, this programme is co-ordinated by the National Department of Public Works (DPW) and Infrastructure (DPWI).

6.8.2 Purpose

The main objective of the EPWP programme is to utilize line function budgets (capital, operations and maintenance) so that expenditure by the municipality results in increased employment opportunities and training, particularly for unemployed and unskilled labour. GRDM have institutionalised EPWP within the organisation whereby relevant departmental have agreed to align EPWP under their departmental KPI's.

This policy document aims to provide a framework for the implementation of the Expanded Public Works Programme (EPWP) within the Garden Route District Municipality (GRDM), which includes the operations across all municipal departments.

The thrust of the EPWP policy framework is to create work opportunities for the unemployed using the Garden Route District Municipality's expenditure in the short to medium term (about 3–5 years), in line with the government directive. It is also envisaged that the incentive will kick-in over this period and this will allow the Municipality to sustain the implementation of this programme over the long-term.

The Garden Route District Municipality, through the Planning and Economic Development Department, will co-operate with other spheres of Government to ensure effective and compliance for a successful and impactful EPWP programme. The Garden Route District Municipality's key area of focus will be to create an environment that will be conducive through skills development, infrastructure development and SMME within those communities and specifically the unemployed that reside in the rural outskirts of the district.

6.8.3 National Alignment: Garden Route District Municipal EPWP

The development role of the EPWP is clearly reflected the New Growth Path (NGP) and the National Development Plan (NDP). In both of these, EPWP is positioned as a key public employment programme to contribute to achieving government's goals of halving unemployment and addressing gaps in the social protection system of the country. Both also

recognize the need for the EPWP in the medium to long-term. In the NGP the EPWP is an important contributor in Jobs Driver (infrastructure Development) through increasing the Labour intensity of government infrastructure investments and Jobs Driver for (Social Capital) through expansion of the Community Work Programme. The NDP echoes the NGP in this regard and sets out an ambitious vision for the EPWP to make important contributions to both reducing unemployment.

Government is constitutionally obliged to respect, protect, promote and fulfil the Bill of Rights binding the executive, the judiciary and all organs of state. With respect to second and third generation rights (right to environment, property, housing, health care, food, water, social security, education and children's rights) the Constitutional Court has established that it is incumbent on the state to institute a reasonable programme in order to progressively realise these rights.

6.8.4 Enhancing Social Protection

The reason that the EPWP is expected to make a contribution to different developmental objectives is because, like all public Employment programmes, the impacts and multipliers from EPWP derive from:

- The impacts of the incomes earned
- The impacts of participation in employment
- The impacts of the assets and services delivered

An additional crosscutting dimension is the issue of process and participation as the EPWP offers opportunities for community participation at various levels.

While the different sectors and programmes of EPWP differ in a range of respects, they all share these core features and they all achieve their diverse development impacts in relation to this common set of factors. Together they make a particularly important contribution to social protection, and aspect that has not received sufficient attention in the EPWP in the past but is

proposed to become an important focus in Phase 4.

6.8.5 Provincial Strategic Goals Alignment: Garden Route District Municipal EPWP

Create Opportunities For Growth And Jobs.

We are committed to creating an enabling environment to attract investment, grow the economy and create jobs by supporting high growth economic sectors.

Improve Education Outcomes and Opportunities For Youth Development

We're committed to expanding quality education across the province and providing opportunities for youth to realise their full potential.

Increase Wellness and Safety, and Tackle Social Ills

We're committed to addressing health, safety and social ills by supporting healthy communities, healthy workforce, and healthy families, youth and children.

Enable a Resilient, Sustainable, Quality and Inclusive Living Environment

We're committed to improving urban and rural areas through enhanced management of land, an enhanced climate change plan, and better living conditions for all.

6.8.6 Risk Identified from the EPWP Section.

- Lack of prioritising the Council's resources for EPWP
- Failure to secure Grant Funding(MIG) to secure protocol targets
- The impact of Global pandemics on EPWP project implementation
- High risk of occupational health and safety, chainsaw and Brush cutter and slashers and snake bites
- High risk possible loss of tools/equipment on sites and storages

6.8.7 EPWP Challenges

CHALLENGES	MITIGATION	RESPONSIBLE OFFICIAL
Limited Implementation Budget	GARDEN ROUTE DM commit 6 million (Alien Vegetation) to EPWP to do firebreaks on Garden Route Properties	EPWP Manager

Garden Route District Municipality 2022 -2027 IDP

Under-staff of EPWP Section	Engage with Management on process of new Organogram	Executive Manager: Planning and Economic Development, EPWP Manager
Mixed understanding of EPWP methodology	The EPWP Policy was reviewed and approved by council.	EPWP Manager
Destructive criticism from stakeholders and communities	Awareness and promotion of Intergovernmental Relation	EPWP Manager, IDP Section and Communication Section



CHAPTER SEVEN (7) GOOD GOVERNANCE

CHAPTER 7: GOOD GOVERNANCE

7.1 Internal Audit

7.1.1 Legislative Requirement

Section 165 of the Local Government: Municipal Finance Management Act, No. 56 of 2003 (MFMA), prescribes that each municipality must have an internal audit unit.

The internal audit unit of a municipality must —

- (a) prepare a risk-based audit plan and an internal audit program for each financial year;
- (b) advise the accounting officer and report to the audit committee on the implementation of the internal audit plan and matters relating to —
 - (i) internal audit;
 - (ii) internal controls;
 - (iii) accounting procedures and practices;
 - (iv) risk and risk management;
 - (v) performance management;
 - (vi) loss control; and
 - (vii) compliance with the MFMA, the annual Division of Revenue Act and any other applicable legislation; and
- (c) perform such other duties as may be assigned to it by the accounting officer.

7.1.2 Structures and committees in places

The Internal Audit Unit functionally reports to the Audit and Performance Audit Committee (APAC). The primary role of the APAC is to provide oversight of the financial reporting process, the audit process, the organization's system of internal controls and compliance with the applicable laws and regulations.

Annually (preferably prior to the start of the financial year), the Chief Audit Executive (CAE) develops a Risk-Based Internal Audit Plan which is approved by the APAC embedding the audit engagements to be conducted in that period. On a quarterly basis, the CAE submits progress reports on the approved plan to APAC for their consideration and input. APAC submits reports and/or recommendations directly to Council on at least a bi-annual basis.

The Internal Audit unit consists of four officials: the CAE, one Senior Internal Auditor and two Internal Auditors. Periodically, in compliance with MFMA Section 165(3), assistance is procured from external internal audit service providers if the municipality requires assistance to develop its internal capacity and the council of the municipality has determined that this is feasible or cost-effective.

7.1.3 Policies

The Internal Audit unit functions in terms of its approved Internal Audit Charter. The charter is reviewed/updated on an annual basis to ensure it includes the latest applicable legislative requirements and best practices.

The APAC is also guided by the APAC Charter in terms of their roles and responsibilities. The APAC Charter is also reviewed on an annual basis for the reasons mentioned above and approved by Council for implementation.

7.1.4 Alignment with provincial and National Objectives/Goals

Garden Route DM's Internal Audit Charter defines the service and function as follows:

Internal Audit is an independent, objective assurance and consulting activity designed to add value and improve Garden Route District Municipality's operations. It helps Garden Route District Municipality to accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control and governance processes.

The above definition aligns to all KPA's, goals and objectives of national and provincial government talking to the establishment/promotion of good governance. Also, as is stated above, it attempts to assist management to meet its set objectives, which will then support alignment of all applicable organisational goals with those of national and/or provincial government.

7.1.5 Projects and Programs

The Internal Audit unit is responsible for the following:

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- (a) Develop a Risk-Based Audit Plan (RBAP), incorporating any risks or control concerns identified by management and submit the plan to the Audit and Performance Audit Committee (APAC) for review and approval.
- (b) Implement the RBAP and, as appropriate, perform any special tasks or projects requested by management and approved by APAC.
- (c) Advising the Municipal Manager and report to the APAC on the implementation of the internal audit plan and matters relating to:
 - Internal audit;
 - Internal controls;
 - Accounting procedures and practices;
 - Risk and risk management;
 - Performance management;
 - Loss control;
 - Compliance with the MFMA, the annual Division of Revenue Act and any other applicable legislation.
- (d) Performing any other such duties as may be assigned to the unit by the Municipal Manager.

7.1.6 Highlights

For the first time in the history of this institution, the Internal Audit Activity (IAA) had an External Quality Assurance Review (QAR) conducted through an external Service Provider. The External QAR aims to assess whether the IAA conforms to the Institute of Internal Auditors' (IIA's) International Standards for the Professional Practice of Internal Auditing (Standards, SPPIA) and Code of Ethics. The assessment yields to one of three opinions: Generally Conform (GC), Partially Conform (PC) and Generally Not Conform (GNC).

It is with great pride to report that the GRDM Internal Audit Activity received a Generally Conform opinion. This is a great achievement for the Chief Audit Executive and internal audit team, it is evidence that the work they produce is of a commendable standard.

7.1.7 Objectives and Strategies

The unit's objective remains that of providing assurance to Council (via the Audit and Performance Audit Committee) and assisting the organisation in meeting its objectives.

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Continuous training remains a priority and the Internal Audit Team has attended the following workshops/training/conferences:

The internal audit activity remains an important factor in change management in GRDM. The District Chief Audit Executive (CAE) and Chief Risk Officer (CRO) Forum is strong and active, they endeavour meeting on a quarterly basis. This initiative was welcomed by all seven municipalities in our District and is a platform of information sharing, networking and solution seeking amongst the professionals. It also allows members to give constructive inputs into audit and risk discussions that affect the district.

GRDM is also committed to assisting Kannaland Municipality as approved by Council upon request by the municipality and later by the Department of Local Government.

GRDM also successfully procured an electronic Risk and Internal Audit system (BarnOwl); and secured funding of R4 974 245 from Provincial Treasury to supply the system to the municipalities in our district. Having the same system across the district will enhance the streamline and integration of information, making information sharing even easier.

Description	Date	Presenter	Attendees
Advanced Excel for Internal Auditors	07 - 08 December 2020	IIA SA (Prozilog)	P Lufele G Rwayi M Pieterse S Notyhanga
Introduction to Ethics	20 August 2021	IIA SA and Partners	P Lufele G Rwayi M Pieterse S Notyhanga
PIA Exam preparation	13 - 15 September 2021	IIA SA (Walton Consulting)	P Lufele M Pieterse
Ethics and corporate governance	18 October 2021	IIA SA (Mario Fezekas)	P Lufele G Rwayi M Pieterse S Notyhanga
How to effectively review your organisation's Risk Management process	22 – 23 November 2021	IIA SA (Sean de la Rosa)	P Lufele G Rwayi M Pieterse S Notyhanga
Fundamentals of Auditing Supply Chain Management(Procurement) function	03 – 04 March 2022	IIA SA (John du Plessis)	P Lufele G Rwayi M Pieterse S Notyhanga

7.1.8 Strategic risks

The main risk facing the unit, one that is continuously being mitigated through training and participation in district and provincial forums, is that of possibly failing to provide appropriate assurance and thereby failing to add value to the organisation and/or assisting it to meet its objectives.

7.2 Risk Management

7.2.1 Legislative Requirement(s)

- Section 83 and 104 of the System act
- Section 62 of the Municipal Finance Management Act, 2003
- Public Sector Risk Management Framework
- King reports

7.2.2 Structures and committees in place

Internal

- Risk Management Committee
- Audit and Performance Audit Committee

External

- CRO/CAE District Forum
- PT CRO/CAE Forum

7.2.3 Policies and Strategies

Policy name	DC number	Approved/Adopted
Risk Management Policy	C.6	May 2020
Risk Management Committee Charter	Up for review in April 2021	Dec 2019

7.2.4 Alignment with provincial and National Objectives/Goals

Garden Route District Municipality	Western Cape Government	National Government
Good Governance and IGR	Embed good governance and integrated service delivery through partnerships and spatial alignment	Good Governance and Public Participation

7.2.5 Projects and Programs

Project/Program	Objective	Date from - date to
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Annual Risk Assessment	To identify risks and mitigating actions	February every year
Quarterly Risk Management Committee Meetings	To monitor mitigation and progress on risks	Quarterly (one per quarter)
Combined Assurance	Providing assurance across the board from all assurance providers on the overall performance on Risk and Audit in the municipality	In process
Compliance with legislation	To monitor the compliance level of the municipality with all relevant gazette legislation	Monthly
Use and implementation of the Automated Risk and Audit system	To automate the current excel based system to enhance effectiveness and provide assurance on mitigation of risks and the monitoring and reporting thereof	Daily

7.2.6 Challenges

- Capacity to ensure achievement of objectives with the rollout of the Shared Services with Kannaland Municipality. This can lead to time constraints to reach all departments in assisting them with the monitoring and evaluation of actions and mitigation of risks.
- Non achievement of the rollout of the District Electronic Risk and Audit system (BarnOwl) at Kannaland Municipality.

7.2.7 Objectives

Objectives of Risk Management Unit

- More sustainable and reliable delivery of services;
- Informed decisions underpinned by appropriate rigour and analysis;
- achievement of strategic goals as set out in the Integrated Development Plan;
- Prevention of fraud and corruption;
- Better value for money through more efficient use of resources; and

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- Better outputs and outcomes through improved project and program management.
- Mmitigation of risks identified per project

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7.2.8 Strategic risk(s)

Risk Title	Contributing Factors	Listed Controls	RR	Action Plans
Climate Change	Changes in temperature Changes in weather patterns Human fingerprint Inability to adapt to a changing climate and environment Increase in Greenhouse gases Ineffective management of environmental climate change	Adoption of the Greenbook of CSIR for disaster management Appointment of Climate change specialist Education and awareness training wrt climate change Green energy expert appointed Implementation and regular review of the Waste Management plan Implementation of the Air Quality Management plan Implementation of the Climate Change adaptation plan MOU with Stellenbosch University	11,2	City Rap programme Roll out of spekboom in the Garden Route District Training on the use of greenbook
Corona Virus Infection	Coughing and sneezing without proper care taken No distance(1,5m) kept from sick individuals Not washing hands regularly after exposure to possible infected objects Not wearing masks and gloves Person to person infection Touching objects or surfaces, then touching their eyes, nose or mouth	Awareness campaigns by EHP official to staff and communities Continuous information sharing on the WhatsApp emergency group JOC activated and weekly meetings still active for feedback and reporting on Covid 19 Reactivation of access control via access cards	9,3	
Excessive alien vegetation on Council properties	Alien infestation not being eradicated due to the lack of the availability of budget and the Council to compile the Alien invasive species, monitoring, control and eradication plan Depletion of available surface water Excessive alien invasive plant growth in the entire district Non maintenance of fire breaks on	Continuing with the establishment of firebreaks on Council properties Implementation and continuous clearing and eradication of alien vegetation as set out in the Alien Eradication plan	6,4	

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	Council properties Unharvestable fields/crops			
Failure to operate the Regional Landfill site	Implementation of Waste minimisation strategies at source Non payment by B Municipalities Non-approval of municipal disposal contracts extension from 01 January 2022 onwards. (PetroSA Landfill) Unable to source R240m external funding to construct the site	Consultant appointed to assist with drawing up and evaluation of tender Engaging PT re funding /loan application assistance Ensure alternative disposal facility availability(Discussion with PetroSA regarding extension of lease and Oudtshoorn Municipality with regular discussions at Mancom meetings. Implementation of the Bylaw - Waste Management. Updating of participating municipalities Council resolutions on Buy in at different phases of the project	11,7	Implementation of the Waste management bylaw SLA with participating B Municipalities
Financial Sustainability	District municipality providing minimal leviable services Expenditure growth exceeding revenue growth Faulty LG/DM Funding model Grant dependency Limited revenue sources Lost opportunity of rental income due to minimal or no payments of Council properties Slow recoverability of fire service accounts	Attendance of District CFO forum, District Mayoral forum where transversal issues are discussed Continuous scrutinizing and communication with regard to Incident Reports and landowner and responsible person information and confirmation Continuous updating of lease agreements Implementation of PwC Revenue Enhancement report Long Term – Obtaining of landowner information through the Disaster Management Act to be included on IT/Unity databases. OP updated to include Deed Searches by IT & Legal Section Regular reporting to Council on expenditure and financial position through S52 Revenue Enhancement Committee established	8,5	Development of a short, medium and long term plan wrt resorts Get accreditation status of becoming a water services authority Report to be submitted to the MM wrt property action plans

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Increased Litigation against GRDM	Lack of compliance to Contract Management Lack of knowledge of environmental legislation: Environmental Notices (Pre Directives and Directives) Lack of knowledge/understanding of processes and content Non Compliance with legislation and policies Outdated policies review of Council Possible litigation as a result of District fire	Alerts to responsible contract manager of renewal/termination date of contract Collective engagement with legal and relevant department to develop action plan to deal with specific matter Continuous training on Contract Management by the Legal section Contracts Management Policy Register of all summonses served on municipality submitted to committees of Council	8,3	
Ineffective ICT Disaster Recovery	Disaster Recovery Server Room not compliant as a recovery facility / Offsite Disaster Recovery Centre in close proximity to primary server site. No backup compliancy checks in place No Disaster Recovery Tests in place	DR Policy and Action Plan / DR tests (bi-annually) Offsite Server room is located at Roads Offices (no access control) / Aircon, UPS and fire extinguisher installed (no fire detection and suppression system) Weekly and monthly backup reports / store backups off-site - available for restores / testing of backups	7,8	
Risk Title	Contributing Factors	Listed Controls	RR	Action Plans
Loss of Roads Agency Function	Admin fee (Duplication of admin functions) Political Intervention Poor performance Provincial reason for existence	Current SLA with Provincial department extended and currently under review Negotiations wrt roles and responsibilities discussed at DCF/MMF level Political Intervention	5,6	
Non Compliance with legislation and policies	Lack of annual review of all policies of Council Lack of knowledge/understanding of processes and content Lack of training Outdated policy register of Council Red tape	Departments are informed as and when new and/or amended legislation are available as well as the due dates for comments (if any) by legal section Policy register updated and submitted to Mancom and APAC on a quarterly basis Submission of monthly reports to the Corporate Services Portfolio Committee of new and/or amended legislation	7,8	

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<p>Regression in AGSA Audit Opinion</p>	<p>Capacity of the vendor to support their client Inconsistent application of regulation by the AGSA Increase in Irregular expenditure Ineffective systems control procedures with regards to capturing of data Lack of organisational buy in by departments within municipality wrt processes and procedures Non implementation of SCM related processes</p>	<p>Implementation of Audit action plan (OPCAR) as per the findings in the AG report Phoenix system support available as and when needed Regular GRAP meetings with implementation of resolutions and new GRAP releases</p>	<p>4,8</p>	
<p>Slow economic growth in the district</p>	<p>Capacity constraints Failure of B municipalities to regularly attend LED / IGR Forums; Ineffective facilitation and coordination of district economic activities, projects and programmes across the region. Lack of funding Lack of investor confidence in GRDM – insufficient or ineffective investment promotion; Absence of investment incentive policies Misalignment/Duplication of programs by different municipalities in the District Political instability Slow Economic growth nationally</p>	<p>Attendance of Quarterly LED Forums (Mun's, + SEDA) Distribution and follow up on resolutions and actions wrt Investment prospectus Implementation of the Growth and Development Strategy for the district. Investment readiness workshops held as well as Business Engagements and Investment Conference as platform to launch the GR & KK as investment destination. Regular meetings held by The South Cape Economic Partnership - working groups (All Mun's + Private Sector Business Chambers)</p>	<p>10,9</p>	

7.3 Organisational Performance Management

7.3.1 Introduction

The Constitution of the Republic of South Africa, Chapter 7 of Act 108 (1996), deals exclusively with the local sphere of government and lists the objects and developmental duties of municipalities. The Municipal Structures Act Section 19 (1) states: A municipal council must strive within its capability to achieve the objectives set out in Section 152 of the Constitution and Section 19(2) of the same Act stipulates: A municipal council must annually review its overall performance in achieving the objectives referred to in subsection (1). The way that local government can manage and ensure that its developmental objectives have been met, is thus through the performance management system. Government, within this governance framework, gives us the tools to execute the above objects and developmental duties.

Chapter 6 of the MSA requires local government to:

- Develop a performance management system
- Set targets, monitor and review performance based on indicators linked to the Integrated Development Plan (IDP)
- Publish an annual report on performance management for the councillors, staff, the public and other spheres of government
- Incorporate and report on a set of general indicators prescribed nationally by the Minister responsible for local government
- Conduct an internal audit on performance before tabling the report
- Have the annual performance report audited by the Auditor-General
- Involve the community in setting indicators and targets and reviewing municipal performance

7.3.2 The Benefits of Performance Management for the Municipality and Officials

- It is a system which translates the IDP into measurable objectives and target

- PMS institutionalise sound management principles ensuring effective and efficient governance
- It promotes an accountable municipal governance
- It establish and maintain a balance between the needs of employees and the requirements of the Garden Route District Municipality
- It assists employees to improve their current performance and productivity
- It improves the job satisfaction of individual employees
- It ensures job performance is linked to the overall objectives of the Municipality as per the IDP
- It identifies the potential and abilities of employees and provide focused organizational support
- It encourage good relations between employees and section heads
- It assists with decisions related to the placement, transfer and promotion of employees and rewarding of outstanding performance.

The implementation GRDM IDP over the 2017/2018-2021/2022 IDP is given effect through the Service Delivery Budget Implementation Plan (SDBIP). The SDBIP is the implementation tool used to align the budget to the IDP. The focus of the SDBIP is non-financial measurable performance objectives in the form of service delivery targets and other performance indicators.

The MFMA furthermore requires a SDBIP to be based on specific targets and performance indicators derived from the IDP, thus linking the IDP, the performance management system and the budget. Section 67 of the MSA regards the monitoring, measuring and evaluating of performance of staff as a platform to develop human resources and to develop an efficient and effective culture of performance management.

7.3.4 Institutionalisation of Performance Management

Individual Performance Management forms part of the approved Performance Management Policy/Framework. It is currently under review and will be filtered throughout the organization with a set deadline of June 2021 for full implementation.

Road shows were held to do an analysis on organizational Job Descriptions and will be dealt with accordingly to use as part of the implementation process. Reports on the staff requirements/requests on Recognition and Rewards when it comes to Individual Performance are also complete.

7.4 Garden Route Top Layer Service Delivery and Budget Implementation Plan for 2022/2023 (to be updated with 5 year targets where applicable to strategic direction of the institution)

Assist	Directorate [R]	National KPA [R]	Strategic Objectives [R]	KPI Name [R]	Unit of Measurement	Ward [R]	KPI Owner [R]	Baseline	Target Type [R]	Annual Target	Q1	Q2	Q3	Q4
TL1	Office of the Municipal Manager	Good Governance and Public Participation	Good Governance	Submit an Operation Clean Audit Report (OPCAR) progress report to the Management Committee (MANCOM) on a quarterly basis	Number of progress reports submitted to MANCOM	All	Municipal Manager	Determined after the closure of the financial year	Number	4	1	1	1	1
TL2	Office of the Municipal Manager	Good Governance and Public Participation	Good Governance	Submit the Top Layer SDBIP for 2023/24 for approval to the Mayor within 14 days after the budget has been approved	Top Layer SDBIP for 2023/24 submitted to the Mayor within 14 days after the budget has been approved	All	Municipal Manager	Determined after the closure of the financial year	Number	1	0	0	0	1
TL3	Office of the Municipal Manager	Good Governance and Public Participation	Good Governance	Submit the draft Annual Performance Report for 2021/22 to the Auditor-General by 31 August 2022	Draft Annual Performance Report for 2021/22 submitted to the Auditor-General by 31 August 2022	All	Municipal Manager	Determined after the closure of the financial year	Number	1	1	0	0	0
TL4	Office of the Municipal Manager	Municipal Transformation and Institutional Development	Good Governance	Submit a quarterly report on Individual Performance Management to MANCOM	Number of reports submitted	All	Municipal Manager	Determined after the closure of the financial year	Number	4	1	1	1	1

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Assist	Directorate [R]	National KPA [R]	Strategic Objectives [R]	KPI Name [R]	Unit of Measurement	Ward [R]	KPI Owner [R]	Baseline	Target Type [R]	Annual Target	Q1	Q2	Q3	Q4
TL5	Office of the Municipal Manager	Municipal Transformation and Institutional Development	Good Governance	Submit a quarterly report on the implementation of the Staff Regulations - Chapter 4 to MANCOM	Number of reports submitted	All	Municipal Manager	New key performance indicator for 2022/23	Number	4	1	1	1	1
TL6	Office of the Municipal Manager	Good Governance and Public Participation	Good Governance	Review the Organisational Strategic Risk Register (Top 10) and submit to Council by 31 May 2023	Reviewed Organisational Strategic Risk Register submitted to Council by 31 May 2023	All	Municipal Manager	Determined after the closure of the financial year	Number	1	0	0	0	1
TL7	Office of the Municipal Manager	Good Governance and Public Participation	Good Governance	Review the Risk-Based Audit Plan (RBAP) for 2023/24 and submit to the Audit Committee for consideration by 30 June 2023	RBAP for 2023/24 reviewed and submitted to the Audit Committee by 30 June 2023	All	Municipal Manager	Determined after the closure of the financial year	Number	1	0	0	0	1
TL8	Office of the Municipal Manager	Good Governance and Public Participation	Good Governance	Complete 90% of the Risk Based Audit Plan (RBAP) for the 2021/22 financial year by 30 June 2023 [(Number of audits and tasks completed for the period identified in the RBAP/ Number of audits and tasks identified in the RBAP) x 100]	% of the Risk Based Audit Plan completed by 30 June 2023	All	Municipal Manager	Determined after the closure of the financial year	Percentage	90%	0	25%	25%	45%

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Assist	Directorate [R]	National KPA [R]	Strategic Objectives [R]	KPI Name [R]	Unit of Measurement	Ward [R]	KPI Owner [R]	Baseline	Target Type [R]	Annual Target	Q1	Q2	Q3	Q4
TL9	Office of the Municipal Manager	Municipal Financial Viability and Management	Financial Viability	The percentage of the municipal capital budget spent on capital projects by 30 June 2023 [(Actual amount spent on capital projects /Total amount budgeted for capital projects) x 100]	% of capital budget spent by 30 June 2023	All	Municipal Manager	Determined after the closure of the financial year	Percentage	90%	0	15	25	50
TL10	Office of the Municipal Manager	Good Governance and Public Participation	Good Governance	Compile and submit the final Oversight Report for 2020/21 to Council by 31 March 2023	Final Oversight Report for 2020/21 submitted to Council by 31 March 2023	All	Municipal Manager	Determined after the closure of the financial year	Number	1	0	0	1	0
TL11	Office of the Municipal Manager	Good Governance and Public Participation	Good Governance	Review the system of delegations and submit to Council by 28 February 2023	Reviewed systems of delegations submitted	All	Municipal Manager	Determined after the closure of the financial year	Number	1	0	0	1	0
TL12	Community Services	Local Economic Development	A Skilled Workforce and Communities	Submit quarterly reports to the Community Services Portfolio Committee on the progress with regards to the Garden Route Food Pantry	Number of reports submitted	All	Executive Manager: Community Service	Determined after the closure of the financial year	Number	4	1	1	1	1

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Assist	Directorate [R]	National KPA [R]	Strategic Objectives [R]	KPI Name [R]	Unit of Measurement	Ward [R]	KPI Owner [R]	Baseline	Target Type [R]	Annual Target	Q1	Q2	Q3	Q4
TL3	Community Services	Basic Service Delivery	Health and public safety	Execute 4 emergency preparedness exercises and submit reports to the Portfolio Committee by 30 June 2023	Number of reports submitted by 30 June 2023	All	Executive Manager: Community Service	Determined after the closure of the financial year	Number	2	0	1	0	1
TL14	Community Services	Basic Service Delivery	Health and public safety	Execute 4 emission testing (air quality) initiatives by 30 June 2023	Number of emission testing (air quality) initiatives executed by 30 June 2023	All	Executive Manager: Community Service	Determined after the closure of the financial year	Number	4	1	1	1	1
TL15	Financial Services	Municipal Financial Viability and Management	Financial Viability	Financial viability measured in terms of the available cash to cover fixed operating expenditure by 30 June 2023[(Cash and Cash Equivalents - Unspent Conditional Grants - Overdraft + Short Term Investment) / Monthly Fixed Operational Expenditure excluding (Depreciation, Amortisation, and Provision for Bad Debts, Impairment and Loss on Disposal	Number of months that available cash is sufficient to cover the monthly operating expenditure(Audit AFS)	All	CFO	Determined after the closure of the financial year	Number	3	0	3	0	3

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Assist	Directorate [R]	National KPA [R]	Strategic Objectives [R]	KPI Name [R]	Unit of Measurement	Ward [R]	KPI Owner [R]	Baseline	Target Type [R]	Annual Target	Q1	Q2	Q3	Q4
				of Assets)]										
TL16	Financial Services	Municipal Financial Viability and Management	Financial Viability	Submit the progress report on the long term Financial Plan to Council to address the financial sustainability of Garden Route District Municipality by 31 December 2022	Progress report on the Long Term Financial Plan submitted to Council by 31 December 2022	All	CFO	New key performance indicator for 2022/23	Number	1	0	1	0	0
TL17	Financial Services	Municipal Financial Viability and Management	Financial Viability	Achieve a current ratio of 1.5 (Current assets : Current liabilities) by 30 June 2023	Number of times the Municipality can pay back its short term-liabilities with its short-term assets by 30 June 2023	All	CFO	Determined after the closure of the financial year	Number	1.5	0	0	0	1.5
TL18	Financial Services	Municipal Financial Viability and Management	Financial Viability	Financial viability measured in terms of the municipality's ability to meet its service debt obligations by 30 June 2023 [(Short Term Borrowing + Bank Overdraft + Short Term Lease + Long Term Borrowing + Long	% of debt coverage	All	CFO	Determined after the closure of the financial year	Percentage	45	0	0	0	45

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Assist	Directorate [R]	National KPA [R]	Strategic Objectives [R]	KPI Name [R]	Unit of Measurement	Ward [R]	KPI Owner [R]	Baseline	Target Type [R]	Annual Target	Q1	Q2	Q3	Q4
				Term Lease) / (Total Operating Revenue - Operating Conditional Grant) x 100]										
TL19	Financial Services	Municipal Financial Viability and Management	Financial Viability	Compilation of the Annual Financial Statements (AFS) for the 2021/22 financial year and submit to the Auditor-General (AG) by 31 August 2022	Compilation and submission of the AFS to the AG by 31 August 2022	All	CFO	Determined after the closure of the financial year	Number	1	1	0	0	0
TL20	Financial Services	Municipal Financial Viability and Management	A Skilled Workforce and Communities	Review the SCM Policy to consider appropriate amendments to support the EPWP mandate and submit to Council by 31 May 2022	Annual review of the SCM policy submitted to Council by May 2022	All	CFO	New key performance indicator for 2021/22	Number	1	0	0	0	1
TL21	Financial Services	Municipal Financial Viability and Management	Financial Viability	Compile the Mid-year Financial Statements for the 2021/22 financial year and submit to APAC by 28 February 2022	Compilation and submission of the Mid-year Financial Statements to APAC by 28 February 2022	All	CFO	New key performance indicator for 2021/22	Number	1	0	0	1	0
TL22	Corporate Services	Municipal Transformation and Institutional Development	Good Governance	Report quarterly to Council on the revision of the Human Resource Policies of the Organisation	Number of reports submitted to Council	All	Executive Manager: Corporate Services	New key performance indicator for 2021/22	Number	4	1	1	1	1

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Assist	Directorate [R]	National KPA [R]	Strategic Objectives [R]	KPI Name [R]	Unit of Measurement	Ward [R]	KPI Owner [R]	Baseline	Target Type [R]	Annual Target	Q1	Q2	Q3	Q4
TL23	Corporate Services	Municipal Transformation and Institutional Development	A Skilled Workforce and Communities	Number of people from employment equity target groups that will be appointed in the three highest levels of management during the 2022/23 financial year in compliance with the municipality's approved employment equity plan (senior officials & managers, professionals, technicians and associate professionals)	Number of people appointed in the three highest levels of management in compliance with the municipality's approved employment equity plan (senior officials & managers, professionals, technicians and associate professionals)	All	Executive Manager: Corporate Services	Determined after the closure of the financial year	Number	0	0	0	0	1
TL24	Corporate Services	Municipal Transformation and Institutional Development	A Skilled Workforce and Communities	Spent 1% of personnel budget on training by 30 June 2023 [(Actual total training expenditure/total personnel budget) x 100]	% of the personnel budget spent on training by 30 June 2023	All	Executive Manager: Corporate Services	Determined after the closure of the financial year	Percentage	1	0	0	0	1

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Assist	Directorate [R]	National KPA [R]	Strategic Objectives [R]	KPI Name [R]	Unit of Measurement	Ward [R]	KPI Owner [R]	Baseline	Target Type [R]	Annual Target	Q1	Q2	Q3	Q4
TL25	Corporate Services	Municipal Transformation and Institutional Development	A Skilled Workforce and Communities	Limit vacancy rate to 10% of budgeted post by 30 June 2023[(Number of funded posts vacant/number of funded posts) x 100]	% vacancy rate	All	Executive Manager: Corporate Services	Determined after the closure of the financial year	Percentage	10	0	0	0	10
TL26	Corporate Services	Municipal Transformation and Institutional Development	A Skilled Workforce and Communities	Review the organisational structure and submit to Council by 30 June 2023	Organisational structure reviewed and submitted to Council by 30 June 2023	All	Executive Manager: Corporate Services	Determined after the closure of the financial year	Number	1	0	0	0	1
TL27	Corporate Services	Municipal Transformation and Institutional Development	A Skilled Workforce and Communities	Award 20 external bursaries to qualifying candidates by 31 March 2023	Number of external bursaries awarded by March 2023	All	Executive Manager: Corporate Services	Determined after the closure of the financial year	Number	20	0	0	20	0

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Assist	Directorate [R]	National KPA [R]	Strategic Objectives [R]	KPI Name [R]	Unit of Measurement	Ward [R]	KPI Owner [R]	Baseline	Target Type [R]	Annual Target	Q1	Q2	Q3	Q4
TL28	Corporate Services	Municipal Transformation and Institutional Development	A Skilled Workforce and Communities	Award 12 internal bursaries to qualifying candidates by 31 March 2023	Number of internal bursaries awarded by March 2023	All	Executive Manager: Corporate Services	Determined after the closure of the financial year	Number	12	0	0	12	0
TL29	Corporate Services	Municipal Transformation and Institutional Development	A Skilled Workforce and Communities	Create training opportunities for EPWP appointees by 30 June 2023	Number of training opportunities created for EPWP appointees by 30 June 2023	All	Executive Manager: Corporate Services	Determined after the closure of the financial year	Number	50	0	0	0	50
TL30	Corporate Services	Municipal Transformation and Institutional Development	Good Governance	Submit a quarterly report to Council on the execution of council resolutions	Number of reports submitted to Council on a quarterly basis	All	Executive Manager: Corporate Services	Determined after the closure of the financial year	Number	4	1	1	1	1
TL31	Corporate Services	Municipal Financial Viability and Management	Financial Viability	Spend 90% of the capital budget for ICT by 30 June 2023 [(Actual capital expenditure for ICT/Capital budgeted amount for ICT) x 100]	% of capital budget spent for ICT	All	Executive Manager: Corporate Services	Determined after the closure of the financial year	Percentage	90	0	35	0	65

Garden Route District Municipality 2022 -2027 IDP

Assist	Directorate [R]	National KPA [R]	Strategic Objectives [R]	KPI Name [R]	Unit of Measurement	Ward [R]	KPI Owner [R]	Baseline	Target Type [R]	Annual Target	Q1	Q2	Q3	Q4
TL32	Corporate Services	Municipal Transformation and Institutional Development	A Skilled Workforce and Communities	Submit detailed progress reports quarterly on the Effective Staff Utilization Policy and submit to Council	Detailed progress reports submitted quarterly on the Effective Staff Utilization to Council	All	Executive Manager: Corporate Services	New key performance indicator for 2022/23	Number	4	1	1	1	1
TL32	Corporate Services	Municipal Transformation and Institutional Development	A Skilled Workforce and Communities	Develop a Gender Mainstreaming Action Plan and submit to Council by 31 July 2022	Number of actions plans submitted	All	Executive Manager: Corporate Services	New key performance indicator for 2022/23	Number	1	1	0	0	0
TL33	Corporate Services	Municipal Transformation and Institutional Development	A Skilled Workforce and Communities	Submission of the GRSM Skills Mecca Progress reports to Council quarterly	Submit quarterly progress reports to Council on the GRSM Skills Mecca	Garden Route District Municipality	Executive Manager: Corporate Services	New Key Performance indicator for 2022/23	Number	4	1	1	1	1
TL34	Planning and Economic Development	Local Economic Development	Grow an Inclusive District Economy	Create job opportunities through the Expanded Public Works Programme (EPWP) for the organisation by 30 June 2023	Number of job opportunities created through the Expanded Public Works Programme (EPWP) by 30 June 2023	All	Executive Manager: Planning & Economic Development	Determined after the closure of the financial year	Number	250	0	50	100	100

Garden Route District Municipality 2022 -2027 IDP

Assist	Directorate [R]	National KPA [R]	Strategic Objectives [R]	KPI Name [R]	Unit of Measurement	Ward [R]	KPI Owner [R]	Baseline	Target Type [R]	Annual Target	Q1	Q2	Q3	Q4
TL35	Planning and Economic Development	Good Governance and Public Participation	Good Governance	Compile and submit the Final Annual Report 2021/22 to Council by 31 December 2022	Final Annual Report for 2021/22 submitted to Council by 31 December 2022	All	Executive Manager: Planning & Economic Development	1	Number	1	0	1	0	0
TL36	Planning and Economic Development	Basic Service Delivery	Good Governance	Develop and submit the Integrated Development Plan (IDP) for the 2022-2027 period to Council by 31 May 2023	IDP submitted	All	Executive Manager: Planning & Economic Development	Determined after the closure of the financial year	Number	1	0	0	0	1
TL37	Planning and Economic Development	Basic Service Delivery	Promote sustainable environmental management and public safety	Install a solar energy powered system in at least one of the Municipal Properties by 30 June 2023	Solar energy powered system installed	All	Executive Manager: Planning & Economic Development	Determined after the closure of the financial year	Number	1	0	0	0	1
TL38	Planning and Economic Development	Good Governance and Public Participation	Good Governance	Submit a quarterly report on the implementation of the Turnaround Strategy for Municipal Resorts to Council	Number of reports submitted to Council on the implementation of the Turnaround Strategy for Municipal Resorts	All	Executive Manager: Planning & Economic Development	New key performance indicator for 2022/23	Number	4	1	1	1	1
TL39	Roads and Transport Development	Local Economic Development	A Skilled Workforce and Communities	Job creation through the Roads Services by June 2023	Number of Jobs created by 30 June 2023	All	Executive Manager: Roads and Transport Development	Determined after the closure of the financial year	Number	60	0	30	0	30

Garden Route District Municipality 2022 -2027 IDP

Assist	Directorate [R]	National KPA [R]	Strategic Objectives [R]	KPI Name [R]	Unit of Measurement	Ward [R]	KPI Owner [R]	Baseline	Target Type [R]	Annual Target	Q1	Q2	Q3	Q4
TL40	Roads and Transport Development	Basic Service Delivery	Financial Viability	Spent 95% of the roads budget allocation by 31 March 2023 (Actual expenditure divided by approved allocation received)	% of the roads spent by 31 March 2023	All	Executive Manager: Roads and Transport Development	Determined after the closure of the financial year	Percentage	95	0	60	35	0
TL41	Roads and Transport Development	Basic Service Delivery	Bulk Infrastructure and Co-ordination	Reseal 18 km of roads by 30 June 2023	Number of km's of roads resealed	All	Executive Manager: Roads and Transport Development	Determined after the closure of the financial year	Number	18	0	8	0	10
TL42	Roads and Transport Development	Basic Service Delivery	Bulk Infrastructure and Co-ordination	Regravel 10 km of roads by 30 June 2023	Number of km's of roads regavelled by 30 June 2022	All	Executive Manager: Roads and Transport Development	Determined after the closure of the financial year	Number	10	0	0	0	10
TL43	Roads and Transport Development	Basic Service Delivery	Bulk Infrastructure and Co-ordination	Compile a progress plan for the Rural Road Asset Management Systems (RRAMS) and submit to MANCOM by 30 June 2023	RRAMS progress plan compiled and submit to MANCOM by 30 June 2023	All	Executive Manager: Roads and Transport Planning Services	New key performance indicator for 2021/22	Number	1	0	0	0	1
TL44	Roads and Transport Development	Good Governance and Public Participation	Good Governance	Provide a quarterly progress report on the complaints received and attended to, to MANCOM	Quarterly progress report on complaints to MANCOM	All	Executive Manager: Roads and Transport Planning Services	Determined after the closure of the financial year	Number	4	1	1	1	1

Garden Route District Municipality 2022 -2027 IDP

Assist	Directorate [R]	National KPA [R]	Strategic Objectives [R]	KPI Name [R]	Unit of Measurement	Ward [R]	KPI Owner [R]	Baseline	Target Type [R]	Annual Target	Q1	Q2	Q3	Q4
TL45	Roads and Transport Development	Good Governance and Public Participation	Good Governance	Submit a quarterly consolidated report on the progress of all projects to MANCOM	Number of reports submitted to MANCOM	All	Executive Manager: Roads and Transport Planning Services	New key performance indicator for 2022/23	Number	4	1	1	1	1
TL46	Roads and Transport Development	Good Governance and Public Participation	Good Governance	Submit a bi-annual report to Council on the replacement value of fleet vehicles	Number of reports submitted	All	Executive Manager: Roads and Transport Planning Services	New key performance indicator for 2022/23	Number	2	0	1	0	1

7.4 ICT

7.4.1 Introduction

The Garden Route ICT function is currently serving 340 (ICT-related) users with computer and network services within the Garden Route District Municipality. Our coverage area consists of Garden Route DM Head Office, Roads, Health Environment, Fire stations in George, Disaster Management, Remote Offices, Calitzdorp Spa, De Hoek Resort, Swartvlei, Kraaibosch and we are also directly involved with the B Municipalities in our region with regards to Shared Services.

7.4.2 Legislative Requirement

Garden Route District Municipality must be aware of and comply with the legislative landscape applicable to their context, as well as to internationally recognized ICT standards.

The following legislation, among others, affects.

- Constitution of the Republic of South Africa Act, 1996.
- Copyright Act, Act No. 98 of 1978.
- Electronic Communications and Transactions Act, Act No. 25 of 2002.
- Minimum Information Security Standards, as approved by Cabinet in 1996.
- Municipal Finance Management Act, Act No. 56 of 2003.
- Municipal Structures Act, Act No. 117 of 1998.
- Municipal Systems Act, Act No. 32, of 2000.
- National Archives and Record Service of South Africa Act, Act No. 43 of 1996.
- Promotion of Access to Information Act, Act No. 2 of 2000.
- Protection of Personal Information Act, Act No. 4 of 2013.
- Regulation of Interception of Communications Act, Act No. 70 of 2002.
- Treasury Regulations for departments, trading entities, constitutional institutions and public entities, Regulation 17 of 2005.
- Public Administration Management Act, 2016.
- Minimum Interoperability Standards (MIOS) for Government Information Systems, 2011.

7.4.3 Structures, Functions, Roles and Responsibilities

According to the Corporate Governance of ICT Charter, structures, functions, roles and responsibilities should exist.

Structures and committees in place

The Municipal Council

The Municipal Council provide political leadership and strategic direction through:

- Determining policy and providing oversight;
- Take an interest in the Corporate Governance of ICT to the extent necessary to ensure that a properly established and functioning Corporate Governance of ICT system is in place in the municipality to leverage ICT as an enabler to the municipal IDP;
- Assist the Municipal Manager to deal with intergovernmental, political and other ICT-related Municipal issues beyond their direct control and influence; and
- Ensuring that the Municipality's organisational structure makes provision for the Corporate Governance of ICT.

Municipal Manager

The Municipal Manager provides strategic leadership and management of ICT through:

- Ensuring alignment of the ICT strategic plan with the municipal IDP;
- Ensuring that the Corporate Governance of ICT is placed on the municipality's strategic agenda;
- Ensuring that the Corporate Governance of ICT Policy Framework, charter and related policies for the institutionalisation of the Corporate Governance of ICT are developed and implemented by management;
- Determining the delegation of authority, personal responsibilities and accountability to the Management with regards to the Corporate Governance of ICT;
- Ensuring the realisation of municipality-wide value through ICT service delivery and management of Municipal and ICT-related risks;
- Ensuring that appropriate ICT capacity and capability are provided and that a designated official at a Management level takes accountability for the Management of ICT in the municipality; and
- Ensuring the monitoring and evaluation of the effectiveness of the Corporate

Governance of ICT system through the ICT steering committee.

Municipal ICT Steering Committee

Municipal ICT Steering Committee assists the Municipal Manager in carrying out his Corporate Governance of ICT accountabilities and responsibilities by ensuring the planning, monitoring and evaluation, of the municipalities:

- ICT structures.
- ICT policies.
- ICT procedures, processes, mechanisms and controls regarding all aspects of ICT use (Municipal and ICT) are clearly defined, implemented and enforced.
- ICT Change Management.
- ICT Contingency Plans.
- ICT Strategy development.
- Management of ICT Security and Data Integrity.
- The establishment of the municipalities ICT Ethical culture.
- The evaluation, directing and monitoring of ICT-specific projects.
- ICT Strategic alignment, in order to align ICT with the IDP (Strategic Objectives).
- ICT Governance compliance.
- ICT Infrastructure Management.
- ICT Security.
- ICT Application Management.
- ICT Value.
- ICT Data availability and integrity.
- The evaluation, directing and monitoring of ICT processes

Risk and Audit Committee

The Risk and Audit Committee has the responsibility of:

- Performing an oversight role for the Identification and Management of ICT audit and governance compliance, and ICT Risks.

7.4.4 Policies

The following policies were reviewed and approved by Council during 2021/2022

- Municipal Corporate Governance of Information and Communication Technology Policy
- Information and Communication Technology Disaster Recovery Management Policy

- ICT Operating System Security Control Policy
- ICT Data backup and recovery Policy
- ICT Security Control Policy
- ICT User access management Policy
- Laptop Security Policy and the,
- ICT helpdesk Policy

7.4.5 Alignment with Provincial And National Objective / Goals

The Garden Route DM ICT components are active members of the:

- Western Cape ICT forum
- Garden Route regional ICT / GIS Forum
- Garden Route ICT Steering Committee
- GISSA, SAGI, SAGC
- Western Cape Spatial Information Forum
- SALGA ICT Innovation Workgroup

Garden Route District Municipality 2022 -2027 IDP

Forum name	Frequency of meetings	Forum purpose	Forum composition	Forum chairperson
Western Cape ICT managers Forum	Quarterly	Platform to engage on the ICT processes in the Western Cape inclusive of the districts & relevant local B Municipalities. Share best practices on ICT.	ICT Role-players in the Western Cape	Provincial Government
Garden Route regional ICT Forum	Quarterly	Platform to engage on the ICT processes in the Garden Route region inclusive of the local B Municipalities. Share best practices on ICT.	ICT Managers Garden Route Region	Revolving per Municipality
Garden Route regional GIS Forum	Quarterly	Platform to engage on the GIS processes in the Garden Route region inclusive of the relevant local B Municipalities. Share best practices on GIS	GIS Officials Garden Route Region	Revolving per Municipality
Western Cape Spatial Information Forum	Quarterly	Platform to engage on the GIS processes in the Western Cape inclusive of National, Provincial, District, and Local authorities. Share best practices on Spatial Information.	GIS Role-players in the Western Cape	Provincial Government

7.4.6 Projects and Programs Align To Garden Route District Strategic Objectives

2022/2023 Objectives	Link to IDP	Objective
Broadband project across District	Smart Region	Free Wi-Fi Hotspot to the public in the implementation phase.
Interconnect project between municipalities	Smart Region / DDM	The second phase is planned for 2022/2023, B Municipalities to be identified. Buy in need to be establish.
Periodic poor Sound Quality sorted out Push buttons on Microphones replaced	Covid / Post Covid	Project done, testing for any necessary interventions.
Implementation of ICT Digital Transformation Strategy.	DDM / Smart Region/ Governance	ICT Digital Transformation Strategy to be budgeted and implemented.
Optimise use of Mobile Technology	Governance /Smart Region	Landline Service to make use of Network technology implementation to be finalise.
Provide support with geo-coding of projects	Spatial Information / GIS	Spatial Reporting
Integration of Rural Road Asset Management System	Spatial Information / GIS	Spatial Reporting
Spatial Web Application Dashboard Management System	Spatial Information / GIS	Spatial Reporting
Software & Systems Licensing	Good Governance	Compliance.
System integration and support	Good Governance	Continuous Network, Security and Systems support and maintenance
GIS Software Specific Project Support	Good Governance / Spatial Information	Maintenance of current GIS Projects
RRAMS programme GIS Focus	RRAMS Grant funding	Grant Specific

7.4.7 ICT Business Challenges

ICT Business Impact COVID -19 Actions and Procedure

The ICT sector is experiencing rapid growth of the digital economy and the globalised nature of economic systems, there is no doubt that the global COVID-19 pandemic has disrupted the complex world economy and will reshape all sectors in the foreseeable future. The impact of COVID-19 exposes the fact that many South Africans lack, not just access to the internet, but also access to digital devices that would enable them to work

remotely and continue with other aspects of their lives via online channels. As South Africans are restricted to working/studying from home, the impact of the novel coronavirus pandemic underlines the importance of information communication technologies (ICT) in South Africa now more than ever.

Garden Route District Municipality

To minimize exposure and support the continuity of processes in the event of self-isolation or quarantine remote working arrangements were developed using all available technologies.

- **Microsoft Teams / Zoom installed on Council laptops and cell phones**

- Where necessary Zoom and Teams were already installed on laptops and other Devices. Microsoft Teams will be rolled out further.
- Zoom will be the preferred means of Remote communication for Internal meetings.
- Free Open Source products to be investigated
- Security updates relating to Zoom to be investigated as mitigation of security vulnerabilities was identified recently.

Business Applications already made assessable remotely as follows

- Outlook web access (Corporate Mail)
 - URL
- Collaborator web access
 - URL
- Payday
 - Thin Client
- Employee Self Service
 - URL
- Phoenix remote access via VPN
 - This will need to be limited to certain staff due to VPN performance issues
- Barnowl remote access via VPN
 - This will need to be limited to certain staff due to VPN performance issues
- Ignite remote access via VPN
 - URL
- GIS Applications access via the Internet

Cell phones Laptops Tablets and Data

- Where needed some cell phones Laptops and Tablets will be redistributed from non-key staff to key staff
- Cell Phones will be used as “hotspots” for Connectivity needs.
- The current Cell Phone and Data agreement with Telkom need to be expedited to assist in the need for remote communications.
- Important to identify Critical users for the use of remote devices.
- Staff to be made aware that corporate data is primarily for corporate use.

WAN Connections

- Installation of WAN connections at key staff houses that have a line of site to municipal high sites.
 - This is the last resort if required by the business process owner. This can effectively turn the staff members house into a “satellite office” of the municipality

Business Process Continuity

- To make sure that key business processes can continue in case of possible interruptions we in process of Identify Key Business Processes and Develop Continuity Plans for Each.

The business process owners will develop a continuity plan for each process taking into account the guidance from:

- Critical High-Level Business Functions Template
- Key dependencies
- Identifying the staff performing the processes
- Available remote working arrangements

7.4.8 ICT Governance

Information Communication Technology (ICT) Governance has been described as the effective and efficient management of ICT resources and processes to facilitate the achievement of municipal goals and objectives. The ICT Governance Institute describes ICT Governance as, “...the responsibility of the board of directors and executive management.”

ICT Governance has risen in importance because of the widening gap between what the organisation expects and what ICT delivers. ICT has grown to be seen as a cost

centre with growing benefits to the organisation ICT serves. An ICT Governance framework is meant to align ICT functions to the organisational goals, thus minimizing the risk ICT introduces and ensure that there is value in ICT investments.

The Garden Route DM implemented the approved Municipal Corporate Governance of ICT Policy and are busy with on-going processes to achieve continuous improvement of all elements related to the Governance of ICT

7.4.9 Geographical Information Science (GISc)

GISc Strategies throughout the Republic of South Africa indicate that GISc data maintenance requires a continual and consistent data maintenance programme to be in place. This will ensure that credible spatial data are available when required, not only to support high-priority initiatives linked to the NDP, SDF, and IDP but also to support routine municipal operational requirements.

The primary function of the GIS unit for GRDM is to establish and implement an integrated spatial information management platform that supports decision management and spatial reporting as per District Development Model initiatives.

On-going Projects

1. Integration of core datasets linked to an asset management system. This will assist with the integration of electronic scanning and verification devices used for asset verification.
2. Integration of monitoring and inspection devices used for environmental health services
3. Assist with the establishment of a spatial data classification system for the municipality.
4. Develop and managed a web-portal for Property Management based on the data available on a document management system
5. Provide a geo-spatial web portal support service to Provincial Disaster Management Services activities within the GRDM region.
6. Investigate and document possible usage of Application Programming Interface

technology for integration of a diverse platform of spatial data web-services

7.5 Communications

7.5.1 Legislative Requirement(s)

- the Code of Conduct for Municipal Employees;
- the Constitution of the Republic of South Africa, 1996 (Act No. 108 of 1996);
- Disaster Management Act 57 of 2002;
- Local Government: Municipal Structures Amendment Act 3 of 2021;
- Local Government: Municipal Financial Management Act 56 of 2003, Section 75, which requires that municipalities place key documents and information on their websites, including their Integrated Development Plan (IDP), annual budget, adjustments budgets and budget-related documents and policies;
- Regulation 30 of the Municipal Financial Management Act and the Municipal Budget and Reporting Regulations, published in Government Gazette 32141, General Notice, on 17 April 2009;
- Sections 21(a) and 21 (b) of the Municipal Systems Act, no. 32 of 2000, also oblige municipalities to convey specific documents and information to the public, displaying these files on the municipality's official website;
- Electronic Communications and Transactions Act 25 of 2002;
- Intergovernmental Relations Framework Act, 2005;
- Department of Government Communication and Information System Policy, 2018;
- GRDM Information and Communication Technology (ICT) Policy;
- GRDM Information and Security Policy;
- GRDM Language Policy;
- Promotion of Access to Information Act 2 of 2000;
- Promotion of Administrative Justice Act, 2000, Act 3 of 2000;
- Protection of Personal Information Act 4 of 2013;
- GRDM Records and Archives Policy;

- Use of Official Languages Act, 2012 (Act 12 of 2012); and
- Western Cape Road Infrastructure Act & Regulations.

7.5.2 Structures and Committees in place

Internal

- Section 80 Portfolio Committee: Strategic Services

External

- Garden Route District Communicators' Forum

7.5.3 Policies and Strategies

Policy name	DC number	Approved/Adopted
Garden Route DM Communication Policy	E.10	22 June 2021
Garden Route DM 2019/20 – 2021/22 Communications Strategy	C.3	28 May 2019

7.5.4 Alignment with provincial and National Objectives/Goals

Garden Route District Municipality	Western Cape Government	National Government
Good Governance and IGR	Good Governance and IGR	A developmental-orientated public service and inclusive citizenship

7.5.5 Projects and Programs

Project/Program	Objective	Dates
Produce weekly events calendars	<ul style="list-style-type: none"> • Coordinate all municipal-related events into one, weekly events calendar 	<ul style="list-style-type: none"> • Weekly
Produce and execute two, six-month operational communication plans	<ul style="list-style-type: none"> • Produce a planned template of all-encompassing events twice a year 	<ul style="list-style-type: none"> • Adopt by Mancom by end of June and end December, annually
Produce and execute a monthly social media plan	<ul style="list-style-type: none"> • Produce and execute 12 social media plans per annum 	<ul style="list-style-type: none"> • Monthly plans, aligned to the operational communication plans
Produce and execute annual broadcast media plan	<ul style="list-style-type: none"> • Produce a radio broadcast media plan to promote the institution's services and achievements 	<ul style="list-style-type: none"> • Adopt end of June annually

Produce and execute annual digital marketing plan	<ul style="list-style-type: none"> • Produce a digital marketing plan to promote the institution's services and achievements 	<ul style="list-style-type: none"> • Adopt end of June annually
Produce and execute annual resort marketing plan	<ul style="list-style-type: none"> • Produce and adopt a digital resorts marketing plan 	<ul style="list-style-type: none"> • Adopt beginning of calendar year

7.5.6 Challenges

- Operational communication plan activities not always rolled out as planned
- Weekly events are not consistently communicated to the Communication and Graphic Design Unit, however, activities do take place.

7.5.7 Objectives of Communication and Graphic Design Section

- Contribute to the GRDM's achievement of its institutional vision and strategic objectives;
- Establish and entrench a strategic, integrated, and measurable institutional communication approach that is aligned with institutional strategies and messages;
- Operationalise a quality-control framework for communication that defines institutional communication processes, as well as communication roles and responsibilities;
- Promote the implementation of effective and integrated institutional communication best practices across the institution;
- Align institutional communication with GRDM's brand positioning and institutional brand identity guidelines;
- Facilitate best practice and govern the utilisation of digital communication channels (websites), including social networking platforms, for interactive and inclusive engagement with stakeholders;
- Facilitate integrated institutional communication to optimise GRDM's issues management approach and processes;
- Cultivate a values-based and consultative approach to communication, including participation in debate and commentary on internal and public platforms; and
- Enable the integration of institutional communication with marketing initiatives and marketing communication.

7.6 Records Management

7.6.1 Introduction

As legislation gives a municipality the right to *do anything reasonable necessary* to execute its powers and functions (Section 8 of the Municipal Systems Act, 2000), Auxiliary Services were established to fulfil the dream of Garden Route District Municipality to be *“the leading, enabling and inclusive district, characterized by equitable and sustainable development, high quality of life and equal opportunities for all”*

Therefore, the main reason for the existence of Records, Archives, Fleet and Auxiliary Services is to provide support service to the various departments within the district municipality with regards to those functions as stipulated below:

- Provide records and archives services to the municipality
- Provide Registry & Archive Services, Reprographic, Fleet, Switchboard and Access Control Services & Auxiliary Services.

7.6.2 LEGISLATIVE REQUIREMENTS

- National Archives Act, Act 43 of 1996
- Protection of Personal and Information Act
- Law Enforcement Act
- Security Services Act
- Electronic Records Management Act
- Communication Act

7.6.3 STRUCTURES AND COMMITTEE IN PLACES

DEPARTMENT:	CORPORATE SERVICES
SECTION:	AUXILIARY SERVICES & RECORDS MANAGEMENT
MUNICIPAL OFFICIAL	DESIGNATION
Trix Holtzhausen	Executive Manager: Corporate Services

S. Brinkhuys	Auxiliary/Records Management
SECTION: ACCESS CONTROL /SWITCHBOARD SERVICES	
Nobuhle Rasi	Access Control Officer
Anele Somtsewu	Access Controller
Bernard Janse van Rensburg	Switchboard Operator
SECTION: RECORDS AND ARCHIVES SERVICES	
Yolandi Dyantyi	Supervisor Records
Gideon Joubert	Senior Registry/Fleet Clerk
Alvina Pikaan	Senior Registry Clerk
Jeremy Pieterse	Senior Registry Clerk
Akhona Mxutu	Senior Registry Clerk
Sivuyile Liwani	Reprographer
Gideon Noni	Supervisor: Cleaning and Messenger Services
Leonard Mazaleni	Messenger
Jeanette Lottering	Workers
Anita Jansen	
Berenice Windwaai	
Nosipho Meleni	
Nandipha Mtuyedwa	

7.6.4 Policies

Garden Route District Municipality 2022 -2027 IDP

No	Policy	Review Status	Workshop Date	Date Approved by Council	Council Resolution Number
1.	Records Management Policy	14 April 2022	14 April 2022	TBC	
2.	Telephone Policy	14 April 2022	19/05/2020	25/06/2020	
3.	Parking Policy	14 April 2022		2021	
4.	Key Management Policy	14 April 2022		2021	
5.	Security Policy	14 April 2022		2021	
6.	Overall Fleet Management Policy	14 April 2022		2021	
7.	Access Control Policy		9 March 2022	29 March 2022	
8.	POPI Policy	Still outstanding			

7.6.5 Alignment With Provincial And National Objectives/Goals

The Record Management Forum is hosted by the Western Cape Archives and Records Services in Cape Town.

Forum name	Does it have TOR?	Is forum active?	Frequency of meetings	Forum purpose	Forum composition	Forum chairperson
Records Management Forum	Yes	Yes	Quarterly	To discuss matters related to the records and archives	Municipalities and Provincial Government	Western Cape Archives and Record Services

7.6.6 Projects and Programmes

- Annual Records Disposal Project
- Implementation, operating and monitoring of an effective telephone system
- Development of Stock Control Policy
- Protection of Personal Information Policy(POPI)
- GRDM Administrative Adjudication of Road Traffic Offences Policy (AARTO)to be linked to the overall fleet policy
- *Upgrading of parking areas
- Operation window cleaning project
- Fumigation project

7.6.8 Objectives and Strategies

VISION OF AUXILIARY SERVICES	GARDEN ROUTE VISION
Going paperless and being the best in our chosen field.	Garden Route, the leading enabling inclusive district, characterised by sustainable development, equality, high quality of life for all
STRATEGIC OBJECTIVES	PREDETERMINED OUTCOMES
Good governance	<ul style="list-style-type: none"> • Implementing a digital electronic record management system. • Translation of essential registers to English. • Annual disposal of records. • File tracking system implementation. • Fully equipped security system and or improved. access control system. • Schedule tasks between cleaners for Window cleaning operation. • Back scanning of Records. • File tracking system implementation.

	<ul style="list-style-type: none">• Appoint an Intern for capturing of Cv's.
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7.6.9 Applicable Standing Operating Procedure Registers

- Registry and procedure manual
- Records control schedule
- Disposal register
- Master file plan
- Contingency plan



CHAPTER EIGHT (8) INSTITUTIONAL DEVELOPMENT

CHAPTER 8: INSTITUTIONAL DEVELOPMENT

8. Intergovernmental Relations and Public Participation

Introduction

South Africa's democracy was built on the back of one of the most powerful examples of civic activism in modern history. The Constitution, which concretizes South Africa's democratic state, confirms citizenship as a status associated with holding rights. The National Development Plan echoes this notion and adds the notion of citizenship as an active process by including active citizenship as one of the three cogs in the wheel of development. The NDP clearly articulates that the failure of the public, civic and market sectors to work together towards long term development objectives will derail the implementation of the plan for South Africa. The absence of a vision and strong political will to engage citizens and civic actors in the development process will lead to counter-productive outcomes. The challenge facing government, political parties and civil society alike is to develop radical political vision and transformative methodologies to animate and sustain modes of active citizenship that are relevant to the developmental challenges facing our district. The state cannot act on behalf of the people, it has to act with the people.

8.1 Section 152. (1) of the Constitution of the Republic of South Africa, Act of 1996.

The objects of local government are—

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

8.1.1 Promoting community Participation in the Affairs of Local Government

It therefore becomes important for citizens to begin to understand municipal systems and processes as well as their role and function in promoting “a citizen's voice approach” in meeting complex socio-economic challenges, and citizen's unmet expectations through collaborative partnerships and active

citizenship.

Active citizenship relates to rights, equalizing opportunities and enhancing capabilities with reference to a two way communication between government and citizens in their own spaces as well as the need to hold government to account and speak out when things go wrong (as a civic duty)

The 2017/18 – 2021/22 IDP seeks to empower communities to actively engage on developmental processes and to encourage citizen ownership of rights, obligations, equalizing opportunities as well as enhancing human capabilities.

Up to date under the leadership of the current council, four (4) IDP Representative Forums were held. During this 2021/2022 IDP Review an IDP Budget PMS Representative Forum Meeting was held on 24 November 2020. During this aforementioned meeting officials from B Municipalities presented on their situational analysis and proposed projects and programmes for the 2021/2022 financial year. the statuses of their Municipalities relating to IDP and Budgets. Sector Departments also presented their proposed projects and programmes for the Garden Route District jurisdiction in the 2019/2020 financial year.

8.1.2 Back-To-Basics Programme for Change: Putting People First

The undermentioned roles and responsibilities are assigned to National, Provincial and Local government in the B2B programme:

National Government

- Conducting regular citizen satisfaction surveys
- Development of community engagement plans
- Support to Thusong Centres
- GCIS communication of best practice learning opportunities

Provincial Government

- Developing community engagement plans
- Targeting hotspots/potential hotspots

- Sector department support to Thusong Centres

Local Government

- Implement community engagement plans
- Implement responsive and accountable processes for municipalities
- Functional ward committees
- Councillors report back quarterly to ward committees
- Utilise CDW's, Ward Committees and ward councillors to communicate projects earmarked for implementation
- PR Councillors to provide oversight and ensure leadership functions are performed
- Communicate plans
- Act on petitions and complaints/feedback

8.1.3 Strengthening Ward Committee Participatory System

The Department of Local Government has been leading an initiative to develop and implement a user friendly Toolkit to assist municipalities in the Western Cape with the establishment of ward committees after the Local Government Elections on 3 August 2016. The purpose of this initiative is to enhance participatory democracy through functional and effective ward committees as well as active citizen participation in governance.

The Toolkit seeks to provide guidance and support to municipalities by creating a free and fair ward committee election process. It is suggested that ward committees should be established within 90 days after the inauguration of the Municipal Council.

A ward committee and CDW summit is scheduled to take place in April 2019. One of the aims of the summit is to address any capacity challenges within the ward committee landscape.

8.1.4 Objectives

It is envisaged that the Toolkit will provide the necessary guidance in respect of the following undermentioned phases:

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Pre-Establishment	Establishment	Post Establishment
Community mobilization and awareness and encouraging relevant stakeholders to participate in the ward committee establishment, e.g. sectors/organizations, NGO's and CBO's.	Municipalities must develop a schedule, with dates and the address of the venues for the establishment (information must be published)	1. Ward committees must operate under the municipal administration with the Speaker only having an oversight role;
The process of establishment must be driven administratively, in collaboration with the office of the Speaker	An independent body must be involved in the establishment of ward committees, with the assistance of the municipal public participation officials	2. Capacity building/training to be conducted immediately after establishment
The municipal guidelines must be developed	It is recommended that each block or sector must nominate 2-3 representatives; in order to expedite the filling of vacancies, in the event of possible vacancies	3. Ward Councilors must be compelled to attend training with ward committees and it should be based on the following: <ul style="list-style-type: none"> - Municipal processes - Roles and responsibilities of ward committees and meeting procedures
Develop process plan/time schedule (90 days)	It is advised that a minimum of 10 members to serve in the ward committee	4. Roll-out of community awareness campaigns on the roles and responsibilities of ward committees
Awareness programme Sectors/geographic/block mobilization Communication platforms (ward based and demographics)	A proposed Code of Conduct must be signed by ward committee members immediately after their inaugurations and induction	
Establish a communication plan	Municipalities to develop a Ward Committee Database	
Publicity and registration process and WC database		

8.1.5 Current Status of Ward Committee Establishment

In accordance with the updated guidance on Ward Committees, it must be established within 120 after the Local Government Elections. Hereunder is a depiction of the status of ward committee establishment as at March 2022

Municipality	No Of Wards	Wards Established	No Of WC Members
Knysna	11	11	102
Mossel Bay	15	15	133
* Oudtshoorn	13	10	107
Bitou	7	7	70
George	28	28	280
Kannaland	4	4	40
Hessequa	9	9	72

*Establishment process of still ongoing.

8.1.6 The IDP Process and Public Participation

An integrated development plan (IDP) is a 5 year strategic plan. It is required that every municipality has their own IDP – both at local and district level. In other words, each local municipality will have their own IDP, and the objectives thereof would be coordinated and aligned to each respective district municipality's IDP. These will in turn work towards Provincial and National directives. In brief, an IDP is a plan which prioritizes priorities – it provides comprehensive 5 year projections on infrastructure development, sustainable resource management, economic growth, budget analyses, and many other key factors affecting the development of the country.

Owing to our democratic status, public participation is a fundamental role-player in the construction and overall performance of an IDP. In the context of this explanation, public participation is defined as: *'the external*

participation of citizens' - reference is also made to participation by means of IDP Representative Forums and Ward Committees. Public participation is enabled by media and communication.

Although it is a 5 year plan, an IDP undergoes a mandatory annual review for the implementation of any necessary adjustments and the evaluation of certain key performance areas.

Annual review process:

8.1.7 Developing a Culture of Public Participation in Municipal Affairs

This is in accordance with Chapter 4 of the Municipal Systems Act achieved through adopting a developmental as well as ensuring a compliance approach to public engagement through inter alia:

- Capacity building workshops conducted with Council on IDP processes;
- Building capacity of the local community through quarterly IGR Newspaper and
- Quarterly IGR Staff Newsletter;
- Draft Social Media Policy using the municipal website, Fan-page, Facebook, LinkedIn, Twitter;
- Media Enquiries responded to promptly;
- Press Releases;
- Communication campaigns linked to a commemorative calendar of events;
- Local Media;
- Broadcasting Media;
- Radio Coverage
- "IDP Planning Tools" capacity building and information sharing on website;
- "More Jobs" Website creating opportunities for public participation;
- Section 75 MFMA website compliance;
- Supporting and monitoring Ward Operational Plans of B-Municipalities;
- IDP Roadshows (Extended Management throughout the Garden Route district
- EEIT IDP Roadshow throughout the Garden Route District

- Public Documents displayed on the municipal website, libraries and notices are placed in local newspapers.
- Garden Route District Municipality in conjunction with the B-municipalities and the WC Provincial Government DLG: Public Participation hosts a Ward Committee/IDP Summit to ensure district and B-municipal planning alignment
- The WC DLG Public Participation in conjunction with all municipalities in the province hosts a Public Participation Conference

8.1.9 Council Events

The Garden Route District Communication and Public Participation Unit shall continue to provide communication coverage to the numerous planned Council events namely:

- Reconciliation Day
- Mayoral Welcome Campaign
- Back-To-School campaign
- House-To-Home Campaign
- Business Breakfast
- Waste Minimisation Campaign
- Clean Fires Campaign
- Open Day Supply Chain
- Culinary Skills Training Tourism Industry
- Skills Development, Learnerships and Bursaries
- Mandela Day
- Wellness Programmes
- Ward Committee re-establishment process
- Media stakeholders engagement
- Annual reporting and communication

8.1.10 Future Public Participation Imperatives

- Engage the community in matters that are of interest to them through public participation activity plan (calendar)
- HIV/AIDS awareness and prevention
- Public safety and crime awareness
- Reporting on fraud and corruption
- Communication marketing of the district as an investment and tourist destination
- Communication campaign on the re-establishment of ward committees following the 2016 Local government elections
- ICT hotspots and broadband rollout
- Youth Café access
- IGR Newspaper and Internal Staff newsletter publications
- Tour experience writing competitions
- Location guide
- Social media publications and dialogue

8.1.11 Intergovernmental Platforms: Western Cape Government

Garden Route District Municipality co-ordinates several IGR Forums. Terms of reference are drafted for each forum and tabled for approved by the MMF. The undermentioned IGR Forums inform the Integrated Development Plan.

- MMF and DCF
- Minmay/Minmay Tech
- District IDP Managers Forum
- WC District Integrated Forum
- Provincial IDP Managers Forum
- WC Integrated Working Group
- District PP Forum
- Provincial PP Forum
- Joint District Approach
- MGRO

- IDP Indaba I (Joint Planning Initiatives)
- IDP Indaba II (Indaba Agreements)
- LGMTEC 3 Assessment
- District Communicators Forum
- Joint District Chief Risk Officers and Chief Audit Executives Forum
- Public Safety Forum
- Municipal Health and Environmental Services District Forum
- IDP/Budget/PMS Representative Forum
- Garden Route Economic Partnership/ LED Managers/ Tourism Forum
- District Green Energy Forum
- District EPWP Forum
- Local Labour Forum
- Human Resource Practitioners Forum
- Garden Route/ Central Karoo HR Forum
- Regional Skills Development Facilitators Forum
- District Regional Task Committee
- Garden Route Central Karoo OHS Forum
- Garden Route Central Karoo District Labour Practitioners Form
- District CFO Forum
- District Roads and Infrastructure Forum

8.1.12 Establishment of District IDP Representative Forum

The GRDM, as part of its stakeholder participation process, will be establishing and IDP Representative Forum.

The IDP Representative Forum is the structure which institutionalises and guarantees representative participation in the IDP Process. This forum will represent all stakeholders and will be as inclusive as possible. Efforts will be made to bring additional organisations into the IDP RF and ensure their continued participation throughout the process. Therefore care will be taken to invite and engage with stakeholder groups such as civil society, NGOs, CBOs, Faith Based Organisations, Organised Labour, Women Groups and Youth Groups, to name a few, to ensure social representation and interactive participation. The IDP Representative Forum (IDP RF) will be constituted as part of the preparation

phase of the IDP and will continue its functions throughout the annual IDP Review processes. The Forum is chaired by an Executive Committee or the Mayor of Appointed Councillors.

8.1.13 Joint District Approach

The Joint District Approach (JDA) which is a geographical/ district and team based, citizen focused approach to provide government services with an outcome of improving the living conditions of citizens.

The success of the JDA is based on the effective functioning of the district interface teams in terms of promoting the Premier's notion of "Radical, Urgency and Absolute Commitment" in addressing service delivery. Furthermore, the need to move from only "government by relationship" towards "government for results" will be key whilst promoting horizontal interface between Western Cape provincial departments and vertical interface between national, provincial departments and municipalities to minimise duplication with a view to ensure that the limited financial resources are maximised for the benefit of the citizen.

The Garden Route District interface team met on 10 February 2021, to discuss the Joint District Approach and the roll out of the One Plan as per COGTA's guidelines.

The Garden Route District identified four planning priorities:

- Building on inclusive growth and revitalisation of the economy (the economy is the environment);
- Building a Smart Region;
- Embedded Good Governance through integrated service delivery; and
- Liveable Cities/Towns Social Cohesion and Sustainable Human Settlements.

8.2 Human Resources Plan

Section 68(1) of the Municipal Systems Act states that a municipality must develop its human resource capacity to a level that enables it to perform its functions and exercise its powers in an economical, effective, efficient and accountable way. To this end Garden Route District Municipality has adopted the HR Management

System Standards (HRMSS) Model as designed by the South African Board for People Practices (SABPP). The model encompasses the four phases of good quality management practice, i.e. prepare, implement, review and improve, but contextualized for the field of HR Management.

8.2.2 Garden Route Services Rendered

The HR Section of Garden Route District Municipality delivers the following functions:

- Regional TASK (Job Evaluations)
- Conditions of Service (Benefits, Leave & Claims, Time & Attendance, Internal TASK & Organisational Structure)
- Occupational Health & Safety
- Employee Wellness
- Employment Equity
- Employee Relations & Employment Equity
- Recruitment & Selection (Contract Management)
- Learning and Development (Training And Development)

8.2.3 Garden Route DM Success Stories

Highlights	Description
Approval of Organogram & Annual Organogram review	Annually the Organogram are reviewed and approved for the financial year. Workforce-planning sessions were conducted with departments to ensure a credible structure that is aligned to the strategic objectives of Council.
Job Descriptions updated	Job descriptions are updated continuously, and a new SALGA JD Template implemented from 1 March 2022
Vacancy Rate less than 10%	The current vacancy rate is about 6,65%
Approval of various HR related policies	To have policies and procedures to conform to work standards and norms. Various HR policies were developed and adopted to ensure alignment and conformity.
Approval and signage of Work Skills Plan	After vigorous consultations with all

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Highlights	Description
	stakeholders, the WSP was sign off and submitted before the legislative required date. The WSP stipulates Training programmes for employees
Completion of Personal Development Plans (PDP's) on the GAP skills programme	Formal and informal training needs for the following five (5) year period for current and future career in consultation with the direct manager/supervisor). Over 90% PDP's were completed and the intention is to finalize the project within the 2020/21 financial year.
Implementation of various skills development initiatives	Enhance skill levels and performance. Formal training programmes were implemented to ensure qualitative training and certification.
Spending of training vote	In terms of a national requirement at least 0,5% of the 1% of the training budget should be spent on training. The section achieved a total of 100% spending of budget.
Successful implementation of intern/ learnership programme	<p>Appointments of interns to do practical work experience. 33 learners/interns were appointed.</p> <p>4 Unemployed youth IDP interns have been employed to do their practical training within the municipality.</p> <p>9 Bricklayers Apprentices was appointed that will complete their training at the end of 2021.</p> <p>50 Bricklayers apprentices will start during the month of March 2021.</p> <p>Road Construction NQF 4 started on the 01 March 2021. The training will be conducted for 75 employed and 15 unemployed.</p> <p>10 Mechanical Apprentices will start in April 2021.</p>
Awarding of external bursaries to needy learners	<p>Enabling needy learners to further their studies. 07 External Bursaries were awarded via the Provincial Treasury capacity building fund R350 000.</p> <p>7 External bursaries were allocated which amounts to R 205 000 Internal</p>

Highlights	Description
	bursaries were allocated which amount to <u>R418 430.00</u> .
Implementation of employee wellness programmes.	Events held annually, to promote the wellbeing of employees and are aimed at creating awareness, motivating and changing the attitude of employees. Wellness programmes that were implemented are Cancer Relay, George and Oudtshoorn Wellness Days, Madiba day celebrations and Women's day.
To promote awareness of safety issues and develop a collaborative relationship between management and workers to identify and resolve health and safety problems	Various OHS policies and systems have been developed and adopted. 16.1 & 16.2 appointee's done in accordance the OHS Act. These interventions led to the decrease on injuries on duty.
Establishment of Covid-19 Task Team	Covid-19 Task Team was established to ensure that organisation complies with all regulation.
Overtime Management	Collaborator Overtime Process implemented and running smoothly

8.2.4 Guiding Legislation and Policy Framework

- The 1996 Constitution RSA
- The Municipal Systems Act 32 of 2000
- The Municipal Structures Act 117 of 1998
- Public Service Act, 194, as amended
- Labour Relations Act, 1995, as amended
- Basic Conditions of Employment Act, 1997, as amended
- Skills Development Act, 1998
- Occupational Health and Safety Act, 1993, Section 8(1)
- Compensation for Occupational Injuries and Diseases Amendment Act, 1997
- Promotion of Administrative Justice Act, 2000
- Municipal Staff Regulations, 2021
- Relevant Collective Agreements
 - National (Main Collective Agreement)
 - Provincial (Collective agreement on conditions of service for the Western Cape division of the SALGBC)

- Human Resource Management Plans/Policies

8.2.4.1 Local Government: Municipal Staff regulations

The Minister promulgated the Local Government Municipal Staff Regulations GNR 890 as published in GG No 45181 of 20 September 2021

The Regulations are organized into the chapters as outlined below:

- Chapter 1 Interpretation and application
- Chapter 2 Staff establishment, job description and job evaluation
- Chapter 3 Recruitment, selection and appointment of staff
- Chapter 4 Performance management and development system
- Chapter 5 Skills development
- Chapter 6 Dispute resolution
- Chapter 7 Disciplinary code and procedures
- Chapter 8 Remuneration related matters
- Chapter 9 General (delegations, inconsistencies, transitional arrangements, repeal, and short title)

OBJECTIVES OF THE REGULATIONS

- The objectives of the Regulations are to create a local public administration that is fair, efficient, effective, and transparent
- Create a development-oriented local public administration government through good human resource management and career development practices
- Ensure an accountable local public administration that is responsive to the needs of local communities
- Ensure that high standards of professional ethics are fostered within local government
- Strengthen the capacity of municipalities to perform their functions through recruitment and appointment of suitably qualified and competent persons and establish a coherent HR governance regime that will ensure adequate checks and balances including enforcement of compliance with legislation

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8.2.5 The table below shows the HR policies and plans that are approved:

HUMAN RESOURCES						
1	Motor Vehicle Allowance Scheme Policy (Perk)	Remains as is, unless request for review is received	27/02/2013 18/11/2019 24/01/2020	29/08/2008 30/06/2020	DC46/08/08 DC E2/06/2020	YES
2	Bouquets For Staff & Councilors	26/08/2018	27/07/2013	26/08/2013	DC 517/08/13	YES
3	Placement Policy			31/07/2017	DC192/07/17	YES
4	Travel & Subsistence Policy		2017	05/12/2017 08/2019	DC 15/12/17 DC 08/19	YES – under Finance
5	Amended Acting Policy	05/12/2018	23 June 2020	05/12/2017	C.5	YES
6	Overtime Policy		13/05/2020 & 23/06/2020	25/03/2014 30/06/2020	DC 632/03/14 DC E6/06/20	YES
7	Recruitment And Selection Policy For Permanent Appointments	05/12/2018	23 June 2020	05/12/2017	C.5	NO
8	Smoking Policy		30/03/2015	30/03/2015	DC 829/03/2015	NO
9	Leave Policy		10/06/2016	05/12/2017	C.16/12/17	YES
10	Contract Appointment Policy	23/06/2018	23 June 2020	26/08/2013	DC6/08/13	NO
11	Experiential Training Policy	30/05/2018	26/06/2013	26/08/2013	DC 515/08/13	NO
12	External Bursary Fund Policy	30/05/2018		30/05/2012	DC 265/05/12	YES
13	Ethical Standard Policy / Gift Policy	2020	will serve at next policy workshop	02/11/2009		YES
14	Private Work Policy			24/09/2005	DC 58/08/05	YES
15	She Rep Policy		23 JUNE 2020		DC	YES
16	She Committee Policy		23 JUNE 2020		DC	YES
17	Policy On Incentives For Exceptional Performance			28/04/2005		NO
18	Parking Policy		29/10/2014	04/12/2014	DC 744/12/14	YES
19	Skills Development Policy	04/12/2018	29/10/2014	04/12/2014	DC 744/12/14	YES

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20	Succession Planning And Career Pathing Policy	04/12/2018	29/10/2014	04/12/2014	DC 744/12/14	NO
21	Gender Empowerment Policy	23/06/2018	10/06/2016	23/06/2016	DC 1091/06/16	YES
22	Funeral / Memorial Service Policy		10/06/2016	23/06/2016	DC 1091/06/16	YES
23	Employee Assistance Policy	05/12/2018		05/12/2017	C.5	YES
24	Draft Disability Policy			15/12/2017	C.5	YES
25	Revised Employment Equity Policy		23 June 2020	15/12/2017	C.5	YES
26	Abscondment Policy			05/12/2017	C.5	YES
27	Grievance Procedure			05/12/2017	C.5	YES
28	Appointment Of Consultants Policy			05/12/2017	C.5	YES
29	SALGA Task Policy			2012		Collab tab
30	Standby Policy		13/05/2020 & 23/06/2020	25/08/2020	E9/08/2020	YES
31	Unauthorized Absence Policy					
32	Transfer of Staff		23 June 2020	30/06/2020	DC E6/06/20	YES
33	Subsistence Abuse/Drug Management Policy		23 June 2020			
34	Gender Mainstreaming Policy		23 June 2020			
35	Work from Home Corona Virus (COVID 19) Policy		23 June 2020			
36	Remuneration and Conditions of Service Policy		23/06/2020	30/06/2020	DC E6/06/20	YES
37	Motor Scheme for Essential Users		18/11/2019 24/01/2020	30/06/2020	DC E3/06/2020	YES
38	HIV / Aids Policy	2021		26/11/2020	E.2	yes
39	Gender Mainstreaming Policy	2021		20/06/2020	E.6	YES
40	Draft Secondment	2022				

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	Policy					
41	Draft Redeployment Policy	2022				
42	Internal Bursary Policy	2021		28/07/2021	E9	YES
43	Policy on Employees Leaving Council Service	2022		28/07/2021	E.4	YES
44	HR Masterplan	2022		30/09/2020		

8.2.6 Alignment with Provincial and National Objectives/Goals

- Promoting Good Governance and a capacitated workforce & communities
- Road shows on awareness to employees
- Implementation of good practices that enable the achievement of organisational objectives compliant with the legislative framework and appropriate to socio-economic conditions.

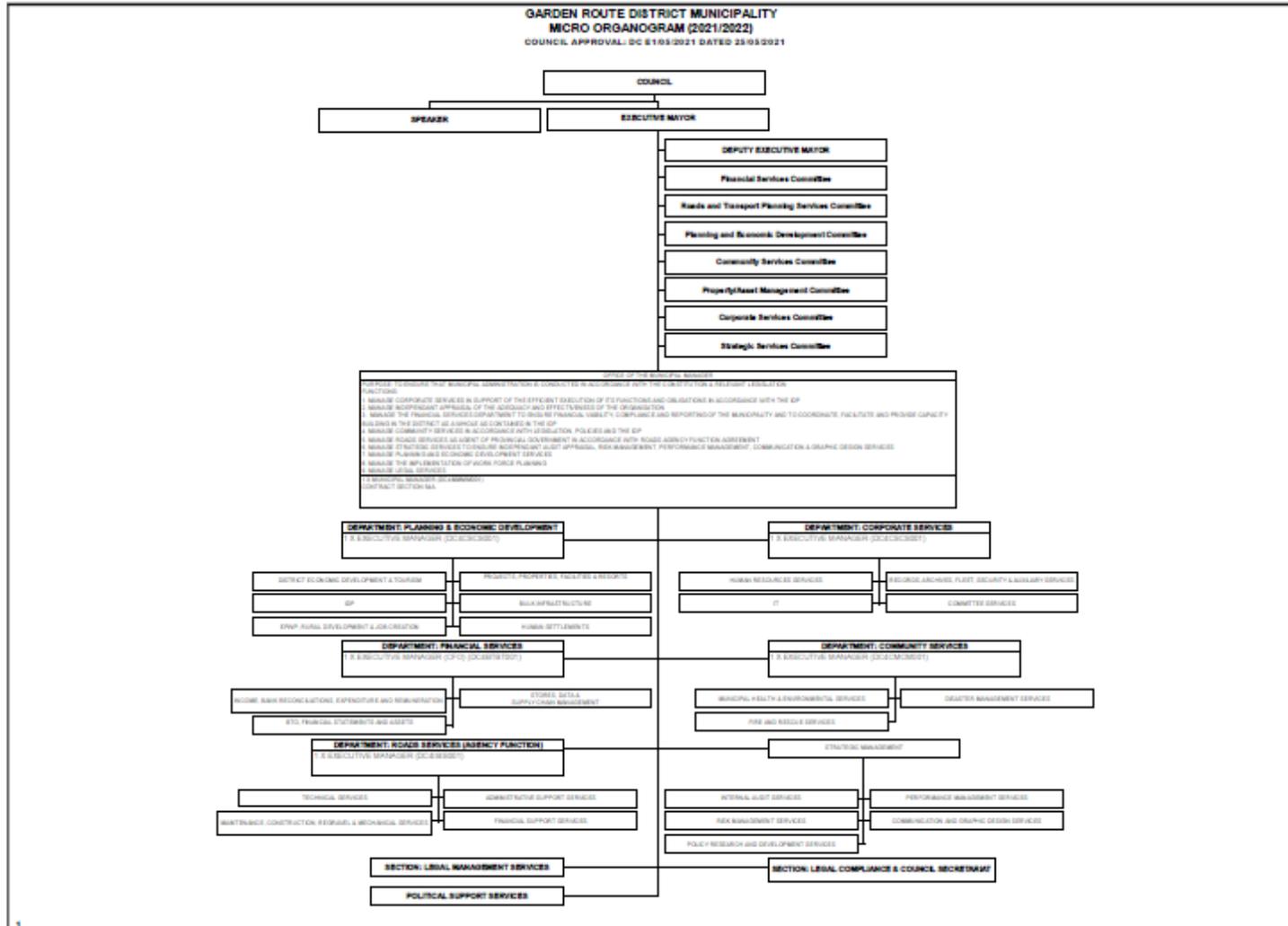
8.2.7 Problem Statement, Challenges and Opportunities

CHALLENGES

- Office space for all HR Section
- Return to work versus adherence to Covid-19 protocols
- HR Capacity constraints in terms of additional staff (interns/graduates)
- Competent Chairpersons/Initiators for disciplinary processes
- Unlocking of further technological capabilities
- Adopting New Ways to Become Effective in the 'New Normal'
- Inability to implement Diversity Training & Cross-Cultural Professional Development
- Consider more Progressive policies with lenient rules
- Still Operates at transactional instead of developmental/integrated and excellence maturity
- Confidentiality
- Difficulty in the filling of other vacant positions due to high minimum requirements
- Venues for Training
- Interpretation of legislative matters, advisory role
- Staff not updating personal information (contact details, nomination forms, etc)
- Incorrect capturing of leave by staff/supervisors and leave records not updated (unpaid leave)
- Negative Annual leave balances
- Absenteeism Leave: no limitation, miss-use
- Staff being utilised in other positions without informing Conditions of Service in order to ensure systems are updated.
- New staff starting to commence duties and signed appointment agreement not issued because of processes taking too long.
- Lack of awareness sessions in region because of time constraints/workload/deadlines
- Walk-ins without any appointment

8.2.8 Organisational Structure and Accountability

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8.2.9 Strategy and Objectives

HR Objectives and strategic plans

<ul style="list-style-type: none">• To review the HRorganogram to ensure effective service delivery to all Departments	<ul style="list-style-type: none">• To ensure capacity constraints have been addressed in the HR section	<ul style="list-style-type: none">• To strive towards the full implementation of the HR Masterplan
<ul style="list-style-type: none">• To ensure that all HR policies/guidelines/ legislative requirements are adhered to	<ul style="list-style-type: none">• To ensure that HR units complies with all the relevant legislative requirements	<ul style="list-style-type: none">• To ensure that all the units within the HR unit function optimally
<ul style="list-style-type: none">• To ensure that Recruitment and Selection processes and procedures function optimally to enhance turnaround times	<ul style="list-style-type: none">• To ensure that all Training needs of employees are included in the WSP	<ul style="list-style-type: none">• Training of Chairperson/initiators
<ul style="list-style-type: none">• Recruitment and Selection procedures and processes revisited	<ul style="list-style-type: none">• Task policies and implementation of Task grades reviewed• District wide workshop for Task/Task Team to be established	<ul style="list-style-type: none">• Labour relations matters be addressed timeously/training of Senior Management and other officials

(Learning and Development)

- To identify mission critical positions and leadership roles in the organisation into the future from the Workforce Plan and Employment Equity Plan.
- To agree appropriate roles for all stakeholders in the development and management of talent.
- To monitor and report on talent management key results areas and indicators. To enhance human performance in relation to organisational objectives.
- To align learning and development plans to organisational strategy.
- To create an occupationally competent and engaged workforce which builds organisational capability in line with the objectives of the organisation.
- To create a learning environment that enables optimal learning and growth.
- To develop a culture that enables individual and team competency development in achieving organisational objectives.
- To position learning and development as a catalyst for continuous improvement, change and innovation.
- To evaluate the impact of learning and development interventions at an individual, team and organisational level
- To promote opportunities and guidance that enables employees to engage in effective management of their own physical, mental, financial and social well-being.

Employee Assistance Programme

- To enable the employer to manage all aspects of employee wellness that can have a negative impact on employees' ability to deliver on organisational objectives.
- To promote a safe and healthy working environment in pursuit of optimum productivity and preserve human life and health.
- To reduce employee risk emanating from health and wellness issues.
- To contain health and wellness costs.
- To enhance the employment value proposition by means of promoting a culture of individual health and overall organisational wellness.

Challenges: Employee Assistance Programme (EAP)

- Delay with regards to the process for referrals to professionals
- Budget constraints
- The EAP unit only consists of one EAP practitioner, thus the unit is understaffed and needs to expand in order to assist employees promptly and to avoid any delays with receiving the appropriate support.

Gender Mainstreaming

- An approach towards realizing gender equality and a tool that is used to integrate men and women's needs into the preparation, design, implementation, monitoring, as well as the evaluation of policies and programmes. This is done solely for the purpose of promoting equality, and combating discrimination.

Goals to achieve:

- Institutionalize gender mainstreaming into the organization.
- Transform the institution
- Transform perceptions
- Change the organizational culture
- Improve gender management skills and raise levels of gender awareness

How these goals will be achieved

- Counselling sessions aimed at the perceptions of men and women (transformation process)
- Various programmes – gender quality, diversity, women empowerment, inclusivity etc...
- ensuring that gender equality is prevalent in all activities of the institution
- Adopting a tool/device to remove all forms of stereotypes, perceptions, as well as beliefs that are socially constructed & influenced within our places of work – this would not only benefit females, but males too.
- Creating a gender-neutral work environment and organizational culture (LGBTQ+)
- Provide training to enhance gender management and raise levels of gender awareness
- Upskilling and empowering women within the organization

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- Access training opportunities. The goal is to balance gender appointments in direct male-dominated professions and positions with all gender categories

Labour Relations

- To create a climate of trust, cooperation and stability within an organisation.
- To ensure appropriate and effective conditions of employment and fairness across all levels of employees.
- To achieve a harmonious and productive working environment.
- To meet the employer's duty of care towards its employees and other stakeholders.
- To provide a framework for conflict resolution and collective bargaining where relevant.
- To ensure capacity building and compliance to relevant labour legislation and codes of good practice (ILO and Department of Labour).

Conditions of Service

- Responsible for strategic alignment of the Organizational Structure, TASK evaluation processes and outcomes, job descriptions, implement and apply policies, procedures, legislation, Collective Agreements related to Conditions of Service;
- Maintain vacancy ratio and reporting on National KPI;
- Initiate and implement the Tender process for the Group Life Insurance Fund;
- Management of systems;
- Reporting, recommending and Communication with Corporate Services Portfolio Committee, Finance Portfolio Committee, Local Labour Forum, MANCOM, Council and external stake holders of the Municipality;
- Management of the Conditions of Service- Unit and related processes of the Municipality.
- Responsible for coordination of leave system, procedures and statistics to ensure compliance.

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- Coordination of software systems to ensure systems are maintained and continuously updated.
- Risk Claims coordination of the Group Life Insurance and Retirement Fund.
- Processing of Retirement Fund/FNB bank home loans.
- Processing of furniture removal requests.
- Responsible for the Time and Attendance Management
- Implement and apply relevant legislation, collective agreements and policies and advising management, staff, trade unions and external Stake holders on leave matters.
- Communicate with internal and external Stake holders of the Municipality

Occupational Health and Safety

Objectives

Our overall objective is to create a positive safety culture that enables our employees to strive for safety and realize their full potential to form part of a team in establishing a healthy and safety environment in the workplace, including the visitors and contractors.

Strategic objectives

1. Building a positive safety culture
2. Prevent fatalities and serious injuries
3. Enhance overall wellbeing
4. Reduce the frequency and impacts of injury and ill health
5. To promote a safe and healthy working environment in pursuit of optimum productivity and preserve human life and health.
6. To reduce employee risk emanating from health and wellness issues.
7. To contain health and wellness costs.

Legislative Requirement

Learning & Development

- Constitution of RSA, 1996
- Constitution of the Western Cape Province, 1997
- Public Service Act, 194, as amended

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- Labour Relations Act, 1995, as amended
- Basic Conditions of Employment Act, 1997, as amended
- Skills Development Act, 1998
- Skills Development Levies Act 1998
- National Qualification Act (NQF Act)
- South Africa Qualification Authority;
- Promotion of Administrative Justice Act, 2000
- Relevant Collective Agreements
- Strategic Plans
- Framework and Procedures on the Management of Incapacity, Ill Health and Poor Work Performance
- Human Resource Management Plans
- Municipal Staff Regulations
- Leave Policy, with specific reference to Special leave and Incapacity leave.
- Policy Statement on the Management, Development and Career Progression of Persons with Disabilities in the GM.
- Staff Performance Management System (SPMS)
- Code of Good Practice on the preparation, implementation and monitoring of an Employment Equity Plan
- Code of Good Practice on Protection of Employees during Pregnancy and after Birth of a Child
- Code of Good Practice: Key aspects of HIV/Aids and employment
- HIV/AIDS technical assistance guidelines
- Code of Good Practice on the Employment of People with Disabilities
- Technical Assistance Guidelines on Disability
- Code of Good Practice on the Handling of Sexual Harassment Cases in the Workplace
- Code of Good Practice on the Integration of Employment Equity into Human Resource Policies and Practices
- Employment Equity Act (55/1998): General Administrative Regulations, as amended

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- Code of Good Practice on integration of Employment Equity into Human Resources Policies and Practices

Labour Relations

- Constitution of the Republic of South Africa, 1996
- Public Service Act 103 of 1994, as amended
- Local Government Municipal Systems Act 32 of 2000, as amended
- Labour Relations Act 66 of 1995, as amended
- Basic Conditions of Employment Act 75 of 1997, as amended
- Skills Development Act 55 of 1998, as amended
- Occupational Health and Safety Act 85 of 1993, as amended
- Compensation for Occupational Injuries and Diseases Amendment Act, 1997
- Promotion of Administrative Justice Act, 2000
- Relevant Collective Agreements
- Strategic Plans
- Framework and Procedures on the Management of Incapacity, Ill Health and Poor Work Performance
- Human Resource Management Plans
- Leave Policy, with specific reference to Special leave and Incapacity leave.
- Policy Statement on the Management, Development and Career Progression of Persons with Disabilities in the GM.
- Staff Performance Management System (SPMS).

Occupational Health & Safety

- Constitution of South Africa Act 108 of 1996
- Occupational Health and Safety Act No: 85 of 1993 and applicable regulations.
- Compensation for Occupational Injury and Diseases Act 130 of 1993 and regulations
- Major Hazard Installation regulations
- Regulations for Hazardous Biological Agents
- Construction regulations
- Asbestos regulations

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- Environmental regulations
- Facilities regulations
- Hazardous Chemical Substance Regulations
- Lead Regulations
- Noise-induced hearing loss regulations
- Driven machinery regulations
- General machinery regulations
- Lift, escalator and passenger conveyor regulations
- Regulations concerning certificate of competency
- Pressure Equipment regulations
- Electrical Machinery regulations
- Tobacco Act
- South African National Standards(SANS code 10400)
- By-laws of Fire Brigade
- Standard operating procedures of the departments
- Building regulations & Building plans for Garden Route
- Relevant ISO standards
- Audit Procedures
- Occupational Health & Safety Document Control Procedure
- Disaster Management Act and Regulations

8.2.10 Structures and Committees

Learning & Development

- Training and Development Committee
- Employment Equity Committee
- Employee Assistance Program Steering Committee
- Regional Skills Development Forum
- Provincial Skills Development Forum

Labour Relations

- Local Labour Forum

Conditions of Service

- Corporate Services Committee
- Financial Services Committee
- Workplace Restructuring Committee
- Local Labour Forum
- Council
- MANCOM
- HR Regional Forum
- Task Job Evaluation Committee

Occupational Health & Safety

- Occupational Health and Safety Committees Central (4 per year)
- Occupational Health and Safety Sub- Committees
- Eastern Occupational Health and Safety Sub- Committee
- Western Occupational Health and Safety Sub- Committee
- Northern Occupational Health and Safety Sub- Committee
- Community Service Occupational Health and Safety Sub- Committee
- Cooperate Service Occupational Health and Safety Sub-Committee
- Finance Occupational Health and Safety Sub- Committee_
- Occupational Health and Safety Committees Central (4 per year)
- Occupational Health and Safety Sub- Committees
- Eastern Occupational Health and Safety Sub- Committee
- Western Occupational Health and Safety Sub- Committee
- Northern Occupational Health and Safety Sub- Committee
- Community Service Occupational Health and Safety Sub- Committee
- Cooperate Service Occupational Health and Safety Sub-Committee
- Finance Occupational Health and Safety Sub- Committee

8.2.11 Projects and Programs

Learning & Development

- Commemoration of Calendar Days (HIV/AIDS, Disability, Women's Day etc)
- Discretionary Grant Projects (DOI)

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- LGSETA National Training Projects
- Career Exhibitions;
- Gapskills Project;
- Skills Audit Project;
- Personal Development Plans (PDPs)

Labour Relations

- Road shows on awareness to employees

Occupational Health & Safety

- Occupational Health and Safety Awareness program
- Medical Surveillance program
- Injury on duty Awareness program
- Emergency Management program
- Ergonomic Safe Patient Handling Program
- Emergency Management Program
- Injury on duty Awareness Program
- Medical Surveillance Program
- Medical Surveillance Program
- Back injuries Awareness
- Fire Protection program
- Incident Investigation
- Occupational Hygiene Program
- Workplace Housekeeping
- Safe Drive Program

8.2.12 Roles and Responsibilities

- Manager: Human Resources

To provide Human Resources Management Services to the Municipality and district that will sustain the optimum utilisation of the municipality's human capital.

- HR Administration

To provide administrative services to the HR Section.

- TASK Administrator - Regional TASK (Job Evaluations)

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To implement and maintain district Task and administrative services.

- Employee Relations

To coordinate sound labour relations practices, ensuring a disciplined, productive workforce that will assist the employer in realizing the goals and objectives as set in the IDP.

- Learning and Development

To provide continues development of the municipality's human capital and provide district HR development services and employee wellness services.

- Reward & Recognition (Conditions of Service, Leave and Claims)
- Conditions of Service (Benefits, Leave & Claims, Time & Attendance, Internal TASK & Organisational Structure)

To maintain the organisational structure and manage the Conditions of Service Sub-Section.

To maintain the organisational structure and manage the reward and recognition processes.

- Recruitment & Selection

To coordinate, implement and maintain recruitment and selection processes.

- Occupational Health & Safety

To comply with OHS legislation, identify hazards, reduce/eliminate risk, implement and maintain OHS policies, procedures, strategies and programmes.

8.2.13 Operational Planning

The unit will used the following HR Elements as a blueprint to design/formulate/implement and monitor HR activities.

HR Standard Elements

- 1 STRATEGIC HR MANAGEMENT** (is a systematic approach to developing and implementing long-term HRM strategies, policies and plans that enable the organisation to achieve its objectives).

The following imperatives have been identified to achieve this objective:

Translate the overall strategic intent of the organization into HR strategy. Position the strategic HR agenda as an integral part of strategic decision making and operational plans. Allocate HR resources and build capability to implement the HR mandate. Provide the contextual foundation for the development of the policies, plans, practices and procedures. Ensure accountability and responsibilities for the

execution of HR strategy is measured and monitored within the governance framework of the organisation. Drive continuous improvement and sustainability of the HR strategy through planned reviews and integrated reporting.

2 TALENT MANAGEMENT (is the proactive design and implementation of a talent-driven business strategy directed to attracting, deploying, developing, retaining and optimising the appropriate talent requirements as identified in the workforce plan).

The following imperatives have been identified to achieve this objective:

Analyse the talent needs of the organisation. Conduct a workforce and labour market trend analysis based on internal and external requirements and realities. Create a talent management system focusing on current and future needs. Engage line management regarding talent requirements. Develop interventions to support effective talent management in the organization. Conduct a talent review linked to organizational objectives.

3 HR RISK MANAGEMENT (is a systematic approach of identifying and addressing human factors (uncertainties and opportunities) that can either have a positive or negative effect on the realisation of the objectives of an organization).

The following imperatives have been identified to implement this objective:

Position the role of HR in influencing and communicating the organisational risk culture. Assess potential positive and negative human factor risks to achieving organisational objectives. Identify and evaluate the potential risk impacts with regard to strategic and operational HR activities. Develop on appropriate risk appetites for the different components of the HR function. Design and implement appropriate people-based risk management systems and risk controls. Ensure all HR risk practices conform to the organisational governance, risk and compliance strategies and policies including integrated reporting

4 WORKFORCE PLANNING (is the systematic identification and analysis of organizational workforce needs culminating in a workforce plan to ensure

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sustainable organisational capability in pursuit of the achievement of its strategic and operational objectives).

The following imperatives have been identified to achieve this objective:

Conduct skills gap analysis in conjunction with the development of organisational objectives. Decide on appropriate sourcing models either internally or externally to sustain organisational performance (e.g. outsourcing, joint ventures, co-sourcing, partnerships). Align workforce plan with employment value proposition and branding. Translate the strategic workforce plan into operational capability. Plan and implement enabling interventions to achieve your workforce plan (e.g. recruitment and selection, succession planning). Develop career planning processes and programmes. Assess the impact of workforce strategy and planning on achieving organisational objectives.

5 LEARNING AND DEVELOPMENT (is the practice of providing occupationally directed and other learning activities that enable and enhance the knowledge, practical skills and work place experience and behaviour of individuals and teams based on current and future occupational requirements for optimal organisational performance and sustainability).

The following imperatives have been identified to achieve this objective:

Formulate a learning and development strategy for an organisation. Align learning and development strategy with organisational goals and culture. Ensure all learning and development activities conform to appropriate quality and compliance requirements and competency models. Identify, select and implement the appropriate learning and development interventions according to the identified organisational need. Ensure the design and provision of learning and development interventions are appropriate and integrated. Leverage the utilisation of appropriate online technologies to accelerate learning capacity and capability. Evaluate the impact of learning and development to assess quality, impact and alignment.

- 6 PERFORMANCE MANAGEMENT** (is a planned process of directing, supporting, aligning and improving individual and team performance in enabling the sustained achievement of organisational objectives).

To following imperatives have been identified to achieve this objective:

Ensure all staff is aware of the performance management process and system. Establish a framework for linking reward to performance. Ensure performance management system is integrated with the overall organisation management system. Ensure the performance management system has a mechanism for dealing with under- performance. Establish a performance driven culture focusing on outputs and targets. Evaluate the effectiveness of the performance management system.

- 7 REWARD** (is a strategy and system that enables organisations to offer an employment value proposition to employees in accordance with fair and appropriate levels of reward in recognition for their contribution to the achievement of agreed deliverables in line with organisational objectives and values. (An employment value proposition is the “deal” – what we offer as a total employment experience to employees and what we demand in exchange.)

The following imperatives have been identified to achieve this objective:

Establishes appropriate mechanisms for determining reward structures, philosophy and policy. Formulate a remuneration strategy and policy for your organisations that attracts, motivates and retains staff. Ensure the reward strategy is aligned with appropriate legislative, governance and other directive requirements. Identify and implement policies, practices and procedures that enable the rewards system to operate effectively. Ensure understanding and awareness of the reward system. Align and integrate reward with other HR practices (e.g. performance review) for optimal impact. Benchmark and review the reward policy, process and practices at regular intervals to ensure relevance and impact (pay scales, benefits, incentives, etc).

- 8 EMPLOYEE WELLNESS** (is a strategy to ensure that a safe and healthy work environment is created and maintained, together with individual wellness commitment that enables employees to perform optimally while meeting all

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health and safety legislative requirements and other relevant wellness good practices in support of the achievement of organisational objectives).

The following imperatives have been identified to achieve this objective:

Evaluate the organisational need and set objectives and boundaries for wellness programmes paying particular attention to high risk groups. Formulate employee wellness strategy, policies and relevant HR procedures, fair to all employees, to promote and manage wellness programmes and risks. Promote awareness of the wellness policy, strategy and procedures of the organisation. Maintain statistical records across the organisation with regard to all aspects of wellness and specific case and incident analysis. Consider flexible work practices and other alternative work arrangements to promote work life balance where possible. Review the effectiveness of wellness programmes and interventions in support of operational objectives.

9 EMPLOYMENT RELATIONS MANAGEMENT (is the management of individual and collective relationships in an organisation through the implementation of good practices that enable the achievement of organisational objectives compliant with the legislative framework and appropriate to socio-economic conditions). The following imperatives have been identified to achieve this objective:

Formulate appropriate employment relations strategies, structures, policies, practices and procedures. Implement appropriate dispute resolution mechanisms (mediation, arbitration, conciliation). Provide appropriate procedures to manage discipline and grievances. Ensure all employment relations procedures, policies and practices conform to appropriate legislation and codes of good practice. Create effective communication channels and building relationships between stakeholders. Evaluate the state of employment relations by conducting appropriate employment relations audits to establish current climate and associated risks. Enhance the established practices and procedures by innovative interventions that foster sound relationships. Leverage employment relations to promote diversity and prevent unfair discrimination. Contribute to community development that improves the socio-economic environment of employees.

10 ORGANISATION DEVELOPMENT (is a planned systemic change process to continually improve an organisation's effectiveness and efficiency by utilising diagnostic data, and designing and implementing appropriate solutions and

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interventions to measurably enable the organisation to optimise its purpose and strategy).

The following imperatives have been identified to achieve this objective:

Design, develop and priorities appropriate responses to systemic OD issues identified by means of relevant diagnostic methodologies. Ensure the clarity of OD interventions by identifying the anticipated outcomes of the OD process. Ensure OD has a clear implementation roadmap that is applicable to the organisation structure, culture and processes. Facilitate relevant change and improvement activities in line with agreed organisational requirements. Contribute to creating, building and sustaining the organisation culture needed to optimise the purpose and strategy of the organisation. Define an efficient and effective OD measurement system and its link to achieving organisational goals.

11 HR SERVICE DELIVERY (can be defined as the adequate provision of HR services meeting the needs of the organisation and its employees which enables delivery of organisational goals and targets).

The following imperatives have been identified to achieve this objective:

Design and implement HR policies, practices and procedures. Design and implement the HR management system. Ensure adequate understanding of the role of HR within an organisation. Establish relevant communication channels with both management and employees to address relevant HR matters. Ensure a user-friendly mechanism for understanding, promoting and ensuring compliance with all appropriate legislation applicable to the organisation. Determine the methodology and process for establishing HR client satisfaction. Provide independent professional oversight, guidance and consulting with regard to HR policy, strategy and organisational people practices and ethical values. Facilitate appropriate interventions building organisational culture and capacity.

12 HR TECHNOLOGY (is the effective utilisation of relevant technological applications and platforms that provide accessible and accurate data, information, knowledge and intelligence that enables more effective decision-making in enabling employees towards the implementation of organisational strategy).

The following imperatives have been identified to achieve this objective:

Analyse and prioritise all the relevant HR categories of data and information. Forecast future system load/spare capacity. Design the specification for the HR Information Technology system (i.e. software or purchase). Upload and configure data to the system. Test the effectiveness of the system before implementation. Build

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capacity of relevant staff members to access and use the system. Implement continuous improvement process. Ensure HR-IT policies, practices and procedures are aligned with organisational IT governance. Monitor and evaluate the effectiveness of the system.

13 HR MEASUREMENT (is a continuous process of gathering, analysing, interpreting and presenting quantitative and qualitative data to measure and align the impact of HR practices on organisational objectives, including facilitating internal and external auditing of HR polices, processes, practices and outcomes).

The following imperatives have been identified to achieve this objective:

Develop an integrated HR measurement and systems framework for gathering data and business intelligence. Ensure data accuracy and integrity. Establish and implement appropriate approaches, methodologies and metrics for the organisation. Develop an HR scorecard and relevant dashboard with key indicators and metrics for the organisation. Create awareness and build organisational capability for utilising and optimising HR measurement, metrics and audits. Conduct an internal and external audit of the HR function and people practices of the organisation. Measure the level of employee engagement and organisation climate and implement appropriate solutions. Ensure HR reporting is infused in overall organisational governance and integrated reporting. Assess level of alignment of HR and people practices with business strategy. Monitor the key indicators of the HR dashboard and address all risk areas.

8.2.14 HR Intergovernmental Relations

The section consults regularly at various platforms with other Government Departments, SALGA, Bargaining Council (please complete list)

<i>Forum name</i>	<i>TOR?</i>	<i>Is forum active?</i>	<i>Frequenc y of meetings</i>	<i>Forum purpose</i>	<i>Forum composition</i>	<i>Forum chairpers on</i>
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HR FORUM	YES	YES	BI-ANNUAL	TO NETWORK AND EXCHANGE BEST PRACTICES BETWEEN HR DEPARTMENTS	HR STAFF	HR MANAGER
<i>Skills Development Forum</i>	Yes	Yes	Quarterly	TO NETWORK AND EXCHANGE BEST PRACTICES BETWEEN HR DEPARTMENTS	Skills Development Facilitators	Elected every second year
<i>Garden Route District Skills Mecca Forum</i>	Yes	Yes	Quarterly	TO NETWORK AND EXCHANGE BEST PRACTICES BETWEEN Public and Private Role players.	Public and Private Training Institutions, Setas and the National Skills Fund.	Chairpersons of the Education Training and Development Forum
<i>Garden Route/Central Karoo Labour Practitioners Forum</i>	Yes	Yes	Quarterly	TO NETWORK AND EXCHANGE BEST PRACTICES BETWEEN relevant Role players on labour related matters	All Labour Relations Practitioners Bargaining Council CCMA	Central Karoo is currently occupying the position of Chairpersons

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Garden Route/Central OHS Practitioners Forum	Yes	Yes	Quarterly	TO NETWORK AND EXCHANGE BEST PRACTICES BETWEEN relevant Role players on OHS related matters	All OHS Practitioners Provincial Forum	Chairpers on of Garden Route/ Central OHS Practitioners Forum
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8.5 Status of Sector Plans

PLAN	STATUS	Link	Last Reviewed	Next Review
District Growth and Development Strategy	Approved 2021	http://www.gardenroute.gov.za/wp-content/uploads/2021/04/Growth-and-Development-Strategy.pdf	N/A	2025
Economic Recovery Plan	Completed in 2021	http://www.gardenroute.gov.za/wp-content/uploads/2022/03/Garden-Route-Economic-Recovery-Plan-.pdf	N/A	2023
Spatial Development Framework	Adopted in 2017	http://www.gardenroute.gov.za/documents/sdf-annexure/	N/A	2022
Integrated Waste Management Plan	Completed and approved in December 2019	http://www.gardenroute.gov.za/wp-content/uploads/2021/05/GRDM-3rd-Generation-Integrated-Waste-Management-Plan-2020-2025.pdf	N/A	2025
Air Quality Management Plan	Completed	http://www.gardenroute.gov.za/wp-content/uploads/2019/09/GRMD-AQMP-2019_e.pdf	N/A	2024
Corporate Disaster Management Plan	Adopted in 2015	http://www.gardenroute.gov.za/documents/eden-corporate-disaster-management-plan/	2018	2022/2023
Integrated Transport Plan	Completed		2021	2024
Gouritz River Estuarine Management Plan	In Progress	http://www.gardenroute.gov.za/wp-content/uploads/2018/10/Draft-Gouritz-EMP-v8-June-2018.pdf	2020/21 (review in progress)	2025/26
Garden Route district Coastal Management Program	In progress (Public participation process)	Updated and finalized version will be uploaded	2014	2027
Garden Route Climate Change	In progress (Public participation)	Updated and finalized version will be uploaded	2020	2023

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PLAN	STATUS	Link	Last Reviewed	Next Review
Adaptation Strategy	process)			
Garden Route Alien vegetation control plan	Adopted in 2015		N/A	2030
Garden Route Wetland Strategy and Action plan	Completed		2017	2022/23
Community Safety Plan	Completed	See 8.6	2022	2023
Energy Master Plan	Completed. Awaiting Council approval		N/A	N/A
Human Settlements Plan	In Progress of implementation Workshopped with 7 b municipalities Aligned Human Settlements sector plan – formal write up to a narrative document: end May		N/A	N/A
Workplace Skills Plan	Submitted to LG SETA by 30 April 2022		2021-2022	April 2023
Long Term Financial Plan	Adopted 2020	http://www.gardenroute.gov.za/document-category/strategies/	N/A	2022/23

8.6 Community Safety

Problem statement

Local Government is the level of government that is closest to the needs of the people. These needs are varied and urgent, and municipalities are often required to respond quickly and decisively. One of these needs is the need for peace and stability.

A way of addressing this need is to have a District Safety Forum as a coordinating

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structure. This structure must, in collaboration with local government, be able to implement fast and appropriate responses to prevent social unrest, land invasion and local violence/crime.

The District and Local Government sphere, together with the Western Cape Provincial Government Departments, have been grappling with complex and seemingly perennial societal ills such as poverty, substance abuse, illegal shebeens, crime, unfavourable socio-economic conditions, land invasions, social unrest and the resultant vandalism of public and private sector infrastructure. This volatility and destruction impact negatively on communities. Funds, which could have been utilised to improve and upgrade community facilities and services, must as a result be committed to repair vandalised and/ or destroyed buildings.

The need for a coordinated response to social unrest and violence/crime prevention

A more coordinated response to social unrest and violence/crime prevention is needed. To facilitate this, a Community Safety Forum (CSF) will be established at district level to facilitate local planning, monitoring, accounting and coordination. It will give effect to the national policy on Community Safety Forums. This structure will be supported by the Provincial Government (the Department of Community Safety, i.e. DoCS), and will focus on a wide variety of safety and violence prevention measures.

A CSF is seen as a vehicle to give effect to the objectives of the National Crime Prevention Strategy. It responds to the need for a comprehensive framework that will address crime and safety in a co-ordinated and focussed manner that draws on the resources and energies of all organs of state; as well as the different civil society formations dealing with community initiatives involved in crime prevention.

Whole of society approach (WOSA)

Government has shifted its approach from operating in silos within departments to a holistic collaborative approach amongst the various stakeholders. There are various forums that have been established on a national, provincial and local level of government that consist of the heads of the various Criminal Justice System (CJS)

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departments. The main focus of these forums is to provide strategic direction on implementing government policy in a collaborative manner. These forums include the National and Provincial Development Committees and Joint Operations and Intelligence Structures (JOINTS).

In order to adopt a more holistic approach to combating crime, it has become imperative that government shifts away from the exclusive focus on crime control (i.e. law enforcement) to include crime prevention. This dual approach in addressing crime issues is critical, as law enforcement and other forms of crime prevention are interdependent, and both are required to combat crime in a holistic manner.

The most significant initiative taken to bridge the divide between the CJS role players and the community in combating crime was the establishment of Community Police Forums (CPFs). CPFs, which are community based structures aimed at promoting community-police relations for effective law enforcement and service delivery within a policing precinct, were established in various communities across the country. However, CPFs have a limited focus and mandate, which is restricted to narrow policing matters. For this reason, the main focus of CPFs is to promote good relations between the police and the local community that they serve. Issues in the community, such as a lack of service delivery or a lack of proper engagement with the community, often develop until a police response is needed. A case in point would be when a community decides to protest because a child is killed by illegal electrical connections in her neighbourhood. For example, if the issue of illegal electrical connections is not addressed by the municipality, it becomes a policing matter. In view of this, other government departments from the CJS and social clusters are required to intervene as CPFs cannot deal with these cross cutting matters in isolation of other role-players and stakeholder that may assist in providing solutions to these challenges.

The WOSA approach aims to form partnerships to tackle safety and social challenges. This approach will be adopted by implementing an agreed upon Community Safety Plan, which will be an effective opportunity to create better, safer living spaces.

Planned Outcome

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The intended outcome is to improve wellness and safety of the community within priority areas.

The priority outcome(s) of government that this grant primarily contributes to is the National Development Plan, and more specifically:

- National Outcome (no) 3: All people in South Africa are and feel safe;
- Provincial Strategic Goal (PSG) 3: Increase wellness, safety and tackle social ills; and
- Reducing social ills by creating economic opportunity.

Outputs

The outputs will be the following:

- Appointment of a safety coordinator at the District Municipality.
- Recruitment, selection and training of a mediation team.
- Develop or review a safety plan with specific focus on addressing social unrest, using mediation and other violence/crime prevention measures.
- Establishment of a Community Safety Forum at district level.
- Develop or review a safety plan with specific focus on addressing social unrest, using mediation and other violence/crime prevention measures.
- Roll-out of the Safety Plan.

DoCS' responsibilities

- Enter into an agreement with the District Municipality after consideration of the relevant business plan.
- Once-off payment of R 2 100 000 (Two million and One-hundred thousand rand) will be disbursed after signing of the Transfer Payment Agreement (TPA) with the Department.
- Support the District Municipality to establish and maintain a Community Safety Forum.
- Facilitate the development or review of an integrated Safety Plan.
- Monitoring implementation and progress of the Safety Plan.

District Municipality's responsibilities

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- Enter into an agreement with the department, after providing this business plan and a safety plan, which will be updated in due course.
- District Municipality to submit written progress reports, as stipulated in the TPA, to the relevant Sub-programme Manager at the Department. Reports are to be submitted within 30 (thirty) days after the end of the following quarters:
 - Quarter 1: December 2020 to February 2021
 - Quarter 2: March to May 2021
 - Quarter 3: June to August 2021
 - Quarter 4: September to November 2021

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BUDGET AND MILESTONES FOR THE PERIOD 1 ST DECEMBER 2020 - 30 TH NOVEMBER 2021								
Output Milestones (to correspond with activities in Results Framework)								
No	Milestone Description	Comments	Breakdown of budget	Achieved by (indicate quarter with an X)				
				Q1	Q2	Q3	Q4	BUDGET
1	Establishment of Local Community Safety Forum (CSF)	Arranging quarterly CSF meetings, logistics & transport @ local level, for all 7 Local Municipalities – March – May 2021			X			R35,000
2	Submit a business plan to the Department of Community Safety for funding	Business Plan and Safety Plan to be submitted with TPA before end of February 2021	No cost	X				0
3	Sign a Transfer Payment Agreement (TPA)	TPA to be submitted before end February 2021	No cost	X				0
4	Men's Parliament	Quarterly sitting- information session for 3 x reps of all 7 LM's on processes and responsibilities planned April 2021	<ul style="list-style-type: none"> • 3 reps per municipality (21) + DM (5) • SAPS Clusters (6) • DOCS (3) 		X			89,000
5	Rural Safety Project	Support to SAPS and Farm Watch Structures	<ul style="list-style-type: none"> • Equipment • Accreditation • Training & Education 			X		100,000
6	Covid-19 Hygiene Project				X	X	X	100,000
7	Admin Support and Safety Plan Project Funding	Admin support at LM level Funding allocated by 01 April 2021	R 100,000 per local municipality (7)		X	X	X	926,000
8	District SAPS Partnership Projects – Youth and Elderly	June 2021			X	X	X	200,000

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No	Milestones Description	Comments	Breakdown of budget	Q 1	Q 2	Q 3	Q 4	Budget
9	Recruitment, selection and training of mediators and mediation teams at local municipal level (7x3) with specific focus to address social unrest	Funding to support training sessions, deployment and stand-by allowances; 1x mediator recruited in each town (total = 21); Mediators working in teams of 3-4 when deployed in unrest situations Centralised training coordinated by DM; Training and deployment by 15 April 2021	<ul style="list-style-type: none"> Centralised training for mediators coordinated by DM – R 43,200 Deployment and stand-by allowances – R 201,800 		X			300,000
10	Second phase of District Municipality Law Enforcement Officer Project	DM to implement first phase of young law enforcement officers deployment – June 2021				X		320,000
11	Launch of the 16 days of Activism against GBV and Child abuse						X	30,000
TOTAL								2,100,000

The District has finalized its Final draft Safety Plan through the assistance of the DOCS and hosted the Gender Based Violence and Femicide summit in November 2019. DOCS availed R1, 2 million to develop a community safety plan and the relevant community safety forums

The following should be considered as key priority focus areas:

- Address the shortage of police and physical resources (infrastructure and vehicles) which contributes to insufficient police members at all stations and a lack of police visibility at hotspot areas.
- Address the issue of drugs among the youth and school children, with a special focus on targeting the drug dealers/traders and providing rehabilitation for the users.
- Murder, assault GBH, aggravated robbery and robbery at residential premises, sexual offences, arson and cases of malicious damage to property must be prioritised by the SAPS and all the other role-player in the District.
- Deal with spatial issues and crime generators by addressing dark open spaces, poor street lighting and illegal liquor outlets or shAbeens that are operating outside normal trading hours and are situated near schools and churches.
- Increased support to the activities of neighbourhood watches in the clusters falling within the District (equipment and financial support).
- Addressing shortcomings in the Criminal Justice System which contribute to short sentences caused by delays and poor prosecution.

The Western Cape Department of Community Safety and the Garden Route District Municipality have entered into a Transfer Payment Agreement to make funds available to the District to, among other things, support the development of the safety plan and to establish a District Safety Forum to drive the implementation of the safety plan to address social unrest using crime or violence prevention measures.

During the IDP Budget & PMS Representative Forum meeting that was held on 23 January 2020 the following was agreed as a way forward regarding community safety in the district:

- Establishment of District Safety Forum
- Selection, recruitment and training of Mediation Team
- Establishment of Local Municipal Safety Forums
- Development and implementation of safety plans and projects in each local Municipality (Local Safety Forum)
- Workshops (e.g. school safety/ project management/ GBV, etc.)
- Law Enforcement Officer Project
- Establishment of Men's Forum to curb GBV
- Utilisation of the basket of services

Achievements of the Community safety initiative based on the business plan

- Establishment of District Safety Forum
- Establishment of Local Municipal Safety Forums
- Development and implementation of safety plans and projects in each local Municipality (Local Safety Forum)
- Workshops (e.g. school safety/ project management/ GBV, etc.)
- Law Enforcement Officer Project
- Establishment of Men's Forum to curb GBV
- Utilisation of the basket of services
- Review of our District community safety plan

Not Achieved

- Selection, recruitment and training of Mediation Team

One Municipality did not manage to develop a safety and business plan out of 7 local municipalities

Challenges:

- Political instability and lack of commitment in some of our B municipalities
- Delay in responding to meet the targets as planned
- Covid 19 was the challenge to implement our programmes as planned



CHAPTER NINE (9) FINANCIAL ANALYSIS

CHAPTER 9: FINANCIAL ANALYSIS

The Final 2022/23 MTREF Budget aligns to the municipality's IDP Strategic Objectives:

OPERATIONAL BUDGET PER STRATEGIC OBJECTIVE			
Strategic Objective	Bud 22/23	Bud 23/24	Bud 24/25
SO1:Health and Socially Stable Communities	61 069 664,00	102 564 443,00	110 235 065,00
SO2:A Skilled Workforce and Communities	59 665 536,00	20 379 212,00	21 536 495,00
SO3:Bulk Infrastructure Co-ordination	179 998 604,00	187 657 008,00	197 300 054,00
SO4:Sustainable Environmental Management	38 085 091,00	41 252 859,00	42 551 704,00
SO5:Good Governance	114 766 317,00	119 602 572,00	126 112 107,00
SO6:Financial Viability	22 064 350,00	23 272 020,00	24 551 445,00
SO7:Growing an Inclusive District Economy	11 647 729,00	11 942 380,00	12 367 407,00
TOTAL	487 297 291,00	506 670 494,00	534 654 277,00
CAPITAL BUDGET PER STRATEGIC OBJECTIVE:			
Strategic Objective	Budget 22/23	Budget 23/24	Budget 24/25
SO1:Health and Socially Stable Communities	2 400 000,00	400 000,00	400 000,00
SO2:A Skilled Workforce and Communities	800 000,00	-	-
SO3:Bulk Infrastructure Co-ordination	108 432 299,00	153 851 316,00	-
SO4:Sustainable Environmental Management	15 010 000,00	4 150 000,00	10 150 000,00
TOTAL	126 642 299,00	158 401 316,00	10 550 000,00

The following 2022/23 Annual Budget is tabled:

9.1 HIGH LEVEL SUMMARY: MTREF BUDGET 2022/23

High-level summary	2022/23 R	2023/24 R	2024/25 R
Operational Revenue	480 350 118	499 722 115	530 845 281
Operational Expenditure	-487 297 291	-506 670 494	-534 654 277
Operating deficit	- 6 947 173	- 6 948 379	- 3 808 996
Capital Expenditure	-126 642 299	-158 401 316	- 10 550 000
Less: funded from NT grants	4 000 000	4 000 000	5 000 000
Less: funded from borrowings	107 232 299	153 851 316	-
Less: funded from CRR	8 210 000	550 000	5 550 000
Less: funded from Donated PPE	7 200 000	-	-
Surplus/(Deficit) after capital	- 6 947 173	- 6 948 379	- 3 808 996

9.2. SUMMARY: TOTAL EXPENDITURE

Description	Budget 2022/2023	Budget 2023/2024	Budget 2024/2025
Employee related costs	288 669 413	302 734 660	320 389 996
Remuneration of councillors	12 542 344	13 169 462	13 827 936
Debt Impairment	1 560 000	238 867	249 616
Depreciation & asset impairment	4 986 328	5 100 607	5 330 135
Finance Charges	73 360	76 588	80 034
Other materials	51 010 886	50 802 942	52 231 888
Contracted Services	79 176 717	81 709 649	87 539 316
Transfers and subsidies	1 755 200	1 766 869	1 779 328
Other Expenditure	47 450 303	50 994 910	53 146 671
Losses	72 740	75 940	79 357
Total Operational Expenditure	487 297 291	506 670 494	534 654 277

9. 3. OPERATING REVENUE

Description	2022/23 R	2023/24 R	2024/25 R
Equitable Share	172 721 000	177 411 000	182 329 000
Roads Provincial Allocation	174 659 319	183 236 882	191 771 400
SETA funding	41 000 000	-	-
Roads Admin fee	16 132 453	21 789 856	22 794 141
Conditional grants	13 939 000	11 345 000	12 461 000
Interest income	12 190 000	12 921 400	13 696 684
Landfill: Service Charge	11 167 790	49 677 429	54 266 075
Landfill: Admin fee	1 106 779	4 692 743	4 974 307
Rental of facilities	10 046 253	10 649 029	11 287 970
Property turnaround	7 200 000	6 900 000	15 200 000
Rent on land	5 044 140	5 346 788	5 667 596
Fire Services	5 824 064	6 173 508	6 543 918
Municipal Health Services	3 466 792	3 674 801	3 895 288
Human Settlements	5 000 000	5 000 000	5 000 000
Other revenue	852 528	903 679	957 902
Total Revenue	480 350 118	499 722 115	530 845 281

9.4 OPERATING SURPLUS/(DEFICIT):

High-level summary	2022/23 R	2023/24 R	2024/25 R
Operational Revenue	480 350 118	499 722 115	530 845 281
Operational Expenditure	-487 297 291	-506 670 494	-534 654 277
Operating deficit	- 6 947 173	- 6 948 379	- 3 808 996

This table indicates deficit budgets over the next three financial years. A deficit MTREF budget is being tabled for 2022/2023. It is however a funded budget due to available cash reserves of the institution.

It is imperative that the turnaround strategies be compiled urgently and submitted to council for approval and implemented to ensure the additional revenues will be collected.

9.5 CAPITAL BUDGET

OwnDescription	Bud 22/23	Bud 23/24	Bud 24/25
Landfill Site: PPE	107 232 299	153 851 316	-
Fire station: George	5 860 000	-	-
Upgrading of buildings - Retrofitting EEDS	4 000 000	4 000 000	5 000 000
Donated Properties - Heatherlands	2 500 000	-	-
Donated Properties - Fresh Produce	2 500 000	-	-
Donated Properties - 2 x Wilderness	1 200 000	-	-
Donated Properties - King George Park	1 000 000	-	-
Mossel Bay JOC equipment	1 000 000	-	-
Fresh Produce Market	800 000	-	-
Replacing ICT Capital Equipment beyond economical repairs	250 000	250 000	250 000
Hazmat Rescue , Fire Equipment	150 000	150 000	150 000
Office furniture: Office MM	30 000	30 000	30 000
Office furniture: Planning and Development	30 000	30 000	30 000
Office equipment: CFO	30 000	30 000	30 000
Office furniture: Corporate Services	30 000	30 000	30 000
Office furniture: Community Services	30 000	30 000	30 000
Upgrading of buildings	-	-	5 000 000
	126 642 299	158 401 316	10 550 000

9.6 SUPPLY CHAIN MANAGEMENT

9.6.1 Legislative Requirement(s)

- Section 217 of the Constitution of the Republic of South Africa, 1996
- The Preferential Procurement Policy Framework, Act 5 of 2003.
- The Municipal Finance Management Act, Act 56 of 2003.
- The Municipal Supply Chain Regulations (30 May 2005)
- Garden Route District Municipality Preferential Procurement Policy
- Garden Route District Municipality Supply Chain Management Policy.

9.6.2 Structures and committees in places

Internal –

- SCM Bid Committee (Bid Specification Committee, Bid Evaluation Committee, Bid Adjudication Committee)
- Financial Services Portfolio Committee

External –

- Provincial Supply Chain Management Forum
- Provincial Supply Chain Management Technical Committee
- District Supply Chain Management Forum
- National Treasury – Office of the Chief Procurement Officer

9.6.3 Challenges

- Constitutional Court Judgement declaring the Preferential Procurement Regulations, 2017. Invalid.
- National Treasury and Provincial Treasury issuing advisory notes under interim arrangements that are not legally binding in law as they are not issued under any legislative authority
- Auditor General refusing to give a view on interim arrangements and how the current circumstance created by the Con. Court will impact on the audit process of 2021/22 financial year
- Procurement in Limbo while awaiting on official pronouncements by National Treasury that are legally binding.
- There are major critical projects which are of high value that must be undertaken urgently, however we are at risk of a potential adverse audit outcomes if we undertake them without any remedial processes by the National Treasury, while at risk of compromising service delivery if not executed
- Obtaining Declarations from Suppliers in terms of Regulation 13 of Supply Chain Management Regulations; subsequent to migration to National Treasury's Central Supplier Database (CSD in developmental stages) - Delay in procurement due to time taken to complete these DOI
- Implementation of Preferential Procurement Policy in terms of empowerment of particular designated groups due to the recent Constitutional Court judgement that has declared the Preferential Procurement Regulation, 2007, as invalid

- Institutionalisation of Demand management and procurement planning at top level so as to ensure more structured planning for execution as per approved budget

9.6.4 Objectives

Objective of [Supply Chain Management]

- To ensure that Council's Supply Chain Management System and Policy is Ethical and has internal controls and process that dispenses Municipal Funds in a manner that is and also deemed to be fair, equitable, transparent, competitive, cost effective and obtains value for money.
- To become a conduit mechanism through which objectives of the Local and Regional Economic Development can be realised.
- In partnership with the LED and other role players in the region enable establishment of local/regional supply value chain that is inclusive of participation from the previously marginalised communities and make them part of mainstream economy.

9.6.5 Strategic risk(s)

- Fraud and corruption through collusion
- Cost of Statutory Compliance versus value for money and efficiency
- Inefficiencies in procurement process due to poor project management process



CHAPTER TEN (10) DISASTER MANAGEMENT PLAN

CHAPTER 10: DISASTER MANAGEMENT

10.1 Introduction to Disaster Management at GRDM

10.1.1 Legislative Requirement(s)

- The 1996 Constitution RSA
- National Disaster Management Framework, GN 654 OF 2005
- The Municipal Systems Act 32 of 2000
- The Municipal Structures Act 117 of 1998
- The Disaster Management Amendment Act, 57 of 2002 as amended by Act, 16 of 2015

The Disaster Management Act provides the legislative backbone in terms of the roll-out of the Disaster Management function at local government level. The Act is complemented by the Disaster Management Framework (National, Provincial & District Frameworks) to clarify the approach and vision of each sphere of government and the Garden Route Corporate Disaster Management Plan as well as this chapter in the District IDP provides the strategies, projects and objectives in terms of how to achieve a disaster resilient district.

The Disaster Management Act, Act 57 of 2002 (as amended) place an emphasis on prevention and its relative comprehensive approach to Disaster Risk Reduction (DRR), maximizing the effect of DM legislation to communities, especially those most at risk. In reviewing the disaster management legislation, due consideration was given to, among other things, the Government's Program of Action and the 18 key targets of the National Development Plan.

The amended disaster management approach pays specific attention to the pressing needs of poor communities in relation to both natural and human induced disasters in the context of a developmental and capable state.

10.1.2 Structures and committees in places

The DM section consults regularly at various platforms with other Government Departments. The Garden Route DM has a fully functional District Disaster Management Advisory Forum (DMAF) as well as a Safety and Security Cluster Joints structure that meets on a quarterly basis with B-Municipalities and other stakeholders.

Since the onset of the Covid-19 pandemic, the Garden Route DMC established a Covid-19 Command Structure (DCC). This coordination platform initially met on a daily bases linking all roll-players and stakeholders via electronic platforms. In addition to this weekly Provincial Covid-19 JOC meetings is attended to ensure that all Covid-19 challenges is addressed at all levels of government. The frequency of these engagements has been aligned to the Covid-19 status quo in the district.

The DCC bi-monthly report to the Garden Route District Covid-19 Command Council (Special DCF meeting) where the District Executive Mayor and all Local Municipal Executive Mayor Mayors as well as Municipal Managers are invited to attend.

In addition to the above-mentioned meetings quarterly heads of disaster centre (HOC) as well as the Provincial Advisory Forum (PDMAF) meetings is used to highlight any existing or emerging disaster concerns. At these meetings regional matters that could not be addressed at a district level is escalated to Provincial- as well as National governmental level.

Frequent meetings are held with senior officials from the Departments of Social Development, Water Affairs, Environmental Affairs, Education and Training, Heath, Agriculture and Transport as well as NGO's including the Red Cross, Lions, Garden Route Initiative, South Cape Land Initiative (SCLI) etc. In addition to this local engagements with major role players i.e. ACSA, Petro SA, Cape Nature, San Parks, the South Cape Fire Protection Association (SCFPA) the local industry i.e. Cape Pine, PG Bison etc. is held.

Forum name	Frequency of meetings	Forum purpose	Forum composition	Forum chairperson
<i>District Covid-19 Command Council</i>	Bi-monthly	Discuss all matters relating to the strategic management of the Covid-19 pandemic	Regional	District Executive Mayor
<i>District Covid-19 Command</i>	Bi-Weekly	Discuss all matters relating to the operational	Regional	Head of District Disaster Centre

Garden Route District Municipality 2022 -2027 IDP

<i>Centre</i>		management of the Covid-19 pandemic		
<i>DMAF</i>	Bi -annually	Discuss regional disaster management issues	Regional	Garden Route Portfolio Chairperson
<i>PDMAF</i>	Quarterly	Discuss provincial disaster management issues	Provincial	Head of Prov. Centre
<i>SAPS Cluster joints</i>	Bi-Monthly	Discuss district safety and security concerns	Regional	Brig Cetyana
<i>Climate Change Adaptation</i>	Bi -annually	Discuss district climate change adaptation matters	Regional	Disaster Risk Reduction & Climate Change Adaptation Practitioner
<i>SCLI/ Garden Route Environmental Forum</i>	Bi -annually	Discuss invasive alien plant eradication	Regional	Kobus Meiring Paul Bucholtz Dr Nina Viljoen

10.1.3 Disaster management policies and strategies

Policy name	DC number	Approved on
National Disaster Management Framework	To be reviewed	n/a
Provincial Management Framework	Busy with revision	n/a
District Management Framework	To be reviewed after Provincial frameworks have been revised to be in line with the amended DM Act	n/a
Garden Route Corporate Disaster management plan		Adopted by council March 2015

10.1.4 Alignment with provincial and National Objectives/Goals

The Garden Route DMC's objectives and goals are aligned to the goals set by the Sendai framework as these goals have been endorsed by government in March 2015 which would include:

- To develop an understanding of the context of DRR and resilience at each local authority as well as an understanding of the organisational and institutional roles relating to DRR and resilience;
- To ensure a much broader engagement of stakeholders, especially to ensure that the most vulnerable groups are empowered and capacitated at a local level;
- To assist local authorities to convene local platforms to address DRR;
- To focus on the concept of “Build Back Better”, which enables synergy with the ecosystem and community based adaptation;
- To involve more strategic partners in order to spread the current risk i.e. insurance industries;

10.1.5 Staffing of the GRDM Centre and main focus of the Call Centre for the coming year

In terms of the legislative requirements the Garden Route District has a fully functional Disaster Management Centre (DMC).The centre is staffed with the following staff:

- Head of Centre (HOC), Mr. Gerhard Otto,
- One Administrative Assistant to the Head of centre;
- One Disaster Risk Reduction & Climate Change Adaptation Practitioner, Dr Nina Viljoen,
- Three permanently employed Disaster Management Officials, Mr. Wouter Jacobs, Me. Lee-Ann Joubert as well as Me. Martina MacDonald, the latter two officials have been placed at satellite offices, one in Bitou and one in Mossel Bay. The official in Mossel Bay has been assigned to assist the Mossel Bay as well as the Hessequa Local Municipalities, the official placed in Bitou oversee disaster management related oversight in Knysna- as well as Bitou Local Municipalities;
- One contract appointed Disaster Management Official, Mr Lonwabo Luthango, assigned to assist both the Kannaland- and the Oudtshoorn Local Municipalities;

- One Call Centre Supervisor, and Me. Stella Bouwer with 4 permanent and two contract call centre staff as well as
- Two Disaster Management Interns manning the DMC research unit,

At this point in time local municipalities do not provide any staff or funding towards the district DMC, but the following local municipalities have appointed dedicated disaster management officials who closely work with the Garden Route Head of Centre :

- Oudtshoorn LM;
- George LM;
- Knysna LM;

The GRDM disaster management centre (DMC) has been equipped with a joint operational command and tactical decision areas. In order to stay abreast with regional emergency related activities a 24/7 call centre has been established adjacent to the DMC. The 24/7 call centre is operated in conjunction with provincial Emergency and Medical Services (EMS) and renders an emergency call taking and dispatch platform servicing the district as a whole.

For the 2022/2023 book year, the intention would be to extend roll out the newly procured disaster management information management as well as fire dispatch platform (UNITY) to all local municipalities in the region. This platform will ensure standard operational procedures, tracking of all resources as well as better coordination during major incidents as well as disasters.

In addition to this the intention is to build on the current Unity platform to include a severe weather early warning functionality to electronically send notifications to pre-determined groups that might be in harm's way during any predicted severe weather incident. The system will also be used to capture all disaster risk reduction projects in one database in order to ensure a sustainable approach in building disaster resilience of the district.

10.1.6 Objectives

Objective of the Garden Route DM center

- The DMC include a 24/7 emergency call center that could be used as a one stop emergency call taking and dispatch facility for the entire District;
- The DMC is in direct communication with not only the South African Weather Service but also other early warning institutions to ensure 24/7 response to and coordination of any major hazards;
- The DMC is equipped with a Joint Operational Command platform (JOC) that provides a platform from where regional emergency situations could be coordinated;
- The DMC has well established lines of communication to both Provincial (PDMC) as well as National (NDMC) counterparts that can be used to disseminate information to the highest level of decision making;
- The Disaster Management legislation , as amended, gives the DMC the legislative mandate to cut across departments involved with disaster risk management as well as to report failures to address disaster risk issues to the highest level of decision making;
- The DMC has the potential to render shared disaster management services to all the Local Authorities in the district;
- The Garden Route DMC aim to identify the various sources of funding that could be leveraged to set up and sustain disaster management programs. This could include both public sector as well as private sector funding.

DMC DEPARTMENTAL VISION	Building towards a district of resilient communities where vulnerable people are able to prepare for, mitigate against, recover from and adapt to hazards and a changing climate.
STRATEGIC OBJECTIVES	The Garden Route DMC believe in the 'added value' and complementarity of working together to achieve shared objectives and goals by undertaking joint actions and mutual support. The interaction between district role-players is guided by shared values of trust, mutual accountability; gender equity; a respect for diverse identities, perspectives and beliefs; a commitment to inclusion and participation; and openness to sharing and learning to build consensus and mutual understanding.

INPUTS	Disaster risk assessments, research, GIS mapping, provincial decision support tool, weather data, RADAR data, early warnings
ACTIVITIES/MISSION	Building resilience against disaster risk
OUTPUT	Disaster risk assessments, disaster response and mitigation plans, disaster risk reduction plans. Rehabilitation and reconstruction after disasters to “build back better”
IMPACT (WHAT WE AIM TO CHANGE)	To build the capacity at local authority level to pro-actively plan and implement mitigation as well as adaptation strategies and disaster risk reduction actions to limit the exposure to as well as the possible impact of future disastrous events.

10.2 Covid-19 Pandemic

From the onset of the outbreak of the Corona Virus, now referred to as COVID-19, from early January 2020, daily situation reports provided to the Garden Route Disaster Management Centre by the National Institute for Communicable Diseases (NICD) were disseminated to disaster management officials at Local Municipalities.

On Thursday the 12th of March 2020 the GRDM DMC convened all the stakeholders in the district to provide a status quo briefing in terms of the spread of the COVID-19 disease in the country. At this meeting, Dr Terence Marshall, the Provincial Health communicable diseases lead, provided an update report on the activities initiated by the Department of Health since the outbreak of the COVID-19 disease. Following this meeting, the GRDM DMC provided copies of the district communicable diseases outbreak response procedure and contact person details to each of the sub-districts/ Local Municipalities in the district.

In addition, the GRDM communications section started with regular updates in terms of the disease on the district communications platform.

GRDM Environmental Health staff focused on regional awareness campaigns with the initial focus to reach all the schools in the district.

On Wednesday the 18th of March 2020 the GRDM DMC were requested to convene the Municipal Managers Forum and the District Coordination Forum on a Skype platform at the GRDM DMC JOC. At this meeting, an information pack consisting of the following documents were provided to all Municipal Managers and Mayors in attendance nI:

- Minutes of the COVID-19 PDMC JOC meeting :17 March 2020;
- An outlay of the clusters established at Provincial level;
- The contact details of the provincial cluster leads as well as the organizations/persons assigned to each of these clusters;
- The PDMC action plan for dealing with the COVID-19 pandemic;
- Circular 7 of 2020 (State of disaster guidelines for the containment of the Corona Virus in public service);
- Garden Route Department of Health outbreak response team details;

At this engagement the HOD for Local Government, Mr. Graham Paulse requested all District Disaster Centers to activate with immediate effect. In addition, the Head of the District Disaster Management Centre was advised to duplicate the coordination clusters that were activated at the Provincial Disaster Management Centre.

On Tuesday the 19th of March 2020 all stakeholders were invited to the GRDM Multi Agency Command Centre (MACC) in George in order to establish district coordination clusters as well as to set a coordination platform for the coordination of all COVID-19 related matters.

At this meeting, the following 7 clusters and cluster leads were established:

Health Cluster Mr Eugene Engle I	Education Cluster Ms Yvonne Botha	Communications Cluster Hermam Pieters / Nadia Ferreira
Social Services Ms Florina Mouton	Economy / Business Cluster: MSMelanie Wilson/ Mr Denver Johnston Melanie Wilson (082 8055285)	
Transport Cluster GO George / ACSA / Ports Authority / Taxi Associations Mr James Robb (072 2358585)	Safety and Security Cluster Col. Kennedy	

All local municipalities were requested either to duplicate this structure at local municipal level or to at least establish a coordination platform where local coordination could be done.

In addition, the Disaster Management Officials Me. Lee-Ann Joubert as well as Martina Mac Donald was assigned to assist Hessequa-, Mossel Bay-, Knysna- as well as Bitou Local Municipality at their local disaster management coordination platforms.

The George LM opted to join the GRDM District Command Centre in order not to duplicate coordination activities in one town.

10.3 Garden Route DM hosts United Nations experts on Risk Management, Sustainability and Urban Resilience

The United Nations Human Settlements Programme (UN-Habitat) and the Technical Centre for Disaster Risk Management, Sustainability and Urban Resilience (DiMSUR) are piloting the participatory planning tool for building urban resilience, known as City RAP, in three South African cities. George was identified as one of the ideal cities to implement the pilot project (the other two cities are Port Alfred and Potchefstroom). George is also the host of the training workshop for all three cities and a number of international University partners, during which 45 participants are being trained for 5 days, ending 28 February 2020. After the training, each city will implement City RAP, which will be a 3-4 months process.



The group of representatives from 20 institutions from Sub-Saharan Africa, some from as far as Madagascar, Comoros, Tanzania and Kenya, who attended training at Garden Route District Municipality's Head Office in George.

The main objectives of CityRAP are to develop local, national and sub-regional capacities for reducing vulnerability and building resilience of communities to natural and other hazards by making use of a participatory approach. Over the past 5 years, CityRAP has already been conducted in 31 locations in 11 African countries.

Through the successful implementation and training of this tool, Municipal Managers and municipal technicians will be able to roll-out participatory urban resilience planning. It comes at a time when the District Coordination Service Delivery Model (DCSDM) has become a talking point among Local Governments. The DCSDM is expected to narrow the distance between citizens and municipal/ district authorities, an approach complemented by CityRAP in terms of participatory governance, which will give rise to active participation by communities in development, and enable long-term planning as well as responses to immediate "burning" issues.

Stakeholders from the following organisations were in attendance:

GRDM, Provincial Disaster Management and Fire Rescue Services, Ndlambe Local Municipality, Stenden South Africa, JB Marks Local Municipality, City of Mutare (Zimbabwe), National Disaster Management Centre, North West Provincial Government, National Department of Human Settlements, City of George, University of Botswana, Malawi University of Science and Technology, Eduardo Mondlane University (Mozambique), University of Antananarivo (Madagascar), ARDHI University (Tanzania), Comoros University (Comoros), North-West University, Rhodes University and Stellenbosch University.

10.4 Garden Route Disaster Situation Synopsis

Economic perspective

The Garden Route DM is an important economic growth area for the Western Cape. It has an expanding population because of immigration from other parts of the country, bringing a dynamic mix of skills and cultures to the district. The relatively high percentages of households with no income in areas with higher population density, creates several social challenges. The recent fire disasters as well as the prevailing drought conditions will continue to cripple the local economy of the district. In addition the outbreak of the CORONA 19 virus exacerbated this crippling effect on the local economy mainly due to the effect the disease would had on the local tourism and related hospitality industries.

Basic services and infrastructure

Challenges in terms of the provision of basic services infrastructure are experienced at the local municipalities that have seen rapid population growth. The natural environment and its resources of the GRDM are sensitive and susceptible to over-exploitation or inappropriate use.

Condition of natural "disaster barriers"

The Garden Route has largely intact wetlands which attenuate water; prevent erosion and flooding and which naturally purify the water. However, many wetlands are being slowly degraded through illegal channelling, the removal of reeds, peat and other water flora by transgressors who abstract water, mostly for agricultural

purposes.

10.5 Disaster risk reduction (DRR)

Once again the mitigation and risk avoidance measures started in former years led to a remarkable decrease in significant structural or environmental damages.

10.6 Projects and Programs

The following projects/programs have been identified to focus on DRR In the district:

Project/Program	Objective	Date from - date to
Garden Route DMC		
Update District Disaster Risk Assessment	To identify emerging disaster risks in order to build resilience or to mitigate the possible affects thereof	Completed
To develop a disaster risk reduction (DRR) dashboard	To spatially indicate all DRR initiatives currently being implemented/ to be implemented by Local Authorities in the district	Started in previous book year to be continued in 22/23 book year
First aid training and building disaster management awareness	To train disaster management volunteers to first aid level 3 level	Continuous, at least 8 courses per year
Invasive alien plant clearing	The alignment of current programmes aimed at the reduction of alien invasive plants.	Continuous over the next 1 to 3 years
Disaster rehabilitation and reconstruction	To ensure that the funds allocated in terms of post disaster rehabilitation and reconstruction are being spent as per the project plans	Continuous
Build local municipal disaster management capacity	To provide guidance to local municipalities in terms of disaster management practices	Continuous
Regional drought public awareness campaign	To raise public awareness as well as to drive down water consumption	Continuous

Garden Route Public Health Section		
Water quality monitoring	Monitoring water quality (bacteriological and chemical) Report to Water Services Authority and other relevant departments, stakeholders and interested and affected parties Awareness programs Enforcement	Continuous
Food control	Monitoring of food quality (bacteriological, chemical and histological) Awareness and education Law- enforcement	Continuous
Waste management	Surveillance of premises Awareness and education Enforcement	Continuous
Health surveillances of premises	Surveillance of premises Awareness and education Enforcement Reports	Continuous
Surveillance and prevention of communicable diseases	Surveillance and monitoring programs Disease investigation Awareness and education Report to relevant departments, stakeholders and interested and affected parties	Continuous
Vector control	Monitoring awareness and education Enforcement Report	Continuous
Environmental pollution control	Monitoring water quality (bacteriological and chemical) Report to Water Services Authority and other relevant departments, stakeholders and interested and affected parties Awareness programs Enforcement	Continuous
Disposal of the dead	Monitoring Awareness and education	Continuous

	Enforcement Reporting	
Chemical safety	Monitoring Awareness and education Enforcement Reporting	Continuous
Climate Change	Adaptation measures Mitigation measures Awareness and education Alternative food sources Water security measures Smarter building Increasing resilience Research Investment in renewable energy forms Biomass to energy Reforestation	Continuous
Biodiversity	Critical biodiversity mapping incorporated into district SDF Declaration of more Protected areas Protection of core and buffer areas for connectivity Education and awareness Research Robust coastal and estuary management Sustainable building practices	Continuous

10.7 Challenges identified at local municipal level

- Municipalities do have contingency plans, but these plans are not tested during annual table to exercises;
- Mass care facilities have been identified for some areas, but not for inhabitants in rural areas. The management of these facilities does not form part of current contingency plans;
- Municipalities lack a proper plan to oversee the receipt and storage of humanitarian relief donations;
- There is need for integrated planning with all spheres of government in terms of humanitarian aid management;

- A plan and monitoring tool needs to be developed to be used for registration of aid recipients and use this tool to prioritise aid as well as to manage distribution;
- Management of volunteers needs to be beefed-up;
- There is a total lack of SLA's with identified aid organisations;
- The willingness of local authorities in the district to establish a multi-disciplinary one stop emergency call centre;
- The lack of disaster risk reduction projects listed as part of the local authority level IDP and included into multi –year budgets;

Challenges – general

- The absence at National, Provincial and Local level of a fund aimed specifically at reducing disaster risk;
- The Garden Route DMC do not have the capacity to deploy command staff to local municipalities during major incidents due to the lack of a motorised suitably equipped operational command vehicle;

10.8 Strategic risk(s)

- Insufficient funds to implement disaster risk reduction initiatives;
- Lack of engineering capacity to provide oversight in terms of regional water security, surface as well as ground water;

10.9 Climate Change

Climate adaptation is about reducing climate vulnerability and developing adaptive capacity to cope with what one can't avoid. In South Africa and in Garden Route in particular, climate risk is relatively high, with Garden Route District being hit by significant climate related disasters on an annual basis. Climate-related impacts such as flooding, fires, and droughts are not new to the Garden Route district but they are likely to continue in terms of their frequency and severity. Hence it is of importance for Garden Route District to continue to plan for climate related

disasters, understand the potential impacts, and develop interventions aimed at reducing climate risks and vulnerabilities. This plan is thus a first step that aims to create an enabling environment which will support a district-wide and a coordinated response to climate change in the Garden Route District.

Garden Route District Municipality recognises climate change as a threat to the environment, its residents, and to future development. Therefore, measures should be implemented to reduce or eliminate carbon emissions or enhance greenhouse gas sinks (mitigation) (Böckmann, 2015). However, due to lag times in the climate and biophysical systems, the positive impacts of past and current mitigation will only be noticeable in the next 25 years (Jiri, 2016). In the meanwhile, adaptation is regarded as inevitable and a necessary response to the changes that are projected to take place in the District. Garden Route District Municipality has therefore developed a Climate Change Vulnerability Assessment and Climate Change Response Plan. The intention would be to workshop this plan with all local municipalities in order to align actions aimed at reducing climate related impacts.

Background

Climate change is a natural phenomenon that takes place over geological time. However, over the past few decades the rate of climate change has been more rapid and the magnitude of global warming has increased dramatically (Warburton and Schulze, 2006; Warburton, 2012). This change has been attributed to increased anthropogenic greenhouse gas emissions (Koske and Ochieng, 2013). For example, the burning of coal to generate electricity, the burning of petrol in cars, some chemical processes in industries, and many farming activities all contribute to the increased concentration of greenhouse gasses in the atmosphere.

Climate change is not just an increase in average global temperatures but changes in regional climate characteristics such as rainfall, relative humidity and severe weather extremes (Davis, 2011). Climate change can manifest as a shock or a stress (Ziervogel and Calder, 2003). Shocks are defined as discrete, extreme events (rapid onset) such as floods, while gradual change (slow onset) such as long-term climate variability is classified as a stress (Ziervogel, G and Calder, R 2003). The negative

impacts of climate change “are already felt in many areas, including in relation to, inter alia, agriculture, and food security; biodiversity and ecosystems; water resources; human health; human settlements and migration patterns; and energy, transport and industry” (United Nations Women Watch 2009, 1).

South Africa's temperature is expected to increase to 1.2o C by 2020, 2.4o C by 2050 and 4.2o C by 2080 (Kruger and Shongwe, 2004). Contrary to the global increase in rainfall, South Africa's rainfall is expected to decrease by 5.4% by 2020, 6.3% by 2050 and 9.5% by 2080 (Kruger and Shongwe, 2004). The frequency and intensity of climate extremes, inter alia, droughts, floods, storms and wild fires will increase (Davis, 2011; Böckmann, 2015). Climate change evidence indicates the changes in frequency and intensity of flood and prolonged drought events at small scales (Meyiwa, et al. 2014). Furthermore, the sea level will continue rising and ocean acidification will get worse (Böckmann, M 2015).

The Western Cape has a well-developed climate change policy environment. In 2005, the Western Cape government carried out a study titled the “Status Quo, Vulnerability and Adaptation Assessment of the Physical and Socio-economic Effects of Climate Change in the Western Cape” and in the same year, the Western Cape government signed the Montreal Accord to protect the Ozone layer (Department of Environmental Affairs and Development Planning, 2008). The Western Cape Climate Change Strategy and Action Plan was then developed in 2008 (Department of Environmental Affairs and Development Planning, 2008; Coastal & Environmental Services, 2011). The Climate Change Strategy and Action Plan placed a lot of emphasise on adaptation to allow for developmental prioritises (Coastal & Environmental Services 2011). The Climate Change Strategy was then updated in 2014 to align with the National Climate Change Response Policy and is “geared to strategically direct and mainstream climate change actions and related issues throughout relevant Provincial transversal agendas” (Western Cape Government: Environmental Affairs and Development Planning. 2014). During last year this plan was changed to a live document to be updated yearly to address emerging climate change related risks.

The Garden Route district's vulnerability to climate change impacts is attributed to its physical location, topography and general climate conditions (Garden Route

District Municipality, 2017a). In addition, increased vulnerability to climate change has been caused by rapid urbanisation and informal developments (Western Cape Government, 2013). Urbanisation has increased because of in migration of the youth from the Eastern Cape and the elderly to the coastal towns (Garden Route District Municipality, 2017b). However, housing delivery has not been able to keep up with the migration, hence the ongoing increase in informal dwellings in the District (Garden Route District Municipality, 2017b). Furthermore, the natural and scenic beauty of the District is a major tourist attraction that could be negatively affected by the impacts of climate change (Garden Route District Municipality, 2017a).

The following climate change impacts have already been observed in the District: increased average temperatures; shifts in seasonality; increased frequency of veld fires; increased magnitude and frequency of storm events accompanied by strong winds; more frequent and severe storm surges; and, increases in rainfall variability and the number of dry days (Garden Route District Municipality, 2014). In addition, sea level rise and associated hazards are a major concern for coastal areas within the District (Garden Route District Municipality, 2012). Sea level rise impacts are likely to include inter alia coastal erosion, flooding, destruction of infrastructure and salt water contamination of fresh water bodies (Western Cape Government, 2013).

Major climatic hazards in the District include: drought, floods and veld fires (Garden Route District Municipality 2014, 2017a). Climate change is expected to increase the frequency and severity of these hazards (Garden Route District Municipality, 2014). Additionally, financial losses in the District, due to these climate hazards, has already been high (Garden Route District Municipality, 2014) For example, it was estimated that the 2009/2010 drought cost the District R 300 million, while the cost of the 2011 floods was estimated to be R 350 million (Garden Route District Municipality, 2014). Furthermore, approximately 45% of the District's disaster relief budget is allocated to the repair and maintenance of road infrastructure after flood damage (Garden Route District Municipality 2014). Concerning wildfire, the frequency and intensity is expected to increase with climate change (Pasquini, Cowling and Ziervogel, 2013). Another 45% of the District's disaster relief budget is spent on fire-related disasters (Garden Route District Municipality, 2014).

The table below is a summary of the key climate change impacts in the province as

outlined in the climate change strategy and action plan for the Western Cape and also tabled in the updated GRDM climate change adaptation plan and strategy.

10.9.1 Climate change impacts for the GRDM

Change to climate variable	Vulnerability Details
Higher mean temperatures	<ul style="list-style-type: none"> • Increased evaporation and decreased water balance; • Increase wild fire danger (frequency and intensity).
Higher maximum temperatures, more hot days and more heat waves	<ul style="list-style-type: none"> • Heat stress on humans and livestock; • Increased incidence of heat-related illnesses; • Increased incidence of death and serious illness, particularly in older age groups; • Increased heat stress in livestock and wildlife; • Decreased crop yields and rangeland productivity; • Extended range and activity of some pests and disease vectors; • Increased threat to infrastructure exceeding design specifications relating to temperature (e.g. traffic lights, road surfaces, electrical equipment, etc.); • Increased electric cooling demand increasing pressure on already stretched energy supply reliability; • Exacerbation of urban heat island effect.

Change to climate variable	Vulnerability Details
Higher minimum temperatures, fewer cold days and frost days	<ul style="list-style-type: none"> • Decreased risk of damage to some crops and increased risk to others such as deciduous fruits that rely on cooling period in autumn; • Reduced heating energy demand; • Extended range and activity of some pests and disease vectors; • Reduced risk of cold-related deaths and illnesses.
General drying trend in western part of the country	<ul style="list-style-type: none"> • Decreased average runoff, stream flow; • Decreased water resources and potential increases in cost of water resources; • Decreased water quality; • Decrease in shoulder season length threatening the • Western Cape fruit crops; • Increased fire danger (drying factor); • Impacts on rivers and wetland ecosystems.

Change to climate variable	Vulnerability Details
Intensification of rainfall events	<ul style="list-style-type: none"> • Increased flooding; • Increased challenge to storm water systems in urban settlements; • Increased soil erosion; • Increased river bank erosion and demands for protection structures; • Increased pressure of disaster relief systems; • Increased risk to human lives and health; • Negative impact on agriculture such as lower productivity levels and loss of harvest.
Increased mean sea level and associated storm surges	<ul style="list-style-type: none"> • Salt water intrusion into ground water and coastal wetlands; • Increased storm surges leading to coastal flooding, coastal erosion and damage to coastal infrastructure; • Increased impact on estuaries and associated impacts on fish and other marine species.

The provincial climate change strategy lists a number of priority responses in each of the key sectors. These are summarised in the table below

10.9.2 Priority Climate Change Adaptation Responses for the Western Cape province

Adaptation Category	Adaptation Responses
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Adaptation Category	Adaptation Responses
Water Security and Efficiency	<ul style="list-style-type: none"> • Invasive alien vegetation clearing; • Prioritisation, valuation, mapping, protection, and restoration of ecological infrastructure in catchments; • Effective utilisation of irrigation water; • Develop ecosystem goods and services (EGS) investment opportunities.
Biodiversity and Ecosystem Goods and Services	<ul style="list-style-type: none"> • Prioritisation, valuation, mapping, protection, and restoration of ecological infrastructure; • Landscape initiatives/biodiversity corridors and identification of requirements for climate change adaptation corridors; • Biodiversity stewardship; • Mainstreaming of conservation planning into decision making. • Integrated fire risk management and invasive vegetation control.
Coastal and Estuary Management	<ul style="list-style-type: none"> • Establishment of coastal hazard overlay zones and setback lines; • Research best practice regarding responding to repeated coastal inundation in high risk areas; • Protecting and rehabilitating existing dune fields as coastal buffers / ecological infrastructure; • Monitor possible linkages between climate change and fisheries industry; • Ensure Estuary Management Plans take cognisance of

Adaptation Category	Adaptation Responses
	climate change.
Food Security	<ul style="list-style-type: none"> • Farming practices that are in harmony with nature, i.e. 'conservation farming'; • Climate smart agriculture; • Agricultural water technologies that reduce consumption and increase efficiency; • Research on climate resilient and alternative crops and livestock applicable to the Western Cape; • Addressing climate vulnerability through the Municipal Support Programme; • Assessing food security in the context of the resource nexus.
Managing the effects of increased temperature on human lives	<ul style="list-style-type: none"> • Societal adaptation to human health impacts from temperature increases associated with climate change.
Healthy Communities	<ul style="list-style-type: none"> • Monitoring health trends in relation to climate trends; • Research linkages between human health and climate change in the WC context. These include: Air quality, Water quality, Food security, Heat stress, Disease vectors

10.9.3 Key Impacts within the Garden Route District

The following key impacts were identified within the Garden Route District:

a) Damage to infrastructure in flood plains

In the Garden Route District, flooding has been one of the key frequent hazards that have resulted in direct negative financial implications for the local municipalities, the district, provincial and national government. Flood events in Garden Route have impacted negatively on the environment, society and key economic sectors within the region including agricultural, tourism, and forestry. An effective response to flood vulnerability in Garden Route will require a coordinated and holistic approach that targets the various aspects of the problem. Such an approach would need to incorporate the following:.

- Location of key infrastructure and settlements with respect to proximity to flood risk areas;
- Restricting development within such high-risk areas and integrating this into key planning tools such as spatial development frameworks;
- Ensuring that future infrastructure developments have climate change factored into the design capacity and specifications;
- Early warning and citizen education/awareness-raising regarding climate risks;
- Development of policy tools to inform land-use planning and regulate activities that will exacerbate flood risks, and;
- Mapping of flood risk areas within the district in order to inform resource flow and optimisation (i.e. deployment of response mechanisms and capacity)

b) Environmental degradation

There are substantial research outputs listing the negative impacts climate change will, and in some cases is, already having on the natural environment, i.e. loss of biodiversity and ecosystems and their associated goods and services – particularly those regulatory services that reduce our risk to climate related disasters.

A degraded environment and dysfunctional ecosystems also increases our risk profile to climate related disasters. For example, degrade waterways, wetlands, and coastal dunes that have lost their natural buffer capacity will increase susceptibility of the society's (which are often poor communities) and infrastructure that are in close proximity to those ecosystems to flood risk.

An effective approach to reduce the negative impacts of climate change and climate related disasters require an in-depth understanding of the abundance of ecological infrastructure. Through measures that aim to map and quantify ecological infrastructure in terms of its associated ecosystem services and goods, and a detailed understanding of the investment options needed to protect it. In the Garden Route district such investment options and biodiversity protection interventions are not something new, there is much happening to reduce the negative impacts on the receiving environment through risk assessments that are done by provincial and district disaster management centres and private institutions such as SANTAM. Coordination and combination of efforts are amongst some of the key challenges that still inhibit a breakthrough to effective protection of Ecological infrastructure in the Garden Route District. The focus for the 2021/2022 book year would be to use the newly established Garden Route Environmental Forum (GREF) to align and coordinate all projects and interventions into one database as well as web-based data repository.

c) Water

Water resources are the primary medium through which climate change impacts will be felt by South Africans. Climate change will affect Garden Route District Municipality's water accessibility, quantity, and quality .Drought, reduced runoff, increased evaporation, and an increase in flood events will impact on both water quality and quantity.

It is anticipated that climate change will result in higher temperatures, lower rainfall and increased rainfall variability in the Garden Route District (Garden Route District Municipality, 2014, 2017b). Furthermore, impacts such as more frequent and intense droughts, fires and floods are predicted to not only result in agricultural losses but

also impact other sectors of the local economy as well (Garden Route District Municipality, 2014, 2017b, 2017a).

The Garden Route District Municipality falls mainly under the Breede-Gouritz/Berg Hydrological Zone (**Error! Reference source not found.6**), while small areas in the east fall within the Mzimvubu-Tsitsikama Hydrological Zone (Department of Environmental Affairs, 2013d). Under a warmer wetter scenario, the Breede-Gouritz/Berg Hydrological Zone is predicted to experience an increase in rainfall in winter and spring, and a decrease in autumn (Department of Environmental Affairs 2013d). While under a hotter and drier scenario, the region will experience a decrease in rainfall in all seasons and a strong decrease in rainfall in the west of the Hydrological Zone (Department of Environmental Affairs, 2013d).

Within the Garden Route District area there are 24 main water resources (such as dams, lakes and estuaries), some of which are the: Stompdrift, Garden Route, Wolwedans, Tierkloof and Prinsrivier Dams; Knysna and Sedgefield Lagoons; Groenvlei; Swartvlei; Rondevlei; and, the Touws River Estuary (Department of Water and Sanitation, 2016b). While these resources are spread throughout the Garden Route District area (**Error! Reference source not found.8**), they are mostly found in the south of the district (Department of Water and Sanitation, 2016b).

The predicted changes in average rainfall and temperature are forecast to reduce the areas that are suitable for viticulture or shift them to areas that are higher or cooler than current locations (Department of Environmental Affairs, 2013c). The reduction in rainfall (and runoff) is forecast to reduce the yields of fruit and vegetables, notably deciduous fruit and rain-fed wheat production in the Western Cape (Department of Environmental Affairs, 2013c). Furthermore, the production of fruit (such as apples and pears) and sugar cane will be increasingly vulnerable to damage from a predicted expansion of the areas affected by agricultural pests (Department of Environmental Affairs, 2013c).

By decreasing agricultural yields, climate change could also impact the agriculture sector by reducing profitability and job opportunities in the sector as well as increasing food security risks, especially amongst subsistence farmers and their dependents (Department of Environmental Affairs, 2013c; Garden Route District Municipality, 2014, 2017b). Indeed, the Garden Route District Municipality's 2017/2018 *Integrated Development Plan* has noted that climate change impacts

could have dire consequences for the agriculture sector in the District Municipal Area (Garden Route District Municipality, 2017a).

d) Food Security

Extended dry spell periods, increase in severity of storms and floods, fires, intense winds, high temperatures and shift in seasonality will all have negative impacts on food security. Increase in crop failures, decrease in water availability, increase in pests, and system-wide implications such as availability of pollinators, are among some of the key negative impacts that will impact negatively on the agricultural sector and thus food security.

Various measures that increase food security that aim at increasing resilience of the agricultural sector will require immediate attention. Such interventions will need to explore the possibility of alternative crops and testing the drought tolerance capability of these, conservation agriculture that makes use of wise farming techniques such as crop rotation and water use efficiency. On the other hand it is also of paramount importance to support locally viable farming practices that are less resource intensive such as food gardens and promotion of permaculture in the Garden Route and Garden Route as a whole, as these alternative farming methods bring a number of benefits such water and energy use efficiency, organic farming practices, job creation and empowerment.

e) Intense Fire Events

Climate change can lead to bigger wildfires that are more difficult to control. As a result, wildfire management is becoming more important in order to reduce the damage to people, the economy and the environment.

Veld fires occur mainly between November and February, however, in Knysna they occur throughout the year (Western Cape Government 2013). Increases in the frequency and intensity of veld fires have had negative impacts in the agricultural, forestry and tourism sectors (Garden Route District Municipality 2014). The risk of veld fires is high for most of the Garden Route District Area, however, there are areas of extremely high veld fire risk in the south, and low veld fire risk in many parts in the

north and west of the District (Department of Agriculture, Forestry and Fisheries, 2010). There are also several areas of medium veld fire risk spread throughout the District (Department of Agriculture, Forestry and Fisheries, 2010).

The disastrous June 2017 Garden Route fires provided a wake-up call about the deleterious effects of climate change in South Africa, and in many ways is a learning lesson regarding future approaches and preparedness for these disasters, as well as for the ensuing rehabilitation and rebuilding of the damaged environment.

Fynbos is a fire-adapted ecosystem and many plants have seeds which can only germinate after a fire. Other plants wait till after a fire to flower. But the frequency and intensity of uncontrolled wildfires, exacerbated by climate change, risk exceeding the biome's recovery capacity and causing damages on the economy and people's lives (UNDP-GEF, 2020).

Effective and sustained integrated fire management to reduce the risk of uncontrolled fires due to climate change is imperative. In the past, fire management was heavily dependent on fire suppression. But as factors such as an increased natural-urban interface and greater pressure on natural resources have become increasingly significant, more advanced fire management, integrating weather prediction and modelling tools, has come more important (UNDP-GEF, 2020).

Integrated Fire Management (IFM) has been defined as a series of actions that include: fire awareness and prevention, risk mapping, hazard identification, prescribed burning, resource sharing and co-ordination with fire detection, fire suppression and fire damage rehabilitation. Integrated fire management with climate change adaptation in mind should be aimed at developing sustainable interventions to radically reform the approach to managing fires and to implement strategies to better cope with increasing fire risks and damages due to climate change. This should include the implementation of a range of adaptive IFM services which includes fire management planning, fire detection, prevention, suppression and community fire awareness UNDP-GEF, 2020.

10.9.4 Legislative requirement

Constitutional Mandate

The Municipal Structures Act, 1998 (Act 117 of 1998) outlines the roles and responsibilities functions of district municipalities. Related to climate adaptation, the Act provides for the following roles and responsibilities for the Garden Route District Municipality in these broad areas such as:

Master planning such as development of a Climate Change Strategy through which local municipalities can develop their integrated development plans. These include the Spatial Development Frameworks and Disaster Management Plans, Solid Waste Management Plans, Health services and Fire services

10.9.5 Garden Route DM Climate Change Structures

The following are the current climate change structures that are applicable to the Garden Route District Municipality:

Forum/Committee	Frequency
Garden Route Environmental Forum	Quarterly
Provincial PSG4 Quarterly Climate Change Response Forum	Quarterly
Garden Route Green Energy Forum	Quarterly
Garden Route District Coastal Committee	Quarterly

10.9.6 Existing Policies, Strategies, Plans and Reports

Climate Change Policy Context in South Africa

Climate change is a relatively new area of policy development in South Africa. As policies and structures are developed, it is necessary to ensure that they are evidence-based, coordinated and coherent. This section introduces international and national climate change policies and structures, which are listed below:

- The United Nations Framework Convention on Climate Change (UNFCCC). This international treaty provides guidance on setting agreements pertaining to the reduction of greenhouse gas emissions.
- The Paris Agreement, came into effect on 4 November 2016. This is the first agreement all countries have committed to and stipulates that all countries must reduce carbon emissions to limit global temperature increase to 1.5 degrees Celsius above pre-industrial levels.
- South Africa's Nationally Determined Contributions, came into effect after the Paris Agreement was signed. South Africa is therefore required to report on mitigation and adaptation efforts. Concerning mitigation, South Africa is to reduce emissions by a range between 398 and 614 million metric tons of carbon equivalent by 2025 and 2030. There are several instruments to ensure reduction in carbon emissions including car tax and company carbon budgets among other instruments. With reference to adaptation a National Adaptation Plan is currently being developed, and climate change is to be incorporated in all policy frameworks, institutional capacity is to be enhanced, vulnerability and adaptation monitoring systems are to be in place, vulnerability assessment and adaptation needs framework are to be developed and there needs to be communication of past investments in adaptation for education and awareness.
- The National Climate Change Response White Paper (NCCRWP) was adopted in 2011 and presents the South African Government's vision for an effective climate change response in the long-term, to transition to a climate-resilient and lower-carbon economy and society.
- The National Development Plan, focuses on eliminating poverty and reducing inequality by 2030 and creating an environmentally sustainable country through mitigation and adaptation efforts. Long Term Mitigation Scenarios, outline different scenarios of mitigation action for South Africa. Long Term Adaptation Scenarios, consist of two phases.
Phase one, was the identification of climate change trends and projections as well as impacts and responses for the main sectors.
Phase two focussed on integrating issues such as climate information and early warning systems, disaster risk reduction, human settlements and food security.

The National Climate Change Response Policy, which was released as a White

Paper in October 2011, presents the South African Government's vision for an effective climate change response and the long-term, just transition to a climate-resilient and lower-carbon economy and society. South Africa's response to climate change has two objectives.

- 1) Effectively manage inevitable climate change impacts through interventions that build and sustain South Africa's social, economic and environmental resilience and emergency response capacity;
- 2) Make a fair contribution to the global efforts to stabilise GHG concentrations in the atmosphere at a level that avoids dangerous anthropogenic interferences with the climate system within a timeframe that enables economic, social and environmental development to proceed in a sustainable manner.

The National Climate Change Response Policy, 2011 recognises research monitoring and development as important parts of the framework of interventions, and includes the development of a Monitoring and Evaluation System. The Garden Route District Municipality strives to promote a sustainable environment through the efficient utilisation of its natural resources. It also recognises that if an urban area does not have sufficient infrastructure to support industries or its residents, it cannot sustain itself. As such, the Garden Route DM commits to continue investing in new knowledge through research, monitoring and technological development and working to the point where the municipality can lead in knowledge creation and development instead of merely responding to it.

10.9.7 Garden Route District Municipality Climate Change Strategy,

A number of provincial strategies, plans and frameworks have relevance to climate change and have been considered in the revision of Garden Route DM's Climate Change Strategy. The Strategy is aligned with the twelve 2014 Provincial Strategic Objectives listed below:

- PSO1: Increasing opportunities for growth and jobs
- PSO2: Improving education outcomes

- PSO3: Increasing access to safe and efficient transport
- PSO4: Increasing wellness
- PSO5: Increasing safety
- PSO6: Developing integrated and sustainable human settlements
- PSO7: Mainstreaming sustainability and optimising resource-use efficiency
- PSO8: Increasing social cohesion
- PSO9: Reducing and alleviating poverty.
- PSO10: Integrating service delivery for maximum impact.
- PSO11: Creating opportunities for growth and development in rural areas.
- PSO12: Building the best run provincial government in the world

The Strategy is also aligned with the overarching vision for the Western Cape as outlined in the One Cape 2040 strategy, spanning 28 years and intended as a statement of direction for the Province. The OneCape2040 strategy aims to bring about a highly skilled, innovation-driven, resource sufficient, connected, high-opportunity and collaborative society. Improved knowledge and information acquired through climate change projects can work towards achieving these strategic visions and goals.

The development of the Garden Route DM Climate Change Strategy is also aligned with the National Strategy for Sustainable Development (NSSD 1) which was approved by Cabinet on 23 November 2011. The strategy builds on the 2008 National Framework for Sustainable Development, which identified the strategic interventions required to re-orientate South Africa's development path towards a more sustainable direction. It is a proactive strategy that regards sustainable development as a long-term commitment and which combines environmental protection, social equity and economic efficiency with the vision and values of the country.

The following five strategic objectives are identified in the NSSD 1:

- Enhancing systems for integrated planning and implementation;
- Sustaining our ecosystems and using natural resources more efficiently;
- Towards a green economy;

- Building sustainable communities;
- Responding effectively to climate change.

The below list of national policies and strategies is a summary of documents which all recognises climate change mitigation and monitoring initiatives, and Garden Route DM therefore considers them as part of its strategic path in securing a sustainable future for all of Garden Route's residents:

- The National Research and Development Strategy, 2002.
- National Strategy for Sustainable Development, 2011
- One Cape 2040 Vision
- Disaster Risk Management
- Waste Management
- Air Quality Management Plan (2nd Generation 2013)
- National Water Act, No 36 of 1998
- Water Research Act, No 34 of 1971
- National Climate Change Response Policy, 2011
- National Water Resources Strategy, 2012

This Garden Route District Municipality Climate Change Strategy has therefore been developed to ensure alignment with the Western Cape Climate Change Response Strategy of 2014, as well as the National Climate Change Response Policy of 2011.

Agriculture

The predicted changes in average rainfall and temperature are forecast to reduce the areas that are suitable for viticulture or shift them to areas that are higher or cooler than current locations (Department of Environmental Affairs, 2013c). The reduction in rainfall (and runoff) is forecast to reduce the yields of fruit and vegetables, notably deciduous fruit and rain-fed wheat production in the Western Cape (Department of Environmental Affairs, 2013c). Furthermore, the production of fruit (such as apples and pears) and sugar cane will be increasingly vulnerable to damage from a predicted expansion of the areas affected by agricultural pests (Department of Environmental Affairs, 2013c).

By decreasing agricultural yields, climate change could also impact the agriculture sector by reducing profitability and job opportunities in the sector as well as increasing food security risks, especially amongst subsistence farmers and their dependents (Department of Environmental Affairs, 2013c; Garden Route District Municipality, 2014, 2017b). Indeed, the Garden Route District Municipality's 2017/2018 *Integrated Development Plan* has noted that climate change impacts could have dire consequences for the agriculture sector in the District Municipal Area (Garden Route District Municipality, 2017a).

A climate change agricultural study has been done for the Garden Route District by the Western Cape Government, with a focus on the loss of agricultural land. This is in a large part as a result of flooding and erosion, and is in many respects indicative of the broader trend towards environmental degradation in the area. Farmers, needing fertile lands and a secure water supply, are increasingly ploughing flood plains and wetlands. This provides short term gains, but long term losses in the form of loss of vital ecosystem services, such as flood attenuation provided by wetlands and flood plains. These compromised lands are easy „targets“ for the raging floodwaters that result from the increased intensity rainfall resulting from climate change, sweeping away large swathes of agricultural land.

In addition there is insufficient monitoring and inspection of farm dams, which often have problem-causing outlet structures not designed to facilitate the through puts experienced during these intense flood events. In addition there is illegally damming up or weiring of water courses, which, amongst other activities, results in inaccurate extractions figures.

The Garden Route District Municipality's agricultural sector will be adversely affected by climate change. Increased temperatures, drought, and the increase in frequency and severity of storm events will impact on the crops that can be grown and potentially result in a loss of livestock.

The following key agricultural indicators, sub-projects and actions were identified:

Project	Current Sub-Projects	Future Possible Sub-Projects
Manage increasing risks		Commission research and

to livestock		improve understanding of climate change impacts livestock and land availability
		Develop a framework that will assist and educate farmers with adjusting to reduced rainfall.
		Generate and share scientific, social and indigenous knowledge that will assist with adapting to the reduction in herbage yields.
		Improve collaboration and partnership on existing programs (e.g. Land Care Programme, EPWP and River Health Programmes)
		Strengthen management plans, to enable continuous monitoring of water and herbage availability for livestock.
		Commission research and improve understanding of climate change impacts livestock and land availability
		Investigate sustainability of dairy industry, as a high water demand industry, in the District.
Crops that can be grown		Develop a map indicating the best areas to produce high water demand crops as well as areas where alternative crops should be considered

Climate Change and Waste Management

Regional Landfill Facility & Alternative Technology Project

The Garden Route District Municipality is constructing a Class B landfill to accept Domestic and Hazardous waste generated in the Bitou-, Knysna-, George- and Mossel Bay Municipalities. This landfill will be managed according to strict legislative requirements. The implementation of alternatives to reduce organics to landfill is part of this intervention in terms of preventing the generation of landfill gas.

The Garden Route DM is also investigating the implementation of alternative technology for four organic waste types generated in the Garden Route District Municipality. The waste types include green waste, wood waste, abattoir waste and sewage sludge. The implementation of alternative methods of handling will prevent the mentioned waste types going to landfill that will prevent the generation of landfill gas.

The promulgation of a District Waste Management By-Law has been completed. This By-Law will assist with the regulating of waste management in the Garden Route District Municipal area pro- actively contributing to positive climate change prevention.

The Garden Route DM is also conducting waste characterisation studies and the implementation of a waste minimisation public awareness and education programme. The waste characterisation studies enables proper planning for the implementation of adequate waste management and minimisation initiatives in the local municipalities in order to divert waste from landfill. The waste minimisation public awareness and education programme promotes waste minimisation and diversion by means of the reduction, re-use and recycling of waste and the proper disposal and recycling of hazardous waste types e.g. used motor oil and e-waste.

Climate Change and Air Quality Management

The linkage between Air Quality and Climate change is well documented. Controlling the Air Quality Environment is directly correlated to Climate Change mitigation. The District Air Quality sections therefore play an important role in climate change mitigation. The following objectives are set in the AQMP and will

play a direct and indirect role in Climate change mitigation:

Garden Route 2nd Generation Air Quality Management Plan

The objectives of the plan are outlined as follows:

- **Objective 1: Set Air Quality Goals**

Although this item is the first to be discussed, it does not imply that air quality management commences with this activity. However, it is a key issue as no control actions can be considered without knowing if any air quality goals are being exceeded.

An emissions inventory is aimed at identifying and quantifying emissions of pollutants from all sources in the GRDM region. The sources can be grouped into three classes:

- Point Sources: Industrial emissions: stacks, fugitive process emissions, etc.
- Area Sources: Residential and refuse sources, etc.
- Line Sources: motor vehicles, ships, aircraft, trains, etc.

- **Objective 2: Set Up Air Quality Management System Emissions Database**

An emissions inventory is aimed at identifying and quantifying emissions of pollutants from all sources in the GRDM region. The sources can be grouped into three classes:

- Point Sources: Industrial emissions: stacks, fugitive process emissions, etc.
- Area Sources: Residential and refuse sources, etc.
- Line Sources: motor vehicles, ships, aircraft, trains, etc.

Air Quality Monitoring Network

Three continuous AQ monitoring stations are in operation, one each in George, Mossel Bay (Dana Bay) and Oudtshoorn. The stations are the property of DEADP and are on loan to GRDM. GRDM is actively carrying out air quality monitoring programs by means of passive sampling methods in conjunction with individual municipalities. While passive sampling methods have limitations, they serve as good screening methods.

GRDM is also actively carrying out a diesel exhaust emissions monitoring program in conjunction with individual municipalities, thus providing a supporting function to the municipalities. These activities will be maintained, but the results obtained from the continuous AQ monitoring stations will be assessed in terms of compliance with ambient air quality standards.

Dispersion Modelling

A regional dispersion modelling study was undertaken and is discussed in detail in Chapter 5 of the AQMP. As is stated in Section 3.2.1, limited vehicle data and no domestic fuel consumption data is available and both of these are major sources of air pollutant emissions. The outcome of the dispersion modelling study is, therefore, limited.

Air Quality Information

Ambient Air Quality information is essential to support the right to a healthy environment as envisaged in Section 24 of the Constitution. As public funds are generally used in air quality monitoring and management functions the general public has the right to information dealing with the issue.

It is assumed that DEADP makes all data recorded at its continuous AQ monitoring stations to the South African Air Quality Information System (SAAQIS) for access via the internet. However, not all members of the public have access to the internet, data is not readily available from SAAQIS, nor are the results of GRDM passive sampling campaigns. Therefore, a strategy will be defined to disseminate ambient air quality data to the general public through various media, e.g. newspapers, GRDM's web site, etc.

Data reporting requirements of the GRDM Council need to be formalised for regular updates of monitoring data. Additional specialised reports will be supplied on demand. The data reporting strategy will, therefore, include reporting of the results of passive sampling campaigns to the Provincial and National Government.

• Objective 3: Carry Out Risk Assessments

The only way to determine the impact of air pollutants on living species is through risk assessments. Not all creatures react in the same way to the same dose (pollution). This activity is essential to assist town planners and industrialists in locating factories and roads correctly in relation to the built environment.

The following activities are involved in determining risk:

- Dose

- Health Effects
- Ecological

• **Objective 4: Assess and Select Control Measures**

Based on the air quality information generated from the AQ monitoring stations and the outcome of risk assessments, a decision must be made on the implementation of remedial actions and the source sector on which the remedial actions must be focused.

Potential interventions must be identified and ranked in order of perceived effectiveness and cost. In some instances the intervention may imply a technology solution requiring a regulatory order, e.g. reduction of emissions from a specific industry, whilst in others it may require a political decision, e.g. traffic volume restrictions, electrification of informal settlements, etc.

• **Objective 5: Implementation of Intervention and Monitoring of Effectiveness**

Once appropriate intervention measures have been identified they need to be implemented.

Solutions will require the support of politicians, senior management, interested and affected parties, the public, commerce and industry in order to be effective. Consequently these solutions need to be open to scrutiny.

Once applied, monitoring the change as a result of the intervention measure may only become apparent after long-term monitoring activities due to the time-based accumulation and release of pollutants in nature.

• **Objective 6: Revise Air Quality Goals**

Should it appear that health and ecological risk assessments reveal an increased risk due to the presence of air pollutants in the atmosphere, or that industrial growth, urbanisation, etc., result in the long-term decrease in air quality, it may become necessary to revise the air quality goals adopted as an initial step to the implementation of the AQMP.

Effective statistical analyses should provide sufficient early warning of such occurrences so that air quality goals can be revised in time to prevent a serious

negative impact on the environment.

Revising the air quality goals should, therefore, be an on-going objective, although not one that necessarily requires a major level of attention unless data proves otherwise. Its full impact is seen as a long-term activity. In addition it is a legal requirement of the AQA that the AQMP be revised every 5 years.

• **Objective 7: Integrate the AQMP into the IDP**

Effective environmental management, including air quality management, is dependent on inter-departmental communication, cooperation, support and financing.

Section 15(2) of the Air Quality Act requires that the AQMP be included into the Integrated Development Plan of the municipality.

There is a need to inform other departments that air quality impact need to be considered in the performance of their functions.

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The Air Pollution Unit is a Licensing Authority in terms of the AQA. Section 21-listed activities are identified in environmental legislation as requiring environmental authorizations.

These activities have impacts on the following decisions:

- Changes in land use, e.g. rezoning of land from agriculture to industrial / residential use
- Upgrading and building of new roads
- Industrial developments and processes
- Incineration of general and hazardous waste
- Operation of Crematoria

It is also required, therefore, that the Air Quality Management Plan be incorporated in the various sector development plans of other departments within GRDM.

• **Objective 8: Compliance Monitoring, Enforcement and Control**

GRDM has been authorised to serve as licensing authority in terms of the Air Quality Act. As such the Air Pollution Unit of GRDM is required to carry out all of the duties associated with issuing atmospheric emission licences to industries that

operate processes for which official emission limits have currently been set.

These duties include evaluation of environmental impact assessments, air pollution control proposal evaluations, continuous emissions monitoring specifications, specific ambient air quality monitoring requirements, etc.

As time goes by and more air quality data is obtained, or as South Africa's international obligations so demand, it may become clear that actions are called for the achievement of a reduction in overall concentration of one or more pollutants, e.g. CO₂, greenhouse gases, etc.

Once atmospheric emission licences (AELs) have been issued it is the responsibility of such licence holders to submit data about their emissions according to a time scale defined by GRDM.

Should this data reveal that emission limits are being exceeded administrative steps will be taken to enforce compliance with the licences. Such steps include compliance notices, fines for non-compliance, etc.

It is accepted that emissions from various sources may result in complaints from neighbouring communities. In such cases the complaints will be investigated and the sources of the pollutants inspected for compliance or, if necessary, inclusion in GRDM's list of controlled emitters. If deemed necessary spot checks of pollutant concentrations may be made by GRDM personnel.

In such cases plans must be formulated to achieve the required degree of reduction through measures deemed appropriate at that stage, e.g. revised emission licences, etc.

The issuing of AELs does not imply that emissions can continue ad infinitum, even though the emissions may fall within the limits set in the AELs. GRDM will, therefore, develop a plan to audit the terms and conditions contained in AELs for revision as and when required. The audit plan must define an audit frequency, i.e. time scale between audits, the parameters that will be audited and the criteria against which audit results will be evaluated.

The linkage between Air Quality and Climate change is well documented. Controlling the Air Quality Environment is directly correlated to Climate Change mitigation. The District Air Quality sections therefore play an important role in climate change mitigation. The following objectives are set in the AQMP and will play a direct and indirect role in Climate change mitigation.

Project	Current Sub-Projects	Future Possible Sub-Projects
Set Air Quality goals	Set up air quality goals that are linked to climate change mitigation and which talks to all the applicable legislation.	3 rd Generation AQMP development
	<p>Emissions Database Maintaining the current Garden Route Air Quality emissions inventory and the NAEIS system. The sources can be grouped into three classes:</p> <ul style="list-style-type: none"> - Point Sources: Industrial emissions: stacks, fugitive process emissions, etc. - Area Sources: Residential and refuse sources, etc. - Line Sources: motor vehicles, ships, aircraft, trains, etc. 	
Set up Air Quality management system	<p>Air Quality Monitoring Network Maintaining and expanding the Garden Route monitoring network. Passive sampling programmes Diesel vehicle emission testing programmes with the B-authorities.</p>	Procuring a full air quality monitoring station for the Garden Route region.
	<p>Dispersion Modelling Carrying out of regional dispersion modelling studies.</p>	Purchasing a dispersion model software (AERMOD or CALPUF)
Assess and Select Control Measures	<p>Air Quality Information Define a strategy to disseminate ambient air quality data to the general public through various media, e.g. newspapers, GRDM's web site, etc.</p>	Appointment of staff

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	Data reporting requirements of the GRDM Council need to be formalised for regular updates of monitoring data. Additional specialised reports will be supplied on demand.	
Carry out Risk assessments	Carrying out of Risks assessments taking into consideration: <ul style="list-style-type: none"> - Dose - Health Effects - Ecological 	
Revise Air Quality goals	Based on the air quality information generated from the AQ monitoring stations and the outcome of risk assessments, a decision must be made on the implementation of remedial actions and the source sector on which the remedial actions must be focused. Potential interventions must be identified and ranked in order of perceived effectiveness and cost.	
Linkage to IDP	Should it appear that health and ecological risk assessments reveal an increased risk due to the presence of air pollutants in the atmosphere, or that industrial growth, urbanisation, etc., result in the long-term decrease in air quality, it may become necessary to revise the air quality goals adopted as an initial step to the implementation of the AQMP.	
	Link the Air Quality Climate change interventions and projects with the IDP in order to secure the necessary funding.	

Climate Change and Environmental Management

Coastal and Estuary Management

Sea level rise and storm surges pose a significant threat to the Garden Route District. There are areas that are already being inundated by storm surges, and although this is largely due to historically inappropriate development in high risk areas, this risk is only set to increase with the progression of climate change. In line with the requirements of the National Environmental Management: Integrated Coastal Management Act, 2008, coastal setback lines are currently being delineated across the province. This will assist in deterring future developments in high risk coastal areas. The below priority projects are aligned with the Western Cape Climate Change Response Strategy (DEA&DP, 2014):

Climate change predictions include the impacts on benthic ecosystems, loss of livelihoods and impacts resulting from sea level rise.

The following key coastal and marine indicators, sub-projects and actions were identified:

Project	Current Sub-Project	Future Possible Sub-Project
Manage loss of land due to sea level rise	Comment on Environmental Authorisation Applications to control unsustainable/risk coastal development	Revise the Spatial Development Framework to consider areas vulnerable to climate change impacts.
Protecting and rehabilitating existing dune fields as coastal buffers / ecological infrastructure;		Monitor possible linkages between climate change and fisheries industry;
Manage increased damage to property from sea level rise		Protect biophysical barriers to coastal storm surges such as rehabilitation of dune systems and the establishment of coastal management zones that will restrict development within at risk areas

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<p>Researching the impacts of water quality and temperature fluctuations within estuarine and marine environments, as well as the impacts of droughts/floods and ecological reserve status on estuarine environments;</p>	<p>Storm surge early warning guideline has been developed in collaboration with the South African Weather Service.</p> <p>Emergency Breaching of estuaries guideline has been developed and is used by the GRDM DMC.</p> <p>Disaster Management Emergency breaching of estuaries protocol developed with relevant role-players i.e. San Parks, Knysna LM and Mossel Bay LM.</p>	<p>Incorporate climate-related disaster information into current property valuations and insurance schemes</p>
	<p>Develop and map Coastal Management Lines for Garden Route (DEA&DP)</p>	<p>Research best practice regarding responding to repeated coastal inundation in high risk areas;</p>
<p>Coastal Management Regulatory Documentation and Legislation</p>	<p>Review and update of the Garden Route Coastal Management Programme</p>	<p>Gouritz Estuary Usage Zonation By-law</p>
<p>Establishment of coastal hazard overlay zones and setback lines;</p>	<p>Estuary management and mouth management plans (DEA & DP)</p>	
<p>Ensure Estuary Management Plans take cognisance of climate change.</p>	<p>Coastal Access Management/legislation</p>	
<p>Collaboration partnerships and adaptation management</p>	<p>Community collaboration and estuary advisory forums</p>	
	<p>Collaborative Coastal and Estuary Management Agreements</p>	

Coastal Management - Tourism	Wilderness Blue Flag Beach – pilot status	Wilderness Blue Flag Beach - Full Blue Flag status
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10.10 Biodiversity Management

The Cape Floristic Region (CFR) is classified as a “global biodiversity hotspot” by Conservation International and some of the protected areas in the CFR have been given World Heritage status by UNESCO and the International Union for Conservation of Nature (IUCN). The CFR is not only the smallest of the world's floral kingdoms but also has the highest plant diversity, with a high proportion of endemic and threatened Red Data List species (68% of South Africa's threatened species are located in the Western Cape). The Western Cape's biological diversity and natural resources are under threat from climate change, pollution, overexploitation of natural resources, invasion by alien species and escalating development. It is, therefore, imperative to address these threats and their impacts.

According to the IUCN World Heritage Sites Case Studies (2007) climate change might be the most significant threat facing biodiversity in the Cape Floristic Region over the next 50 to 100 years. The most threatening aspects of climate change to the conservation of the biodiversity of this area are:

- Shrinking of optimal bioclimatic habitats with warming and potential drying;
- Changes in ecosystem structure and composition in response to modification of environmental conditions;
- Increase of fire frequency;
- Impact on freshwater ecosystems (floods and droughts);
- Sea level rise impacting on marine organisms and coastal ecosystems infrastructure;
- Soil biodiversity especially related to soil fertility and the production landscape.

In order to improve the health of the province's ecosystems and thus strengthen ecosystem resilience to climate change, programmes are required to halt the loss of critical biodiversity areas and to restore areas already degraded by invasive species and poor land management practices.

The following key biodiversity indicator, sub-project and actions were identified:

Project	Current Sub-Projects	Future Possible Sub-Projects
Manage Increased impacts on threatened ecosystems		Increase investment in ecological infrastructure that translates into financial revenue for the district such as ecosystem services bonds and market options that reduce flood risk within the region
Invasive alien vegetation clearing;	Development of Draft Garden Route Alien Vegetation Control Plan	Completion of Invasive Species Control Plan (NEMBA) for all state owned properties in local municipalities and district municipalities. This is to be done by the environmental management departments, EPWP, Parks and Recreation and Disaster Management.
	Roll –out of the invasive alien plant control project on Garden Route DM properties.	Research Programme investigating potential risks associated with loss in fynbos biome through involving local universities (NMMU) stakeholders, SANP, CN, involving scenario planning of loss of species. 0-5 years.
	Maintain cleared areas to prevent re-growth of invasives	Climate change predictions include the shifting of biome across South Africa.

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Manage Increased impacts on environment due to land-use change		Develop program to diversify community livelihoods strategies to earn income from other activities such as ecotourism and other non-farming activities.
		Incentivize small scale farmers to practice sustainable and conservative agriculture
	Garden Route Disaster Risk Assessment data have been included into the revised Garden Route SDF	Incorporate sustainable land use management and planning into other sectors plans.
	Commenting on new environmental authorisation applications to control unsustainable land development	Research and improve understanding of land use change in the municipality.
		Strengthen institutional capacity to deal with pressure on land use change
Manage Loss of Priority Wetlands and River ecosystems		Adopt a local wetland protection by law that require vegetated buffers around all wetlands
		Control invasive wetland plants
		Encourage infrastructure and planning designs that minimize the number of

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		wetland crossings
	Establish volunteer wetland monitoring and adoption programs	Wetland restoration/rehabilitation
	Conduct assessment of existing wetlands and Identify priority wetlands and River ecosystems to be conserved	Restrict discharges of untreated wastewater and storm water into natural wetlands
	Develop Wetland Strategy and Implementation Plan	Protect ecological infrastructure functioning/ecosystem services
Biodiversity stewardship; Biodiversity and Environment		Garden Route Biodiversity Report
Prioritisation, valuation, mapping, protection, and restoration of critical biodiversity and ecological support areas		Landscape initiatives / biodiversity corridors and identification of requirements for climate change adaptation corridors
Garden Route Environmental Forum	<ul style="list-style-type: none"> • Climate Change Indaba and Fire Commemoration Events; • Database Management; • Public Information 	Invasive alien vegetation eradication projects; Biomass resource projects

	<p>Management - Media and Communication</p> <ul style="list-style-type: none"> • Sub-Saharan Virtual Climate Change Platform 	
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Water Security

The Sustainable Water Management Plan for the Western Cape Province (hereafter referred to as “the Water Plan”) was developed in 2011. Its development was undertaken collaboratively by the Western Cape Government’s Provincial Departments and the National Department of Water Affairs: Western Cape Regional Office. Short (1-5 years), medium (6-15 years) and long term (+16 years) actions to guide the implementation of projects / activities were developed as a means of achieving integrated and sustainable management of water in the Western Cape to support the growth and development needs of the region without compromising ecological integrity. The Water Plan therefore aims to protect water resources from environmental degradation, incorporate integrated planning processes, and promote efficient water utilisation in the Western Cape Province.

The vision of the Water Plan will be achieved by the following substantive principles:

- Efficiency in water utilisation across all sectors;
- Ensuring a safe environment and clean water;
- Ensuring sustainable integrity of ecological diversity and systems.

The following four strategic goals were identified as key to achieving the vision of the Water Plan:

- Ensure effective co-operative governance and institutional planning for sustainable water management;
- Ensure the sustainability of water resources for growth and development;

Water security is also being highlighted in the GRDMS’s Climate Change Adaptation Plan. Current interventions aims to assist municipalities in becoming

more water efficient, encouraging technologies such as water re-use plants, and in supporting programmes targeting reduced local water demand.

It is increasingly recognised that water security cannot be examined in isolation due to the currently indivisible link between water security and energy security. Both are in turn closely linked to the food system, which is in turn reliant on the physical environment (including water) and infrastructure (including energy and transportation).

Water resources are the primary medium through which climate change impacts will be felt by South Africans. Climate change will affect Garden Route District Municipality's water accessibility, quantity, and quality. Drought, reduced runoff, increased evaporation, and an increase in flood events will impact on both water quality and quantity.

The following key water indicators, sub-projects and actions were identified:

Project		Current Sub-Project	Future Possible Sub-Projects
Manage decreased water quality in ecosystem.	Invasive alien vegetation clearing;		Adopt and enforce simple, innovative, adaptive engineering approaches wastewater treatment initiatives that will ease the burden on natural water dilution as water quantities decline.
			Protect and rehabilitate aquatic systems so that they can provide flow attenuation and ecosystem goods and services that are required to

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			buffer increased pollution.
Develop Regulatory Documentation and Legislation	Review of Garden Route Climate Change Strategy (DEA & DEA&DP)		Conduct a climate change impact assessment on health risks to aquatic systems.
Water Research	Groundwater aquifer level and capacity assessments		Research and improve understanding of climate change impacts on water quality and availability.
			Identify and implement wastewater monitoring initiatives that will indicate risks to aquatic systems.
			Investigate international best-practice as well as new technology, innovation and methodologies
			Strengthen wastewater treatment management plans, to enable the ability to respond to the declining water reserves.
Increasing Water challenges Awareness and Perceptions	Water services perception survey's		Create awareness on the reuse of wastewater thus minimising negative impacts of wastewater on aquatic systems.
	Water Demand Management/Water Conservation Initiatives to conserve water		Alternative water resources – new non-potable treated wastewater pipeline for non-potable household use.

	usage/ensure water use efficiency		
Water Resource Management Collaboration and Partnerships	Water Resource Management Collaboration Initiatives and Partnerships – Breede-Gouritz Catchment Management Agency, and some local Category B-Municipalities		Integrated water resource management and adaptation initiatives
	Seawater desalination plants		
Prioritisation, valuation, mapping, protection, and restoration of ecological infrastructure in catchments	Development of Garden Route DM Wetland Strategy and Implementation Plan		

10.10.1 Climate Change and Disaster Risk Management

Climate change impacts will affect Disaster Management, Infrastructure and Human Settlements in several ways in Garden Route District Municipality. Increases in the severity of storm events and increase in flooding will damage infrastructure which may result in a loss of industrial productivity and service delivery disruptions. The impacts of storm events will particularly affect communities located in informal settlements, on flood plains and where there is poor drainage infrastructure. In addition, communities in rural areas that depend on subsistence farming may be

unable to grow crops that they have grown in the past due to the changing climate. It is predicted that there will therefore be an increase in rates of rural-urban migration. Rural communities may also become more physically isolated due to extreme events impacting on key infrastructure.

Creating more climate resilient human settlements will require a huge shift in the design philosophy and design specifications. These include considerations for location of settlements (i.e. proximity to flood lines, coastal risk zones, etc.), use of alternative building materials that reduce risks to fires particularly for low cost housing, and other measures that reduce climate risk and vulnerability of human settlements per se. This rapid shift in the design philosophy requires political will through adoption and regulation of building standards (such as SANS 10400) and making provision for the existing government subsidies to take these specifications into account. Environmental Impact Assessments related to new settlements need to factor climate change considerations in to ensure that any future developments are increasingly climate resilient.

The following key Disaster Management indicators, sub-projects and actions were identified:

Project	Current Sub-Project	Future Possible Sub-Projects
Manage increased impacts on traditional and informal dwellings	Dissemination of severe weather early warnings included as part of the disaster management information management system.	Commission a reliable early warning system (linked to radio stations, community leaders and social media) to alert communities and industries on the possible occurrences of storm events.
		Conduct a climate change risk assessment on informal dwellings
	After floods in 2012 the	Conduct regular

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	placement of informal dwellings received special attention. Lessons learned were incorporated into new housing projects. A district flood hazard master plan has been developed and included as part of the District SDF	assessments of informal dwellings in order to identify priority areas for interventions to reduce climate change risk.
		Implement informal settlement upgrades.
	Development of evacuation plans and the execution of evacuation drills	Update community emergency plans that will assist with responding to climate change related impacts/risks.
Manage potential increase migration to urban and peri-urban areas.	Conduct public awareness on campaigns to save water by Disaster Management sector in collaboration with District Communications Department	
Manage potential increased risk of wildfire	Develop Integrated Veld fire management Plan for the Garden Route District.	
		Strengthening of existing initiatives such as Working on Fire and the SCFPA
	Fuel load management master plan to be completed in this year	
		Buy-in from private

		landowners and farmers through the construction of firebreaks.
		Improvement of fire safety through urban fringe management
		Fireproof alternative building/construction materials
Department of Environment, Forestry and Fisheries (DEFF) and Government of Flanders Adaptive Capacity Facility (ACF) project	Vulnerable communities climate change risk projects	Future identified climate change vulnerability and risk projects

10.10.2 Climate Change and Health

As per section 9.9 of the Western Cape Climate Response Strategy (DEA&DP, 2014), the WC population is characterised by a relatively high rate of unemployment, burgeoning informal settlements and high incidence of HIV/Aids and Tuberculosis. This factors therefore increases societies vulnerability to climate related impacts and risks such as extreme events characterised by floods and high winds, heat waves and cold fronts. The health related impacts associated with these kinds of events include heat stress, an increase in incidence of communicable diseases, and potential expansion of disease vectors. Further research needs to be undertaken to improve the understanding of the linkage between actual climate changes and the potential health impacts. Monitoring is key to picking up any trends and changes.

The following key Disaster Management indicators, sub-projects and actions were identified:

Project	Current Sub-Project	Future Possible Sub-Projects
Monitoring health trends in	Dissemination of severe	Commission a reliable

relation to climate trends;	weather early warnings included as part of the UNITY disaster management information management system.	early warning system (linked to radio stations, community leaders and social media) to alert communities and industries on the possible occurrences of storm events.
Research linkages between human health and climate change in the WC context.	Health impacts investigation relating to: Air quality Water quality Food security Heat stress Disease vectors	

10.10.3 Climate Change and Fire Management

Garden Route has seen a huge increase in the occurrence of unwanted veld fires, both in terms of intensity and scale, which have had a devastating impact on the district’s primary economic sectors such as farming, tourism, and the plantation forestry. These fires have resulted in huge financial costs for the district, with approximately 45% of the disaster relief budget is spent on fire-related disasters. As in the case with most other climate-related disasters, fire can be seen as an aggregation of a number of interacting factors, such as land degradation, excessive illegal water extraction, insufficient capacity to respond locally, drought, etc.

Project	Current Sub-Project	Future Possible Sub-Projects
Effective management of Invasive alien vegetation that increases fuel loads for fires to thrive.	Buy-in from private landowners and farmers through the construction of fire breaks.	

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	Manage potential increased risk of wildfires	
	Improvement of fire safety through urban fringe management	
	Fuel load management	
	Alien Clearing on Garden Route DM properties	
	Strengthening of existing initiatives such as Working on Fire	
Integrated Fire Management	Develop Integrated Veldfire management Plan for the Garden Route District	Fire proof alternative building/construction materials

10.10.4 Disaster Management Projects 2021/2022

Update of local municipal disaster management plans	Own staff
Update of local municipal disaster risk assessments	Own staff/ Interns
Research on the re-growth of invasive alien plants in the district after the last two years fires	GRAF
Disaster/ drought funding and prioritisation assistance	Own staff
GRAF spatial data management and archive development	Fund for the reconstruction of Knysna and the Eden District (FRKED) / GRDM environmental section
Riversdale/ Still Bay burn scar herbicide assistance	Fund for the reconstruction of Knysna and the Eden District (FRKED)
Herbicide assistance in the Knysna burn scar	Fund for the reconstruction of Knysna and the Eden District (FRKED)
TMF/ GRAF/ SCLI/ SANParks/ CNC Floristic Corridor Revival	Table Mountain Fund
Enhance the Garden Route Environmental Forum activities	20/21 OPEX budget
Update of the regional Fire risk assessment	Fund for the reconstruction of Knysna and the Eden District (FRKED)
Regional Invasive Alien Plant assessment and formulation of a strategy to address this emerging risk	Fund for the reconstruction of Knysna and the Eden District (FRKED)

10.11 Municipal Health services

Key Performance Areas (KPA's)

All key performance functions and activities will be performed in line with the approved financial year budgets and supply chain processes and according to the rules prescribed in terms of the Municipal Finance Management Act.

KPA 1: FOOD CONTROL

OBJECTIVE	PLANNED ACTIVITY	KEY PERFORMANCE INDICATORS (KPI)	TARGET	TIMEFRAME/FREQUENCY
Ensure safe food for human consumption	Conduct inspections at formal food production and/or handling sites	Food samples Food inspections Awareness sessions	Ensure conformance with Legislation & Certificates of acceptability (COA) and provision of safe food.	Quarterly
	Conduct inspections at informal food production and/or handling sites		Ensure conformance with legislation & COA	Quarterly
	Education to informal food handlers / spaza shops using 5 Keys for safer food approach		Ensure conformance with legislation & COA	Quarterly
	Monitor dairies through inspections to ensure legislative compliance		Ensure conformance with legislation & COA	Quarterly

KPA 2: DISPOSAL OF THE DEAD

OBJECTIVE	PLANNED ACTIVITY	KEY PERFORMANCE INDICATORS (KPI)	TARGET	TIMEFRAME/FREQUENCY
Monitor provision of facilities for safe disposal and handling of human remains. Supervision of exhumations and re-internments	Regular monitoring and inspection of all funeral parlors, mortuaries, crematoria. Supervision during all cases of exhumations and re-internments.	Safe handling and storage of human remains. Funeral undertakers are registered and in compliance with all health standards, R363 and other relevant legislation.	Ensure conformance with legislation and certificate of competence.	Quarterly

KPA 3: WATER QUALITY MONITORING

OBJECTIVES	PLANNED ACTIVITY	KEY PERFORMANCE INDICATORS (KPI)	TARGET	TIMEFRAME/FREQUENCY
Ensure clean and safe drinking water for human consumption and an acceptable quality of final treated waste water effluent which is released into other water	Monitor the water quality other than municipal water e.g. farms, resorts and rural areas	Water samples comply with SABS Code 241 for drinking Water.	Regular monitoring of drinking water and waste water effluent.	Monthly
	Monitor the drinking water quality in the district in terms of the identified sample as per the EQMS program / water services authority	Clean and safe drinking water provided to the community	Regular monitoring of drinking water	Monthly
	Monitor the quality of river/sea water in	Final sewage effluent samples comply with legislation and permit / license requirement	Regular monitoring of river and sea water	Monthly

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resources.	accordance with national standards			
	Monitoring of waste water quality (water services authority)		Regular monitoring of waste water (water services authority)	Monthly
	Monitoring of waste water quality (private: sewerage (non WSA)		Regular monitoring of waste water (non-water services authority)	Monthly

KPA 4: SURVEILLANCE AND PREVENTION OF COMMUNICABLE DISEASES

OBJECTIVE	PLANNED ACTIVITY	KEY PERFORMANCE INDICATORS (KPI)	TARGET	TIMEFRAME/FREQUENCY
Prevent the spread of communicable diseases through investigation and contact tracing.	Investigate reported cases and do contact tracing. Give education to patients and report findings to relevant health establishments	Reports of completed investigations of notifiable medical conditions.	Investigation of all received notifications of cases of notifiable medical conditions	Ongoing

KPA 5: CHEMICAL SAFETY

OBJECTIVE	PLANNED ACTIVITY	KEY PERFORMANCE INDICATORS (KPI)	TARGET	TIMEFRAME/FREQUENCY
Educating the public on the risks associated with chemicals and pesticide poisoning and monitoring premises to promote safe storage and disposal of chemical waste to ensure a safe environment.	Investigation and monitoring of all notified cases of pesticide and chemical poisoning and providing education to patients, traders, farms, schools etc.	<ul style="list-style-type: none"> • Safe handling, usage, storage and disposal of chemicals and pesticides. • Investigation reports of pesticide poisoning. 	Investigate all notified cases and provide relevant education to specific target groups.	Ongoing

KPA 6: ENVIRONMENTAL POLLUTION CONTROL

OBJECTIVE	PLANNED ACTIVITY	KEY PERFORMANCE INDICATORS (KPI)	TARGET	TIMEFRAME/FREQUENCY
To ensure a clean and safe environment through monitoring and addressing water, air and soil pollution.	Exercise Environmental Pollution Control through monitoring, inspections, law enforcement, sampling and Health Education.	A clean, safe, healthy and pollution-free environment.	Regular inspection and monitoring of premises and the effect of the industrial activities on the environment and public health.	Ongoing
	Conduct inspections at the following premises:			Once a year
	Claybrick ovens			Once a year
	Industrial fuel burning appliances			Once a year
	Quarries			Once a year
	Sawmills			Once a year
	Stone crushers			Once a year

KPA 7: VECTOR CONTROL

OBJECTIVE	PLANNED ACTIVITY	KEY PERFORMANCE INDICATORS (KPI)	TARGET	TIMEFRAME/ FREQUENCY
To provide education and awareness in regard to eradication of vector breeding places and carriers.	Investigate vector breeding places and relevant complaints. Monitor of conditions promote the breeding habits of vectors.	Vector free environment and decreased number of identified potential breeding places for vectors	Continuous monitoring of potential vector breeding places	Ongoing
	Conduct inspections at the following premises:			Every 2 Months
	Composting sites			Monthly
	Sewage sludge storage areas			

KPA 8: WASTE MANAGEMENT

OBJECTIVE	PLANNED ACTIVITY	KEY PERFORMANCE INDICATORS (KPI)	TARGET	TIMEFRAME/FREQUENCY
Ensure effective, waste management systems to be implemented within the district.	Educate establishments and communities on issues of waste management and save storage of waste.	Save storage & disposal of solid, liquid and health care risk waste.	Continuous monitoring, inspections and education.	Ongoing
	Conduct inspections to establish and maintain proper control over the disposal of health care risk waste		Conduct inspections at health care risk waste generator premises	Twice a year
	Conduct inspections at the following premises:			
	Recycling points			Quarterly
	Refuse dumping sites			Monthly
	Refuse transfer stations			Monthly
	Sewage disposal works			Monthly
	Sewage pump stations			Monthly

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OBJECTIVE	PLANNED ACTIVITY	KEY PERFORMANCE INDICATORS (KPI)	TARGET	TIMEFRAME/ FREQUENCY
To promote safe, healthy and hygienic conditions at all premises e.g. housing, business and public premises, etc. and investigation and evaluation to initiate corrective action.	Visits to informal settlements within the district area	Safe, healthy and hygienic conditions and adequate and effective subsistence facilities.	Conduct regular inspections	Quarterly
	Monitor accommodation resorts		Conduct regular inspections	2 Times per year
	Monitor Barbers and hairdressers		Conduct regular inspections	Once per year
	Monitor body piercing/tattoo parlours		Conduct regular inspections	Once per year
	Childcare facilities		Conduct regular inspections	Quarterly
	Clinics		Conduct regular inspections	Quarterly
	Tertiary/Educational Institutions		Conduct regular inspections	Once per year
	Guest houses/self catering		Conduct regular inspections	2 Times per year
	Hospitals		Conduct regular inspections	Quarterly
	Hostels/Backpackers		Conduct regular inspections	2 Times per year
	Hotels		Conduct regular inspections	Quarterly
	Laundries		Conduct regular inspections	Once per year
	Night shelters		Conduct regular inspections	Quarterly
	Offensive trades		Conduct regular inspections	3 Times per year

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OBJECTIVE	PLANNED ACTIVITY	KEY PERFORMANCE INDICATORS (KPI)	TARGET	TIMEFRAME/ FREQUENCY
	Old age homes/Retirement village		Conduct regular inspections	Quarterly
	Places of care			
	Premises where animals are kept			
	Public toilet facilities		Conduct regular inspections	2 Monthly
	Recreation ablution facilities/beaches		Conduct regular inspections	2 Monthly
	Schools		Conduct regular inspections	Once per year
	Farms		Conduct regular inspections	Once per 2 years
	Informal settlements		Conduct regular inspections	Quarterly

HEALTH EDUCATION

Improving hygiene practices could have a direct influence on a number of important public health problems and diseases. Understanding how germs and infections are transmitted and how to break the cycle of infections are important public health messages. Through health education health and hygiene awareness action, the Municipal Health section seeks to help communities to improve hygiene behaviour and prevent diarrhoeal and other sanitation and water related diseases.

Education Materials will include:

- Health and hygiene education manuals
- Posters and Pamphlets
- PHAST Tools (simple hand drawn pictures)
- Power point presentation

10.9 Fire Management

Recent research has provided empirical evidence that global warming has extended the fire season of this district and increased the number of high and extreme fire danger days. This increased veld fire risk is compounded by increasing exposure of people to veld fires as uncontrolled and unwise urban development extends into fuel load ridden natural vegetation. This accounts for the increasing rates on alien invasive species, which have become characteristic of our natural environment.

Both the 2017 Knysna/Bitou as well as the October 2018 Hessequa / George and Farleigh veld fires have demonstrated our districts vulnerability to fires associated with periods of drought, heat waves, low atmospheric humidity and strong winds, which are often difficult to control.

These veld fires have revealed the current challenges in terms of the management of veldt fires and taught us as the custodians responsible for the delivery of services associated with veld and forest fires important lessons. We realised the importance of being able to mobilise available resources from both public and private sectors for a common course.

A to be released report by Santam, the University of Stellenbosch and the CSIR on the Knysna/Bitou fires suggests that the 2017 Knysna/ Bitou fires had a profound impact on Knysna's residents and economy. It is estimated that approximately 2 000 jobs in the formal sector were lost, with an unknown number in the informal. Over 900 houses were destroyed or rendered uninhabitable. Many believe that Knysna is feeling the effects of the combined personal and business impacts. People have less disposable income to spend on goods and services, with some restaurants and small businesses reporting a noticeable reduction in customers.

Going forward, these veld fires has truly challenged us to relook into our fire risk management approaches, particularly in the Wildland-Urban Interface, which requires specific and tailor made measures to fire-proof vulnerable structures, reduce fuel load and establish robust and viable systems to manage emergency evacuation in times of disasters. The importance of harmonising legal and institutional mandates in order to ensure clarification of roles and responsibilities of all role players involved in integrated veld fire management especially with reference to improved joint planning and coordination in order to minimise duplication and fragmentation in the implementation of integrated veld fire management in the district. Undoubtedly, this will require heightened partnerships between government and other social partners including insurance companies to build the requisite capabilities to effectively manage veld fire and related risks.

Planned fire risk reduction projects for the 2020/2021 book-year

Project	Current Sub-Project	Future Possible Sub-Projects
Effective management of Invasive alien vegetation that increases fuel loads for fires to thrive.	Buy-in from private landowners and farmers through the construction of fire breaks.	Development of a user-friendly fire permit system
	Manage potential increased risk of wildfires	
	Improvement of fire safety through urban fringe management	
	Fuel load management	
	Alien Clearing on Garden Route DM properties	

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Fire awareness	Strengthening of existing initiatives such as Working on Fire and the GEF climate change and fire project	Roll-out of fire wise campaigns in the district
Integrated Fire Management	Develop Integrated Veld fire management Plan for the Garden Route District	Fire proof alternative building/construction materials
ICS training		
Creating defensible spaces around homes situated in high risk areas		
Role clarification	Development of MOUs with agencies such as SANParks , DAFF and Cape Nature to define their roles and responsibilities	
Enhancement of the fire related regulatory framework	Development and promulgation of fire specific by-lays to promote risk reduction, and explore measures to enforce existing legislation.	



CHAPTER ELEVEN (11) SPATIAL DEVELOPMENT FRAMEWORK

CHAPTER 11: SPATIAL DEVELOPMENT FRAMEWORK

The Spatial and Development Framework was approved at Council Meeting on 5 December 2017.

This Spatial Development Framework (SDF) for Garden Route District supercedes the 2009 Garden Route District SDF. The SDF has been reviewed and updated to align with the Spatial Planning and Land Use Management Act (SPLUMA) of 2013, the Western Cape Government (WCG) Provincial Spatial Development Framework (PSDF) and Land Use Planning Act (LUPA), as well as the Garden Route District Integrated Development Plan (IDP) and strategic goals.

This format of the SDF has been prepared in line with the Department of Rural Development and Land Reform's (DRDLR) SDF Guidelines. The outline of the document is described below.

Chapter 1: SDF Focus and Process, outlines the purpose, scope of the Garden Route District SDF and provides a synopsis of the process followed in the preparation of the SDF commencing in November 2016. This chapter also frames parallel planning processes and strategies of other spheres of government that have taken place within the Garden Route District jurisdiction and are relevant to the spatial structuring of the District.

Chapter 2: Policy Context and Vision Directives, this chapter describes the spatial implications of national, provincial, regional and local scale policies relevant to spatial planning in the District. These policies are distilled to set out the legislative foundation for the SDF Review. This Chapter also includes an overview of key points raised in engagements with the local

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municipalities within the District to supplement the outcomes of the focus group workshops.

The Garden Route District spatial vision contained within this SDF was generated in consultation with the Garden Route District Council and is informed by the following:

- Garden Route District's strategic objectives and IDP vision, as formulated in a joint IDP and SDF vision workshop in June 2017.
- The outcomes of ten focus group workshops convened by the Southern Cape Economic Development Partnership (SCEDP)
- The Western Cape Government's Southern Cape Regional Spatial Implementation Framework (RSIF).

The policy foundation, along with the Garden Route District's strategic vision, provide the "lens" through which the spatial planning status quo of the District is evaluated. This vision and strategic direction identifies the four key drivers of spatial change within the District.

These drivers are defined in terms of spatial legacies, current challenges, future risks and prospects. The four drivers of change around which this SDF are framed are:

- Strategy 1. The economy is the environment; a strategy founded on the principle that a sustainable economy in Garden Route District is an economy that is positioned for growth.
- Strategy 2. Regional accessibility for inclusive growth; a strategy that is based on the notion that improved regional accessibility is essential to achieving inclusive growth

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- Strategy 3. Co-ordinated growth management for financial sustainability; a strategy informed by the realities of global fiscal austerity and the need for responsible growth management that does more with less to secure future social and economic resilience.
- Strategy 4. Planning, budgeting and managing as one government, this strategy highlights that real intergovernmental cooperation is essential to achieving the spatial transformation goals of SPLUMA and the three spatial strategies above.

These strategies lie at the heart of this SDF. The problem statement, spatial concept, spatial proposals and implementation framework are organised around these directives.

Chapter 3: Context, Role and Issues, sets out the spatial status quo of Garden Route District. This Chapter highlights the main spatial concerns within the District in terms of the four key drivers that are established in Chapter 2. This Chapter also outlines the trends and priorities that SDF proposals must respond to.

Chapter 4: SDF Spatial Proposals, this Chapter presents a spatial concept for Garden Route District and expands on this concept to formulate a set of spatial development proposals, policies and guidelines. These proposals respond to the four key drivers of spatial change identified in Garden Route District's vision and mission workshop that was adopted with the IDP in May 2017, as well as the challenges and opportunities outlined in Chapter 3.

Chapter 5: Implementation Framework, this Chapter is made up of two parts. The first is an outline and proposed foundation for a Capital Investment Framework for Garden Route District. The second section comprises of an

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implementation action matrix that sets out priority actions to take the SDF proposals into reality. This action agenda is organised in relation to the main SDF strategies and includes three main categories of action. These include policy action, institutional action and projects.

This document is supplemented by the following annexures that provide supporting detail to the main report:

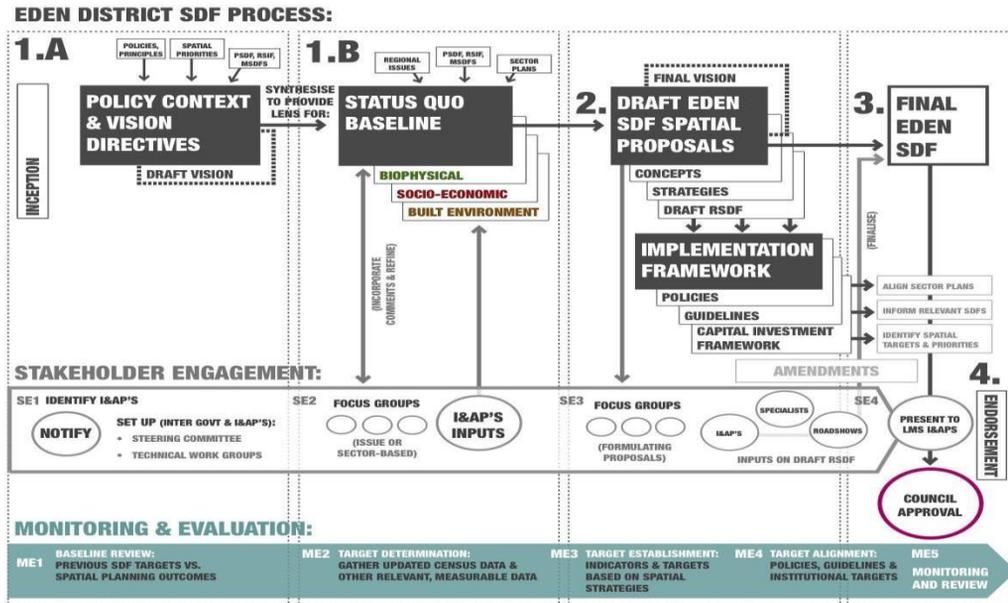
- The SDF Review Framework and Assessment Findings
- The Synthesis of the SCEPT Focus Groups held in November 2016
- Record of Stakeholder Comments and Responses

Section 26 of the Municipal Systems Act (no 32 of 2000) state one of the key components of the IDP is a Spatial Development Framework which must include the provision of basic guidelines for a land use management system for the municipality.

The purpose of the review is to:

- Ensure compliance with SPLUMA and other new and amended legislation and policy impacting on long term spatial planning;
- Take into account the spatial implications of new trends and shifts impacting on Garden Route since the 2009 SDF was approved; and
- Ensure that the SDF & the new term of office IDP are aligned.

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This longer term strategic framework will serve as the basis upon which Garden Route will be evaluating all planning applications as well as determines the existing and future bulk infrastructure supply.

11.1 Role of the Garden Route Regional Spatial Development Framework Review

The SDF is a statutory component of the Integrated Development Plan. Its role is to:

- Implement / translate national and provincial policy and legislation in space
- Represent the District's long term development vision in space
- Translate this long term vision into a 5 year implementation framework
- Integrate and resolve conflicts/ contradictions across sector plans in space
- Identify the non-negotiable and the long term risks
- Provide a strategic environmental assessment
- Direct planning in the District across spheres and sectors of government

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- Direct public and private investment in space, as a:
 - a. a framework with which the budget should be aligned
 - b. a guide to decision makers on development applications
 - c. social impact
- Provide a broad guideline for the land use management system envisaged by Section 26(e) of the MSA.³

The important role that the SDF plays in integrating the IDP and the Municipality's budget is illustrated in the diagram below:

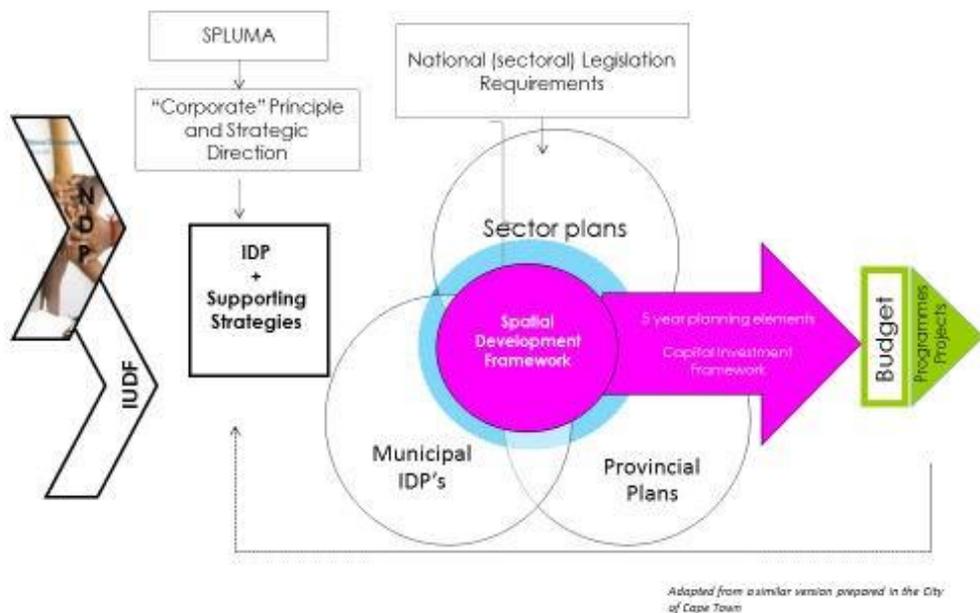


Illustration 8: Role of the Garden Route SDF

11.2 Garden Route Spatial Drivers of Change

The review of the Garden Route SDF is framed in terms of four overarching integrative and connected strategic spatial drivers that are fundamental to achieving coordinated (spatial) planning for the sustainable growth and resilience of the Garden Route District. These drivers are directing the

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approach to the revision of the Garden Route District's Spatial Development Framework. There are three strategic spatial drivers:

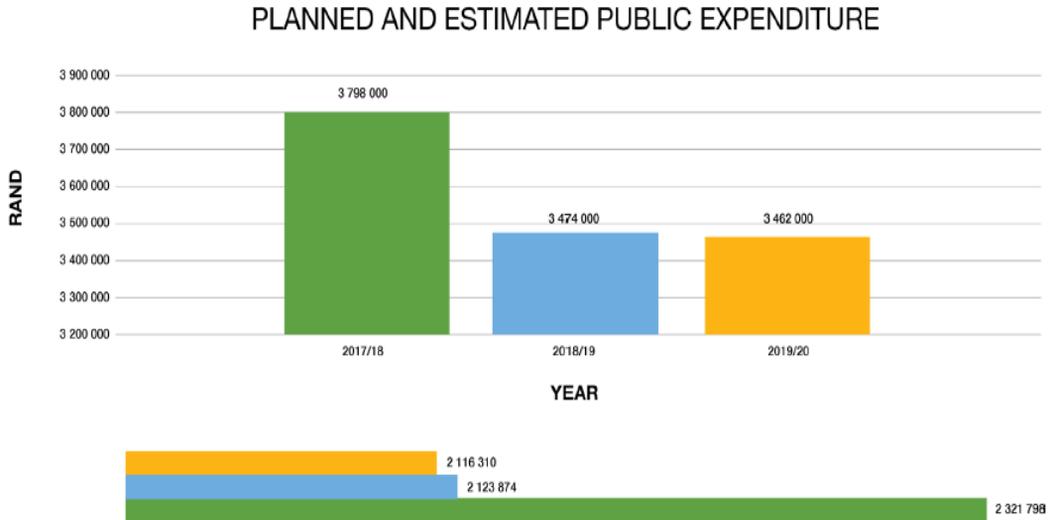
- A sustainable environment is an economy positioned for growth - The Environment is the Economy
- Regional Accessibility for Inclusive and Equitable Growth
- Coordinated Growth Management is Key to Financial Sustainability

These are underpinned by a fourth driver; effective, transversal institutional integration – we need to plan, budget and manage as one government.

This speaks to the institutional context within which spatial planning must take effect, with particular reference to municipal finance, coordinated infrastructure planning and delivery as well as robust project preparation and pipelines.



OVER THE MEDIUM TERM, TOTAL NATIONAL AND PROVINCIAL ALLOCATION ESTIMATES PER CAPITA TOWARDS INFRASTRUCTURE AND TRANSFERS TO GARDEN ROUTE DISTRICT REMAINS BELOW R4 MILLION



Note: Community survey, 2016 population statistics on municipal level used for the entire MTEF period for the calculation of the per capita GDP

PER CAPITA INFRASTRUCTURE & TRANSFERS FOR EDEN DISTRICT

Diagram 16. Public Expenditure - Per Capita Infrastructure & Transfers (WCG, 2016)

The following recommendations were made in the Garden Route SDF:

- The District needs to take a strong leadership and capacity building role in verifying and segmenting the real housing backlogs in the municipality so that proper infrastructure, human settlement and social facility planning can take place;
- The District must build capacity to assist in land use decisions that impact on infrastructure co-ordination, environmental health and disaster management;
- The District needs to build capacity to assist and coordinate fiscal impact tools to evaluate the financial capability and impacts of land use management decisions at the B Municipality level.

11.3 The conceptual methodology that has been used to undertake long-term infrastructure investment planning is as follows:

- Have a **common set of growth assumptions**. These may need to be varied or adjusted over time, which implies a flexible model that can vary assumptions and produce future implications.
- Growth assumptions should have a solid evidence base
- **Project forward** over a sufficient time frame to allow for proper infrastructure planning and for life-cycle costing of decisions. Between 20-30 years is an appropriate time frame
- Use the growth projections, backlogs, levels of service, and evidence-based unit demands to project **the service demands in a spatially disaggregated way** as possible.
- **Differentiate users** with distinct consumption patterns, or with clear revenue or funding characteristics
- Once the future service demands are understood, these can be **costed by either identifying projects to address the demands** (where master planning has been undertaken), **or by applying high level unit costs to the future demands**. Unit costs should be spatially differentiated if possible. A project-level assessment allows for more spatial differentiation of the costs
- **Use technical asset registers to calculate the cost of asset renewal** based on prevailing costs and asset condition
- **Match the funding stream to the type of infrastructure required**, i.e. conditional grants should be allocated to their intended beneficiaries or service, and development charges should be allocated to non-indigent residential development and non-residential development based on the municipal development charges policy. The balance of the funding will need to come from municipal resources (reserves and borrowing)
- Once a capital programme has been determined and aligned to spatial

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planning objectives, the operating **account implications can be calculated** to assess the on-going affordability of the growth plan. This will also inform assessments of borrowing capacity. In sophisticated analyses, these operating costs can be varied in space according to the authority providing the service and their underlying cost drivers

11.4 Spatial Development Action plan aligned to IDP 2019/2020

5.3. Implementation Action Table

5.3.1. Policy Actions: The Economy is the Environment

POLICY ACTION NUMBER	DESCRIPTION	RESPONSIBILITY	OBJECTIVES	OUTCOME INDICATOR	BUDGET	IMPLEMENTING AGENT	TIME FRAMES
E-1	Consolidate and align tourism agencies around a clear Eden Brand. Develop and implement a unified regional marketing and branding strategy that provides branding and marketing services for the Garden Route and Klein Karoo, which makes consideration for signage, way-finding, unified branding and brand management.	SCEP, Eden DM, WCG Economic Development & Tourism	1. Establish, manage and market the Garden Route and Klein Karoo as two unique sub-regions of Eden	<ul style="list-style-type: none"> The Eden brand has been developed, approved and adopted The establishment of a funded, consolidated tourism agency for Eden District 		SCEP Eden DM WCG EDT B Municipalities	1 year
E-2	Manage rural areas through appropriate application of SPCs. Protect and enhance the sense of place, character and scenic assets of the region by implementing multiple interrelated and layered strategies to achieve this such as clear design guidelines for new developments and innovative infrastructure within different contexts (resort, urban, lifestyle estates, subsidy housing).	Eden DM, DEA&DP, WCG DRDLR, WCH DoHS	1. Apply SPCs in order to contain development	<ul style="list-style-type: none"> SPCs have been approved and applied Rural Development is contained 			
E-3	Demarcate and ensure legislative protection of the regional biodiversity and cultural landscape network to inform planning within the B Municipalities. <ul style="list-style-type: none"> Appropriate listing and gazetting of Heritage and Cultural resources of Provincial and District significance Ground-truthing of regionally significant biodiversity corridors / coastal edges Develop guidelines for cultural landscape management specifically for managing regional route in a small town urban environment 	Eden DM,DEA&DP Heritage Western Cape, SANParks, WCG Cultural Affairs & Sports	<ol style="list-style-type: none"> Align with the National Biodiversity corridors, protected areas, ecological support areas, Provincially demarcated Cultural Landscapes, climate change and disaster risk areas Protect the cultural landscape as a key economic asset Secure national and regional biodiversity corridors 	<ul style="list-style-type: none"> Demarcation and gazetting of regional green network for Eden (biodiversity, cultural landscape, climate change and risk mitigation) Gazetting of cultural landscapes and heritage resources identified in the WC PSDF 2012 Incorporation of regional green network within B Municipality Plans 	R3 million	DEA&DP, CapeNature, SANParks	2 years

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The Economy is the Environment

POLICY ACTION NUMBER	DESCRIPTION	RESPONSIBILITY	OBJECTIVES	OUTCOME INDICATOR	BUDGET	IMPLEMENTING AGENT	TIME FRAMES
E-4	Develop an ecosystem service inventory to manage risks and designate core service zones to be protected (where rivers, wetlands are adjacent to infrastructure)	DEADP, Cape Nature, SANParks, Eden DM	1. Protect and conserve Eden's important terrestrial, aquatic and marine habitats.	<ul style="list-style-type: none"> An inventory of ecosystem service delivery has been established Demarcation and protection of core ecosystem service zones 			
E-5	Establish a DRDLR Agrihub In Oudtshoorn with connecting Farmer Production Support Units (FPSU) Integrate the proposed investment into Agri-hubs and rural support outlined in the Eden District Rural Development Plan	DEA&DP, Eden DM, WCG Economic Development & Tourism, DRDLR SCEP, WCG DAFF	<ol style="list-style-type: none"> Revive local agricultural economy Increase jobs in agriculture by developing local agri-processing facilities Identify and implement new agricultural products in response to climate change and fire risk Support an inclusive and accessible agricultural value chain 	<ul style="list-style-type: none"> Established agrihubs 		DRDLR Eisenburg DOA	
E-6	Provide guidelines for estuarine Management Plans. <ul style="list-style-type: none"> Delineate coastal sensitivities and integrate these into all applicable planning decisions within the coastal region. Ground-truth floodlines in the District and incorporate these into the local municipalities' SDFs. Establish and provide generous buffer zones for coastline and estuaries. 	Eden DM, Cape Nature, Eden Disaster Risk Management, DEA&DP	<ol style="list-style-type: none"> Protection of inherent scenic assets. Protect coastlines and estuaries. Biodiversity management. Mitigate river erosion, siltation and flooding disaster risk in relation to climate change. Support inclusive and equitable, managed public access to the coastline and estuaries. Ecological infrastructure should be protected along the coastline and estuaries 	<ul style="list-style-type: none"> Co-ordinated flood plain and stormwater management The development of an Estuarine Management Plan. There is minimal human intervention along coastlines. Sustainable and equitable coastal access for all users (not just recreational users) enabled. 			

4 The Economy is the Environment

POLICY ACTION NUMBER	DESCRIPTION	RESPONSIBILITY	OBJECTIVES	OUTCOME INDICATOR	BUDGET	IMPLEMENTING AGENT	TIME FRAMES
E-7	Provide transitional relocation areas for displaced community members from areas affected by natural disasters. Prioritise subsidy application for top structures for the most deserving beneficiaries from the affected informal settlements to rule out "queue jumping".	Eden DM, WCG DTPW, WCG DoHS Bitou Municipality Knysna Municipality George Municipality	<ol style="list-style-type: none"> Rehabilitate community facilities and municipal services Provide safe and secure shelter for displaced communities 	<ul style="list-style-type: none"> The establishment of safe, transitional relocation areas 		Garden Route Rebuild	
E-9	Provide guidelines for Air Quality Management and monitoring in Eden District. Commence an Eden Clean Fires campaign that involves an educational project on air quality awareness.	DEA&DP, Eden DM: Air Quality Control Air Quality officers of B-authorities to assist Air Quality Control with the development of their respective AQMPs	<ol style="list-style-type: none"> Ensure there is adequate monitoring of air quality in Eden District. Uphold the high quality living environment of Eden District and maintain it as an attractive place to live and as tourist destination 	<ul style="list-style-type: none"> Continuous sampling of air quality to aid with decision making-development related to the status of air of Eden District. 	R1 800 000	Johan Schoeman	2-5 years
E-10	Implement measures to mitigate against future disasters: <ul style="list-style-type: none"> Manage alien vegetation to mitigate fire risks and impacts on disaster management. The Eden District Municipality's Disaster Risk Management Department must be given opportunity to provide input into development applications in interface areas where veldfire is a risk Establish a fire management agency" 	Eden DM: Disaster Risk Management, DEA&DP, Cape Nature, 7 B Local Municipalities	<ol style="list-style-type: none"> Protect CBAs, wildlife and Eden District's from disaster risks Mitigate fire risks and impacts on disaster management. 	<ul style="list-style-type: none"> Protected natural environment assets The establishment of an alien vegetation removal plan 			



CHAPTER TWELVE (12) CONCLUSION

CHAPTER 12: CONCLUSION

This IDP focuses on the assurance of measurable impact on community livelihood. The Metro Report serves as a baseline measure and directs all efforts towards active community participation in economic opportunities created through capacity building, employment creation programmes, infrastructural development and support thereby building on entrepreneurial inclusivity. Integrated thinking shall lead to innovative collaboration between public and private involvement thereby insuring SMME development and promotion of the informal economy. All this shall be achieved only through a joint collaboration of intergovernmental planning and partnering with our citizens.

Despite the deteriorating economic environment, the economic outlook presents opportunities for the Garden Route district in the tourism sector due to the weaker rand and exchange rate. The policy implications of the economic outlook emphasises the imperative of economic innovation, sustainable and inclusive growth, competitive advantage and collaborative effort. Targeted efforts to reduce inefficiencies in the system, especially non-core spending without compromising service delivery and the conservative management of personnel budgets will assist the district in overcoming the anticipated deterioration of the economic climate and its impact on the fiscal envelope. Overall, personnel numbers will have to be tailored to policy shifts and new strategic objectives. Departments are further encouraged to continue and enhance current efforts which focus on improving efficiency initiatives, joint planning and budgeting as well as becoming resource efficient.

A responsive, dedicated, willing organisational human capital alongside clearly defined operational and performance management systems, and extraordinary leadership innovation and partnering establishes objective fiscal relation towards investing in our development vision of excellence and determination in giving effect to Integrated Development Planning.

The Garden Route District Council will consider the following key interventions as critical to deliver on its mandate as the district's strategic co-ordinator,

facilitator and enabler of services delivery:

- Adoption of Spatial Development Framework and alignment with 5 year IDP and departmental sector plans
- District Growth and Development Strategy formulation
- Examine and implement innovative models to generate maximum revenue from council properties
- Invest in our economic infrastructure
- Strategic partnership building with government and the private sector
- Strengthen our relationships with the seven B – municipalities
- Identify and implement new means to generate energy (Green/Energy Renewal)
- Explore possibilities to maximise the oceans economy
- Invest in new waste management technologies
- Examine the possibilities for Human Settlement Development (GAP Housing)
- Investigate the benefits of investing in the oceans economy
- Explore the possibility of establishing an Garden Route Industrial Development Zone (Section 76 status)
- Investigate the possibility of establishing Garden Route DM as Water Services Authority
- Invest in fibre optic technologies and infrastructure
- Rolling out of water augmentation study to other parts of the district
- Enhance support to South Cape Economic Partnership
- Investing in film industry development
- Organizational restructuring in terms of MSA as matter of urgency
- Institutionalization of EPWP
- Conduct skills audits and skills development
- Knowledge and information sharing partnerships with institutions for higher learning

Annexure



ANNEXURE CIRCUAR 88 QUARTERLY PLANNING TEMPLATE

Output Reporting Template: 2021-22

Performance Indicator	Ref No.	Data element	Baseline (Annual Performance of 2020/21 estimated)	Annual target for 2021/22	Quarterly Planned output as per 50:50:50	1st Quarter Actual output	Variation	Reason(s) for variation	Remedial action	Reasons for no data, if not provided	Steps undertaken, or to be undertaken, to provide data in	Estimated data when data will be available
CBS OUTPUT INDICATORS FOR QUARTERLY REPORTING												
WS1.11		Number of new sewer connections meeting minimum standards	0,00	0,00	0,00							
	WS1.11(1)	(1) Number of sewer connections to consumer units								Local Municipality Function		
	WS1.11(2)	(2) Number of new sewer connections to communal toilet facilities										
WS2.11		Number of new water connections meeting minimum standards	0,00	0,00	0,00							
	WS2.11(1)	(1) Number of new water connections to piped (tap) water								Local Municipality Function		
	WS2.11(2)	(2) Number of new water connections to public/communal facilities										
WS3.11		Percentage of callouts responded to within 24 hours (sanitation/wastewater)	0,00%	0,00%	0,00%							
	WS3.11(1)	(1) Number of callouts responded to within 24 hours (sanitation/wastewater)								Local Municipality Function		
	WS3.11(2)	(2) Total number of callouts (sanitation/wastewater)										
WS3.21		Percentage of callouts responded to within 24 hours (water)	0,00%	0,00%	0,00%							
	WS3.21(1)	(1) Number of callouts responded to within 24 hours (water)								Local Municipality Function		
	WS3.21(2)	(2) Total water service callouts received										
TR6.12		Percentage of surfaced municipal road lanes which has been resurfaced and rescaled	0,00%	0,00%	0,00%							
	TR6.12(1)	(1) Kilometres of municipal road lanes resurfaced and rescaled								Local Municipality Function		
	TR6.12(2)	(2) Kilometres of surfaced municipal road lanes										
TR6.13		KMs of new municipal road lanes built	0,00	0,00	0,00							
	TR6.13(1)	(1) Number of kilometres of surfaced road lanes built								Local Municipality Function		
	TR6.13(2)	(2) Number of kilometres of unsurfaced road lanes built										
TR6.21		Percentage of reported pothole complaints resolved within standard municipal response time	0,00%	0,00%	0,00%							
	TR6.21(1)	(1) Number of pothole complaints resolved within the standard time after being reported								Local Municipality Function		
	TR6.21(2)	(2) Number of potholes reported										
FD1.11		Percentage compliance with the required attendance time for structural firefighting incidents	0,00%	0,00%	0,00%							
	FD1.11(1)	(1) Number of structural fire incidents where the attendance time was less than 14 minutes								Local Municipality Function		
	FD1.11(2)	(2) Total number of distress calls for structural fire incidents received										
LED1.11		Percentage of total municipal operating expenditure spent on contracted services physically residing within the municipal area	54,00%	100,00%	0,00%							
	LED1.11(1)	(1) R-value of operating expenditure on contracted services within the municipal area										
	LED1.11(2)	(2) Total municipal operating expenditure on contracted services										
LED1.21		Number of work opportunities created through Public Employment Programmes (Inc. EPWP, CWP and other related employment programmes)	270,00	250,00	0,00							
	LED1.21(1)	(1) Number of work opportunities provided by the municipality through the Expanded Public Works Programme										
	LED1.21(2)	(2) Number of work opportunities provided through the Community Works Programme and other related infrastructure										
GG6.11		Percentage of the municipality's operating budget spent on indigent relief for free basic services	0,00%	0,00%	0,00%							
	GG6.11(1)	(1) R-value of operating budget expenditure on free basic services								Local Municipality Function		
	GG6.11(2)	(2) Total operating budget for the municipality										
LED3.31		Average number of days from the point of advertising to the letter of award per RQ/20 procurement process	90 days Informal and 120 days Formal	0,00	0,00							
	LED3.31(1)	(1) Sum of the number of days from the point of advertising a tender in terms of the RQ/20 procurement process to the issuing of										
	LED3.31(2)	(2) Total number of RQ/20 tenders awarded as per the procurement process										
LED3.32		Percentage of municipal payments made to service providers who submitted complete forms within 30-days of invoice submission	0,00%						Finance section will start to measure this indicator going forward	Total number of invoices was not measured previously		
	LED3.32(1)	(1) Number of municipal payments within 30-days of complete invoice receipt made to service providers										
	LED3.32(2)	(2) Total number of complete invoices received (30 days or older)										
GG1.21		Staff vacancy rate	7,60%	10,00%	0,00%							
	GG1.21(1)	(1) The number of employees on the approved organisational structure										
	GG1.21(2)	(2) The number of permanent employees in the municipality										
GG1.22		Percentage of vacant posts filled within 3 months	34,00%	0,00%	0,00%							
	GG1.22(1)	(1) Number of vacant posts filled within 3 months since the date (dd/mm/yyyy) of authority to proceed with filling the vacancy										
	GG1.22(2)	(2) Number of vacant posts that have been filled										
GG2.31		Percentage of official complaints responded to through the municipal complaint management system	0,00%	0,00%	0,00%					No formal complaints system previously measured		
	GG2.31(1)	(1) Number of official complaints responded to according to municipal norms and standards										
	GG2.31(2)	(2) Number of official complaints received										
GG4.11		Number of agenda items deferred to the next council meeting	2,00	0,00	0,00							
	GG4.11(1)	(1) Sum total number of all council agenda items deferred to the next meeting										

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Q16.	How many monthly targets in the Internal audit plan were not achieved?								
Q17.	Does the Municipality have a dedicated SHME support unit or facility in place either directly or in partnership with a relevant roleplayer?								
Q18.	What economic incentive policies adopted by Council does the municipality have by date of adoption?								
Q19.	Is the municipal supplier database aligned with the Central Supplier Database?								
Q21.	What is the organisational location of the disaster risk management function within your municipality? (Specify the placement and highest level filled post within it).								
Q22.	Please list the name of the structure and date of every meeting of an official IGR structure that the municipality participated in this quarter:								
Q23.	Where is the organisational responsibility for the IGR support function located within the municipality (inclusive of the reporting line)?								
Q24.	Is the MPAC functional? List the reasons why if the answer is not 'Yes'.								
Q25.	Has a report by the Executive Committee on all decisions it has taken been submitted to Council this financial year?								