



Integrated Human Settlements Sector Plan (HSSP)

Approved: **27/05/2021**

Council Resolution Awaiting Approval



Garden Route District: At a Glance

Demographics

Population Estimates, 2020; Estimated households, 2019



Population

621 245



Households

172 792

Education

2019



Matric Pass Rate 85.1%

Gr 12 Drop-out Rate 37.1%

Learner-Teacher Ratio 30.1

Poverty

2018



Gini Coefficient 0.61

Human Development Index 0.77

Health

2019

Primary Health
Care Facilities

40

Immunisation
Rate

67.7%

Maternal Mortality Ratio
(per 100 000 live births)

33.4

Teenage Pregnancies -
Delivery rate to women U/18

15.6%

Safety and Security

Actual number of reported cases in 2019/20



Residential Burglaries

4 856

DUI

1 940

Drug-related Crimes

5 814

Murder

205

Sexual Offences

975

Access to Basic Service Delivery

Percentage of households with access to basic services, 2019



Water

95.2%

Refuse Removal

86.5%



Electricity

90.7%



Sanitation

85.2%



Housing

82.9%



Road Safety

2019/20

Fatal Crashes 102

Road User Fatalities 131

Labour

2019

Unemployment Rate
(narrow definition)

15.6%



Socio-economic Risks

Risk 1 Slow economic growth

Risk 2 Growing unemployment

Risk 3 High school drop-out rate

Largest 3 Sectors

Contribution to GDP, 2018

Finance, insurance, real estate and
business services

25.0%

Wholesale and retail trade,
catering and accommodation

18.3%

Manufacturing

14.5%

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GLOSSARY AND ACRONYMS

BAR	Basic Assessment Report
BNG	Breaking New Ground
BESP	Built Environment Support Programme
CBA	Critical Biodiversity Area
COGTA	Corporative Governance and Traditional Affairs
CRU	Community Residential Units
CSIR	Council for Scientific and Industrial Research
DCF	District Coordinating Forum
DDM	District Development Model
DEA&DP	Department of Environmental Affairs and Development Planning
DEDAT	Department of Economic Development and Tourism
DPME	Department of Minerals and Energy
DORA	Division of Revenue Act
DRDLR	Department of Rural Development and Land Reform
DTPW	Department of Transport & Public Works
DWS	Department of Water & Sanitation
DMRE	Department of Mineral Resources and Energy
EIA	Environmental Impact Assessment
EMF	Environmental Management Framework
GIS	Geographic Information System
GRDM	Garden Route District Municipality
HDA	Housing Development Agency
HS	Human Settlements
HSSP	Human Settlements Sector Plan
JMDA	Joint Metro District Approach
ICT	Information and Communication Technology
IDP	Integrated Development Plan
IGSC	Intergovernmental Steering Committee
IHS	Integrated Human Settlements
IP	Implementation Protocol
IRDP	Integrated Rural Development Programme

ISSP	Informal Settlements Support Programme
IUDF	Integrated Urban Development Framework
LA	Local Authorities
LED	Local Economic Development
LG: MFMA	Local Government Municipal Finance Management Act
LG: MSA	Local Government Municipal Structures Act
LG: MPRA	Local Government Municipal Property Rates Act
LOS	Level of Service
LSDF	Local Spatial Development Framework
LUPA	Land Use Planning Act
M&E	Monitoring & Evaluation
MERO	Municipal Economic Review and Outlook
MFMA	Municipal Finance Management Act
MHSP	Municipal Human Settlements Plan
MMF	Municipal Managers Forum
MIG	Municipal Infrastructure Grant
MoA	Memorandum of Agreement
MSDF	Municipal Spatial Development Framework
NASHO	National Association of Social Housing Organizations
NDP	National Development Plan
NDoHS	National Department of Human Settlements
NEMA	National Environmental Management Act
NHBIRC	National Housing Building Industry Regulations Council
NHFC	National Housing Finance Corporation
NHRA	National Heritage Resources Act
NMT	Non-Motorised Transport
OHS	Occupational Health and Safety
PHP	People's Housing Process
PHS&HDAs	Priority Human Settlements & Housing Development Areas
PRT	Project Resource Team
PSDF	Provincial Spatial Development Framework
PSG	Provincial Strategic Goals

PSC: SHP	Provincial Steering Committee: Social Housing Programmes
PPPFA	Preferential Procurement Policy Framework Act
RFP	Requests for Proposals
RZ	Restructuring Zones
SAPOA	South African Property Owners Association
PZs	Priority Zones
SDF	Spatial Development Framework
SHA	Social Housing Act
SHI	Social Housing Institution
SHRA	Social Housing Regulatory Authority
SMME	Small, Medium and Micro Enterprises
SPLUMA	Spatial Planning and Land Use Management Act 16 of 2013
SWOT	Strengths Weaknesses Opportunities Threats
TOD	Transport Orientated Development
UISP	Upgrading of Informal Settlements Programme
UN	United Nations
WC	Western Cape
WCG	Western Cape Government
WCDoHS	Western Cape Department of Human Settlements

1. INTRODUCTION

Following the formulation of Garden Route District Municipality' (GRDM) Integrated Human Settlements Strategic Plan, it became necessary that an aligned Human Settlements Sector Plan be established and presented to Council for final approval in terms of the approved Delegations of Authority.

This was necessary after the GRDM was chosen as one of the Metro/District Municipalities to spearhead the new Strategic Development approach and model announced during a Parliamentary Session during 2019 by President CM Ramaphosa.

The HSSP will therefore be instrumental in the realisation of spatial reprioritisation and transformative development programmes to redress old spatial Apartheid planning distortions which resulted in race based type of housing developments. This combined to limit the ability of largely other racial groupings from being treated fairly and equal relative to the need for well-located integrated human settlements for ease of long term socio-economic integration.

To this end, the Garden Route District Municipality (GRDM) was formally chosen as one of the targeted Metro/District Councils for pursuit of long term socio-economic integration under a new strategic intervention called the One Plan. This is meant to ensure spatial planning reprioritisation and transformation targeted at identified Priority Human Settlements & Housing Development Areas (PHS&HDAs) commonly referred to as Priority Zones.

This will be pursued on the basis of other key corporate strategic programmes as well as the Municipality following strategic interventions: Growth and Development, Road and Transportation, Socio-economic programme interventions, etc., in order to enhance long term sustainable integration in the 4 targeted B Municipalities that constitute the focal growth areas of the GRDM.

It is for that reason that from a Human Settlements perspective, the GRDM has committed itself to formulate a responsive Integrated Human Settlements (IHS) Strategic Plan which will evolve into a Human Settlements Sector Plan (HSSP). This will eventually guide the formulation of Policy Framework and Standard Operating

Procedures which define how the GRDM will pursue related programmes and projects. This is also meant to guide the conceptualisation, preparation and packaging of targeted typology housing programmes and projects.

This will further extend to the realization of formal accreditation of the GRDM as well as the implementation of the new DDM and Priority Housing Areas, as new strategic interventions in the District and its 4 x B Municipalities.

This is meant to realise housing typology products which range from rental to ownership schemes in well located areas which will benefit low income households in having access to opportunities in Restructuring and Priority Zones.

The proposed GRDM Draft Integrated Human Settlements (IHS) Strategic Plan is meant to enhance the strategic role of the GRDM in partnership with its development partners in the public and private sector spheres to realise scaled delivery of sustainable low income housing opportunities in better areas.

The GRDM has also been identified as one of the district wide development nodal areas in terms of the following key government interventions:

- **District Development Model (DDM)**
- **Priority Human Settlements & Housing Development Areas (PHS&HDAs)**
- **Significance of The One Plan Strategic Framework**

These strategic interventions relate to the need for intergovernmental cooperation and coordination towards realisation of the strategic objectives of the National Development Plan (NDP), which promotes spatial planning **reprioritisation and transformation**. This is being pursued as part of the provisions of the NDP and now the One Plan towards realisation of long term socio-economic integration in Priority Zones. The One Plan significantly promotes also the need for co-planning, co-budgeting and co-implementation between the different spheres of government and departments to ensure the following key features and outcomes:

- Spatial planning reprioritisation and transformation – spatial justice
- Growth and development interventions in Priority Zones using a multiple development approach
- Mobility from poverty entrapment zones to well-located areas

- Reprioritisation and commitment of a variety of interventions from bulk infrastructure, socio-economic interventions, job opportunities, etc.
- Long term socio-economic integration through conceptualisation and realisation of human settlements typologies and products in such zones.

It is therefore imperative that the GRDM develops corporate strategic guidelines, processes and timelines to pursue and implement various Sector Plans. **These Plans** when combined and efficiently implemented, will be anticipated to enhance realization of such critical developmental interventions. To this end, it has together with its development partner and support of the WC DoHS, began to establish an internal IHS Management capacity, concluded an **MoA** with the WC DoHS to demonstrate the political and management intent, committed to ensuring the required Internal GRDM IHS capacity, assigned the right for the GRDM to apply for formal accreditation to determine and streamline business plan approval processes for financing of typology **driven** affordable housing programmes and projects. This is geared therefore,

towards realisation of scaled delivery in the short to long term scenarios as envisaged in the One Plan conceptual framework and programme interventions.

This has necessitated the recognition and putting together of this formal GRDM IHS Strategic Plan which will lead to a Human Settlements Sector Plan. This will in turn be used for the following critical interventions:

- Formal Accreditation status upon application by the GRDM to the WC DoHS
- Guide and strengthen its role and commitments to the successful rollout of its key human settlements programmes and projects in Restructuring and Priority Zones as envisaged in the DDM and One Plan government strategic interventions as well as the GRDM' own internal corporate objectives; and
- If successfully implemented learn and replicate same strategic and programme interventions to build a solid foundation and base for enhanced coordinated delivery programmes which respond to scaled delivery in better developed areas.

This document therefore seeks to present the GRDM's new Human Settlement Sector Plan (HSSP) which will strategically guide the planning and development of sustainable human settlements housing products which cater for different needs and choices in well located areas.

2. LEGAL FRAMEWORK

The provision of affordable housing opportunities in well located areas which are outlined and envisaged in this GRDM IHS Strategic Plan and related Policy Guidelines are guided by the following pieces of national legislation and programmes:

- The Public Finance Management Act, 1999 (Act No. 1 of 1999);
- The National Housing Code of 2000;
- The HDA Act, 2008 (Act No. 23 of 2008);
- The Local Government: Municipal Structures Act, 1998 (Act No. 117 of 1998);
- The Local Government: Municipal Systems Act, 2000 (Act No. 32 of 2000);
- The Local Government: Municipal Property Rates Act, 2004 (Act No. 6 of 2004)
- The Local Government: Municipal Finance Management Act, 2003 (Act No. 56 of 2003);
- Preferential Procurement Policy Framework Act, 2000 (Act No. 5 of 2000 and Regulations);
- Intergovernmental Fiscal Relations Act, 1997 (Act No. 97 of 1997);
- Intergovernmental Relations Framework Act, 2005 (Act No. 13 of 2005);
- The Housing Act, 1997 (Act No. 107 of 1997) as amended;
- Social Housing Act, 2008 (Act No. 16 of 2008);
- Rental Housing Act, 2021 (Act 50 of 2021);
- The National Building Regulations and Building Standards Act, 1977 (Act No. 103 of 1977);
- The Constitution of the Republic of South Africa, 1996 and Regulations;
- Related Municipal By-Laws;
- The Supply Chain Management Policy of the Implementing Agent (GRDM and B Municipalities);
- Spatial Planning and Land Use Management Act, 2013 (Act No. 16 of 2013);

- Western Cape Land Use Planning Act, 2014 (Act No. 3 of 2014)
- The Annual Division of Revenue Act, 2013 (Act No. 2 of 2013); and
- The National Human Settlements Policies and Programmes read together with the Implementation Guidelines for the Comprehensive Plan for the Development of Sustainable Human Settlements.

3. PURPOSE OF THIS PLAN AND POLICY

The main purpose of this report therefore is to formulate a responsive Garden Route District Municipality (GRDM) Integrated Human Settlements (IHS) Strategic Plan. This will also lead to a Human Settlements Sector Plan (HSSP) to guide and enhance the ability of the GRDM to have a solid resource and system base to undertake the following key interventions, namely:

- Allow and recognize the right of B Municipalities to continue to handle the HSDG and UISP Projects independently. **These** projects are currently under the technical monitoring and coordination responsibility of the George Regional Office of the WCDoHS. **The GRDM will work together with the latter office to**

undertake the normal M & E interventions to enhance proper coordination and where required in specific municipalities be part of technical interventions together with the George office of the WCDoHS. (Delete this sentence

- **Monitoring** and evaluation as well as provide cohesive support to the GRDM' Human Settlements programmes being undertaken in its 7 B Municipalities;
- **To** monitor and align itself to the roll out of planned and current 5 year Business Plan ending in 23/24 FY. This Business Plan was previously approved by the WCDoHS and outlines the funding commitments, lists of projects and related unit yields for the Human Settlements Development Grant (HSDG) and Informal Settlements Upgrading Programme (IUSP);
- Successful conceptualisation and Implementation **of** FLISP/GAP and inclusionary individual ownership programmes as well as Social Rental Housing opportunities for the low to affordable household income category which are not

yet part of the above Business Plan;

- **To** play a direct role as envisaged in the new GRDM IHS Strategic Plan in the conceptualisation and implementation of projects which have not yet been implemented in the B Municipalities. Some of the B Municipalities **which** constitute the concept referred to as Smart Partners and catalytic towns initiated by the WCDoHS, were only Mossel Bay, George, Knysna and Bitou.

These four municipalities are currently part of the newly proposed Priority Zones linked to the District Development Model, Priority Human Settlements & Housing Development Areas (PHS&HDAs). **These** will eventuate into the One Plan conceptual framework and interventions for chosen district and metro areas. Further to this, these four priority B Municipalities have formal gazetted Restructuring Zones (RZs). This enables optimal use of State land and funding sources referred to as the Restructuring Grant and Institutional subsidies normally sourced from the SHRA **and the WC DoHS** by accredited

social housing institutions for qualifying social housing project

3.1. Defining the Current Housing Environment and Context

It has generally been observed that over the last 27 years the need for sustainable human settlements delivery has shifted from a narrow focus to providing a wider challenge of creating integrated liveable precincts and targeted communities. Growing the Garden Route District's economy primarily through the Growth and Development Strategy, will therefore eventually compliment efforts for long term socio-economic integration in well located areas.

Such opportunities relative to the GRDM and its delivery partners, could only be achieved if an enabling environment for delivery of different housing products and typologies is informed and guided by the following critical strategic interventions:

- Spatial planning reprioritisation and transformation - to realise streamlined planning approval processes which encourage mobility of low income households from poverty entrapment zones to better located areas to facilitate ease

of sustainable long term integration;

- Structured allocation and use of government assets in the form of public properties and land to realize social equity in line with applicable legislation.; and
- The Intergovernmental Relations Framework Act, 2005, recognizes the need for co planning, co budgeting and co implementation which will be critical for realisation of quality, safe and sustainable housing products.

This then advocates for moving towards the wider challenge of creating liveable human settlements and achieving spatial transformation of **towns**. Associated with this therefore, has been a gradual increase in the role of local government with regard to planning and development around human settlements. This was highlighted with the introduction of Outcome 8 in 2010 **of the NDP**, which marked a change in the National Department' approach from one dimensional housing to one focused on sustainable human settlements.

The GRDM has previously never had a dedicated internal strategic plan, policies, programmes/projects and / or

Integrated Human Settlements (IHS) Directorate or unit relative to the provision of sustainable human settlements opportunities across its jurisdictional areas. It has to date played more of a monitoring and evaluation role on an ad hoc or advisory basis. Only its B Municipalities have directly developed affordable housing programmes and projects despite such provision being the direct responsibility of National and Provincial Governments.

4. SCOPE OF THE GRDM IHS **STRATEGIC PLAN - HSSP**

The WC DoHS has to date played a pivotal role in encouraging structured pursuit of sustainable human settlements programmes in 11 Leader Towns. This has been done by encouraging the need for development of respective Strategic Human Settlements Plans for those towns with catalytic projects.

These projects are primarily informed by best practice, aligned to each municipality's corporate IDP process, related legislation and programmes which put together incline such programmes and projects to well-located areas. The value of such a strategic objective remains the realisation of well-located human

settlements housing products that best compliment efforts for long term socio-economic integration as covered and encouraged by the National Government' National Development Programme (NDP) which talks to Corridors or Nodes of long term socio-economic integration and sustainability.

To this end, the Garden Route District Municipality (GRDM) has been chosen as one of the **Metro/Districts** to align to a new management model. This is based on the intergovernmental cooperation and strategy towards viable District Development Model (DDM), Priority Human Settlements and Housing Development Areas

By its nature the One Plan is an all-encompassing approach that encouraged intergovernmental cooperative arrangements. It talks essentially to co planning, budgeting and implementation of housing programmes and projects alongside other key municipal sector plans towards a common goals and objectives.

In endeavouring to create a coherent and structured implementation approach that fulfils the above key objectives, the GRDM has now formulated this Strategic Plan for

(PHSHDAs) which will eventuate towards the One Plan integrated development **framework** as advanced by the NDP.

The DDM model which will eventuate into the all-encompassing One Plan, is geared towards enhancing the attainment of long term socio-economic integration. It is intended to replicate such a strategic programme in other areas of the country. This is broadly guided strategically by the provisions and objectives of the National Development Plan (NDP) which advocates for an Implementation Framework **seeking** to achieve key *specific* strategic goals outlined further into this document.

consideration and approval. When approved by the GRDM's full Council, this will be introduced and workshopped through **the following structures**: DCF, MMF, internal and external stakeholders **as well as** development partners of the GRDM. Its main focus will initially be on the Priority Development Zones of the 4 B Municipalities of Knysna, Bitou, George and Mossel Bay. It will **also** be extended to the balance of 3 B Municipalities of Oudtshoorn, Hessequa and Kannaland on the basis of prior consideration and alignment of these Municipalities to the

overall key objectives of the DDM and PSHDAs intervention models.

The GRDM will eventually align itself to the One Plan which promotes intergovernmental coordination relative to spatial planning reprioritisation and transformation in order to realise long term socio-economic integration. The Plan will also align fully to the GRDM' corporate objectives.

The GRDM has recently been **recognized** by the Western Cape Department of Human Settlements (WCDoHS) as an appropriate partner in the development and management of Integrated Human Settlements programmes and projects. **This** will then allow it to participate meaningfully in pursuit of the following interventions, namely:

- Identification of suitable and well-located land parcels for Affordable Housing Ownership (FLISP/GAP) and Social Housing developments.
- Ensure District Council endorsement of Affordable Housing (Ownership and Rental) strategic initiatives, project pipelines and business plans.
- Provide support to B Municipalities – Municipal Social

Housing Support Programme (MSHSP), FLISP/GAP and Inclusionary Housing Schemes.

- Facilitate the process of obtaining Council endorsement for Smart Partnership Agreements between Municipalities and Social Housing Institutions (SHI's)/ Other Delivery Agents (ODA's) through RFP processes. **This will also entail provision of support** to Municipalities to advertise and enter into contractual agreements within identified timeframes.
- Provide overall strategic support to Municipalities for delivery in terms of the Social Housing programme.

5. THE GRDM HUMAN SETTLEMENTS SECTOR PLAN

The above elaboration therefore sets the basis for formulation of a responsive HSSP which will guide the implementation of subsequent viable human settlements programmes and projects in well located areas to complement efforts linked to spatial planning reprioritisation and transformation in the use of State land assets towards realisation of long term socio-economic integration. Evolving

out of the GRDM' IHS Strategic Plan will be its coherent Human Settlements Sector Plan (HSSP). This will also be critical for formal application for Accreditation of the GRDM as a

local authorities in the Western Cape region involved in the roll out of IHS programmes and projects. This guideline has been useful in guiding the GRDM' formulation of its HSSP.

This has therefore enabled the GRDM to determine and use related guideline material in relation to its own strategic human settlements interventions that align to the following objectives:

- corporate strategic objectives;
- strategic programme expectations of the 7 B Municipalities;
- alignment to the WCDoHS strategic programme objectives; and
- reality of having to incline and align itself as a chosen District as part of the National Government' NDP towards realisation of sustainable integrated human settlements in well-located areas, growth and development as well as spatial planning reprioritisation and

It further goes on to indicate that this ideal objective and related

housing authority which receives direct funding from the State for approved projects. Some time back during 2019, the WC DoHS formulated a guideline document for all

transformation of its GRDM regional context (i.e. the DDM, PHS&HDAs and the One Plan Strategic Concept).

5.1 Defining the Current Context and Migration towards Long Term Socio-economic Integration

With regards to the need to build a comprehensive IHS Strategic Plan for the GRDM, it is important that there be a full understanding of the human settlements environment relevant to its inherent challenges, complexities and policy regulations as well as programme prescripts.

Definition of Sustainable Human Settlements – The WCDoHS guidelines appropriately define it as "Holistic spaces" that bring together the following elements:

- Housing and Land
- Social and economic services
- Networked infrastructure
- Communities and social fabric

programmes should be conceptualised in a manner that

ensures realization of desired responsive human settlements products which are characterised by the following critical elements:

- Financial stability for the Municipality (new revenue base)
- Programmes that are resonant to affordability and indigence challenges
- Environmentally stable and sustainable communities
- Economic sustainability for the broader communities and households affected by the projects
- Facilitate the economic and social growth as well as advancement of targeted beneficiaries and local communities relevant to the housing ladder (mobility in the low cost housing environment)

Importantly, these definitions have been used to guide the GRDM's new IHS Strategic Plan relative to future planning of the B Municipalities. This also extend to their linked catalytic towns relative to human settlements programmes. These are supposed to enable realization of settlements which

- Ownership units, Community Residential Units (CRU) or public rental flats, Inclusionary Housing

are vibrant and embrative of the strategic need to spatially reprioritise and transform their respective communities through mixed housing products in well-located areas.

The GRDM when framing future planning of its towns in the 4 B Municipalities, has therefore incorporated the afore-mentioned definitions to ensure their long term liveability.

To this end, when formulating its new Human Settlements Sector Plan (HSSP), the GRDM will henceforth seek to attain the following critical outputs:

- To use its Spatial Development Framework (SDF) to strategically target well-located land and properties in order to enhance the realisation of accessible housing opportunities of a varied nature or typologies that cater for choice and different needs;
- Align and use its interventions to ensure that these public assets are appropriately targeted for a clearly defined housing market sector. This will in this regard, be for Social Housing affordable rental programmes, FLISP/GAP opportunities, etc. It will also strategically work with its B Municipalities to promote well

designed and constructed individual ownership opportunities. These will typically be In-situ Upgrading and Serviced sites (IUSP), Informal Settlements Support Programmes (ISSP), Breaking New Ground (BNG) Individual Ownership Units, People Housing Process (PHP), etc.

- It will ensure as well that such coordinated interventions address all elements of human settlement developments and not just housing (e.g. include the needs that arise for infrastructure, transport connectivity, social facilities, and social support and training etc. in the plan);
- GRDM will not limit itself to only seeking housing solutions but will now also commit to a Human Settlements Sector Plan that incorporates use of innovative approaches/models working in partnership with communities, government agencies as well as the Social Housing Regulatory Authority (SHRA), accredited Social Housing Institutions, the Housing Development Agency (HDA), the National Housing Finance Corporation (NHFC) as well as private sector developers

operating in the low cost housing markets, etc.

- This will primarily focus on the identification of programme interventions **which** will most likely assist in meeting various community needs (e.g. mobility from **current** poverty entrapment zones to well-located areas which facilitate long term growth and development as well as socio-economic integration). These are projects, **as reflected earlier** which are in targeted Priority Areas and Restructuring Zones which have already been gazetted for such a strategic purpose.
- This will also extend to informal settlement upgrading to realise the development of access routes, infrastructure upgrades and creative solutions to provide secure forms of tenure to low income households or residents, rather than housing units. The intent in this instance will be to realise **eventual densification** through housing products of a varied nature on an incremental basis.

5.1.1 Understanding Related complexities and challenges

It is an undeniable factual reality that almost all urban settlements in South Africa are still fragmented along race and class lines, with relatively low average densities and inefficient spatial designs. This results in making these settlements costly to maintain by municipalities as well as to live in for its citizens given the related significant transactional cost challenges for daily living requirements of low cost households. All public authorities are therefore faced with a similar dilemma which becomes further complicated relevant to high levels of densities and migration in informal settlements areas.

This also extend to migration patterns which together result in further densification challenges and high levels of affordable housing demands.

The GRDM as a District servicing 7 B Municipalities is similarly not therefore immune to such challenges. It has therefore now prepared and committed itself to formulating this HSSP document, as a comprehensive strategic response to such challenges.

The Western Cape Department of Human Settlements (WCDHS) has recognized that, in general, State-funded housing projects since 1994

have, to a large extent, been one dimensional products. These have therefore not contributed to the creation of successfully integrated and sustainable human settlements in the cities, districts and towns of the Western Cape. Furthermore, the department has noted, with some concern, that many municipal housing plans are more focused on delivering numbers of housing units than on the quality and sustainability of the settlements being created. In response to this, the WCDHS has identified the following strategic goals aimed at the successful development of integrated and sustainable human settlements, namely:

- Improving settlement functionality, efficiencies and resilience;
- Accelerating the delivery of housing opportunities in well-located areas – meeting of the requirements of spatial transformation and justice;
- Improving the living conditions of more beneficiaries by placing emphasis on the Upgrading of Informal Settlements Programme (UISP) as well as mobility through catalytic projects of a varied nature and choice. These will be anticipated to offer choice

relative to affordable rental and ownership opportunities. Such mobility will primarily be targeted in well-located areas determined through spatial planning reprioritisation and transformative alignment to long term socio-economic integration.

- Improving the living conditions of beneficiaries through better access to water and sanitation;
- Alignment to densification models as well as the upgrading of housing units and promotion of different forms of tenure and affordable rental options;
- Land Audits and Assembly to enhance spatial planning reprioritisation which will enable an increasing supply of land for mixed affordable housing opportunities which have a catalytic effect;
- Facilitating socio-economic growth and development that will result in increased job creation and empowerment opportunities; and
- Promoting innovation and the better living concept which will sustain long term growth and development of targeted

households and local communities.

5.2 The Global Policy Context and Alignment to Human Settlements

SA as a member of the UN and known global player which has concluded various international agreements and conventions with an effect on humanity, has committed itself to sustainable development goals and objectives.

There has been a growing consensus globally therefore that inclines itself on the need for national, regional and local authorities to plan for more sustainable, efficient, equitable and resilient human settlements. This consensus was most recently embodied in 2015 in the United Nations (UN) Habitat III New Urban Agenda and the UN Sustainable Development Goals (SDGs), 2015.

Goal 11 of the UN SDGs is targeted at making cities and human settlements inclusive, safe, resilient, and sustainable. The member countries of the United Nations agreed to create affordable public housing; upgrade slum/ informal settlements; invest in public transport; create green spaces; and get a broader range of people involved in urban planning decisions.

This has therefore a major influential connotation and role in shaping SA' role as a signatory to such agreements towards developing spatial norms and standards for human settlements. This is anticipated to strengthen local public authorities like the GRDM to contribute the following interventions and outputs:

- the densification of its towns;
- improving access to transport;
- locating jobs where people live;
- upgrading informal settlements; and
- address the housing gap market

These are driven globally by the new Urban Agenda 2015 and linked Sustainable Development Goals (SDGs) 2016. This also talks to policy informants which are detailed in the WCDoHS Sector Plan which is appended here-in as a guidelines.

5.3 South African Policy Context: Redefining Human Settlements Provisioning - GRDM

The Global policy consensus which has emerged over the past 27 years has also influenced Strategic thinking in South Africa as evidenced by the National Development Plan (NDP), Growth and Development Programmes and Urban Renewal and Revitalization Plan, etc. This is evident in the fact that, while a great deal of

emphasis has been placed on achieving housing targets (numbers of units developed) since the initiation of the National Housing Subsidy Scheme in the mid-1990s, this approach has come to be re-evaluated towards being embracing of multi sectoral interventions which should come together in a coherent sense.

This has its origins with the beginning of the adoption of the Breaking New Ground (BNG) policy framework in 2004, which was re-asserted and further elaborated since then by the strategic direction given by the following major policy shifts and Plans:

- a) National Development Plan (2011),
- b) the SPLUMA (2013) and LUPA (2014) development principles,
- c) the Integrated Urban Development Framework (2016),
- d) the Living Cape Framework (2017) and
- e) the National SDF (2018)

There is now a clear recognition by government, both the private sector and civil society about the way in which the State invests in the built environment which must be refocused to achieve transformative goals and

outcomes. These will eventually benefit the general South African population in line with the provisions of the RSA Constitution.

More significantly in SA, there is now a clear recognition that the way in which the state invests in the built environment must be refocused and realigned towards eventual achievement of the desired transformative outcomes. It is within such major policy shifts that this document resonates with the need for the GRDM's own human settlements provision to be realigned towards an embrative approach which ensures that all the elements of growth and development and human settlements are intertwined, inclusive and attainable in PSHDAs.

The GRDM **as reflected earlier**, has now aligned itself to the new strategic interventions advocated by specific national government programmes that talk and relate to the District Development Model (DDM), Priority Human Settlements and Housing Development Areas (PHSHDAs) and One Plan strategic framework. This will result when fully implemented in its towns across the B Municipalities, moving towards a situation where these cities, towns and settlements

within the District becoming more efficient in their functioning. The overall intention is to create the conditions for social, cultural and economic development that enables the empowerment of its District citizens who are then able to participate in the full spectrum of activities in their communities, defined as the urban dividend.

This Plan realises that in order to achieve the eventuality linked to the Urban Dividend, all organs of State, the private sector and civil society must work together towards investment in viable and innovative human settlements programmes and products. This has to be repurposed towards creation of viable socio-economic opportunities for low cost households and communities if sustainability is to be attained.

The Plan further advocates for the creation of meaningful prospects for low income households to be subjected to the principle of fairness and equity for ease of facilitating the attainment of the following positive impact and objectives:

- to pursue education, work and sustainable livelihoods through a GRDM Human Settlements Strategic Sector agenda that

gives substance to spatial planning reprioritisation and meeting of transformative objectives;

- This will enable a progressive socio-economic development path that benefits the broader community of the District. In this approach, the State, the provincial authority of the Western Cape and now the GRDM District and its municipalities are no longer providers of only human settlements opportunities but, rather, enablers. Accordingly this GRDM HSSP advocates for sound planning for human settlements in a manner that ensures it together with its government partners or the State make innovative and sustainable commitments in infrastructure and housing;
- Further commits the GRDM to use and relate to the regulatory and development frameworks it puts in place, in a manner and ways which are targeted towards enabling low cost households, communities and the private sector to play a greater meaningful role in the urban

economy by pursuing the following commitments:

- a) Adapting and aligning its own and Government investments to suit local needs and demands;
- b) Investing in housing and businesses and, in so doing, leveraging the public value created by state investments;
- c) Creating the conditions for growth in the District in a manner that enhances their capabilities;
- d) Ensuring that the Urban Dividend Economy is at most times more resilient, productive and allows for job-creation to meet the development needs of its citizens;

- e) Ensures that the District town, cities and neighbourhoods have a sense of place that is characterised by features and values that relate to the District and its towns being more liveable, enable greater social interaction, safety and access;
- f) The urban dividend promotes employment opportunities at the local level; by creating the platforms and conduits for a vibrant and sustainable local economy and financially sustainable municipalities; and
- g) Spatial Targeting - a concept that enhances and ensures that limited government investment needs to be leveraged and reoriented towards achieving as well as facilitation of desired outcomes that are in line with the GRDM's strategic development objectives.

5.3.1 Outlining the GRDM' Institutional Context

The GRDM has to date not played a direct strategic and programme roles in the provisioning of integrated human settlements, save for its 7 B Municipalities. These have to date been the main providers of affordable housing opportunities, programmes and services in their respective low cost housing context.

However these programmes have been of a one dimensional character and feature which relates to serviced stands, Breaking New Ground (BNG) ownership units, the People's Housing Programmes (PHP) and periodical Emergency Housing Assistance during times of disasters and emergencies.

With the advent of new National Government interventions through its NDP aligned to choosing specific municipalities for pilot initiatives that have greater strategic development prospectus in specific metropolitan and District authorities, the GRDM has now been chosen as one of such well-meaning and all-embracing development nodes in SA. This has necessitated that the GRDM together with its government development partners, should begin to assert and re-orientate itself relative to its strategic development objectives and long term socio-economic integration intervention. These have therefore been proposed for realignment towards an enabling environment that embraces these new government imperatives when developing its human settlements programmes and projects.

5.3.1.1 Provincial Engagements and Alignment

There prevails presently specific forums and engagement platforms between Municipalities and the WC DoHS. These have further been enhanced by the new government strategic imperatives defined as the DDM, PSHDAs and One Plan eventuality. In the case of the GRDM, there prevails therefore

relevant consultative mediums for pursuing these new strategic interventions and related programmes.

The WC DoHS, before the introduction of these recent strategic interventions, has met and engaged on such platforms with the GRDM and its 7 B Municipalities. Arising out of such engagements, it became possible to set up various platforms to mutually coordinate the development of appropriate Strategic Human Settlements Plans and interventions in programmatic terms. These have to date been formalised through Business Plans for approved projects that operate on the basis of 3 -5 year cycles for both operating and capital budgets. These projects have by and large been one dimensional and have not yet triggered significant movement into well located areas and long term socio-economic integration.

It is hoped that this GRDM HSSP will contain clearer proposals on how to improve collaboration and alignment between the different Provincial, National Government Departments, government agencies and the GRDM and its 7 B Municipalities.

5.3.1.2. Sustainable Municipal Planning – GRDM' HSSP Objectives

For all intents and purposes, generally and strategically so, a Human Settlements Sector Plan (HSSP) is one of the key sector plans of a municipality which primarily indicates where and how it plans to invest in the built environment. This is in order to achieve progressive and positive changes in the functioning of its variety of settlements.

To this end, the GRDM' Municipal HSSP is geared and repurposed towards achieving the following objectives, namely:

- A long-term vision or spatial concept for spatial transformation and justice that is drawn from and aligned to the Municipal SDF and other built environment sector plans; and
- An implementation tool and plan that comprises of a portfolio of projects and associated activities over time, with a Capital Expenditure Framework linked thereto.

It is significantly important, in strategic terms, that both these outcomes relative to the GRDM, be flagged as core components of the Municipality' IDP. This would essentially and in all likelihood, represent a significant

proportion of the municipality's strategic agenda and total programme expenditure. It is therefore of importance to ensure that the GRDM' HSSP feeds into its 7 B Municipality' annual budgeting and IDP compilation processes. This should eventually ensure that its outputs are available for incorporation at key points in the IDP workflow or outlines.

In summary therefore, the GRDM' strategic IDP and budget inclinations will be summarised and informed by the following key programme interventions:

1. SDF (Spatial Development Framework)
2. Infrastructure Plans
3. HSSP (Human Settlements Sector Plan)
4. ITP (Integrated Transport Plan)
5. EMF (Environment Management Framework)
6. LED (Local Economic Development)
7. One Plan strategic intent that relates to the DDM and PSHDAs

8. The GRDM's own internal corporate strategic objectives

The GRDM Strategic Plan on Integrated Human Settlements (in addition to the above key elements and drivers), further recognises the following additional key drivers which align or inform the new strategic intervention, the One Plan therefore:

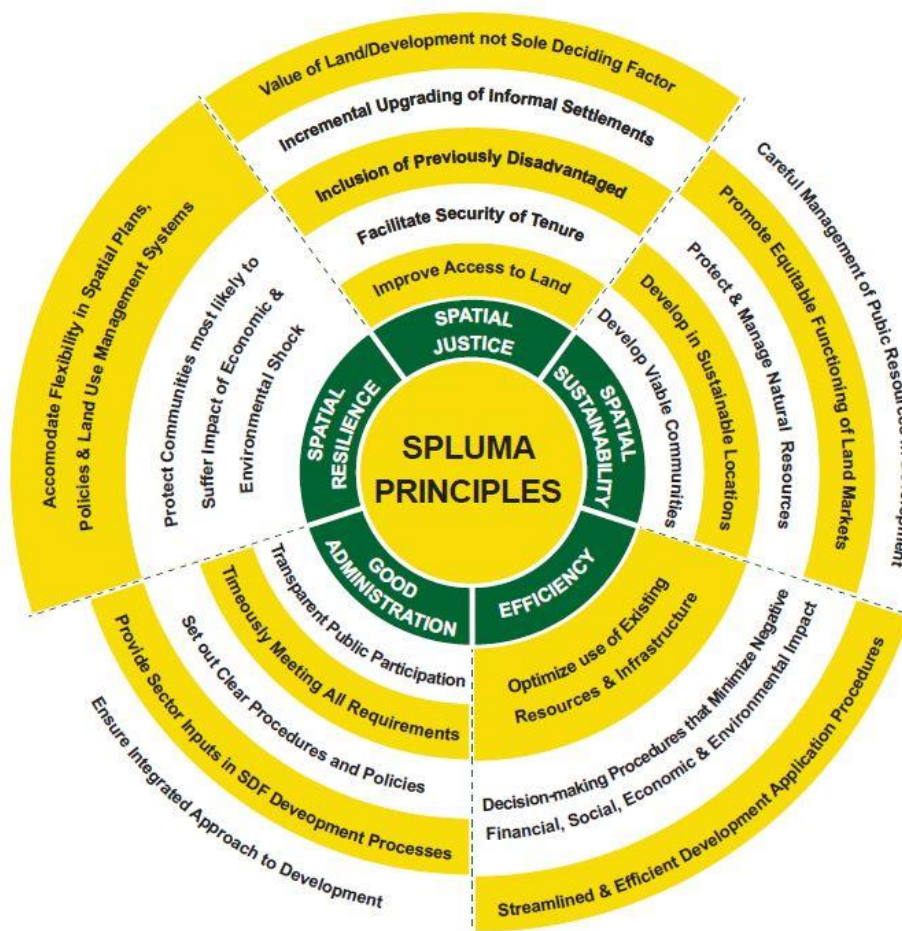
- Breaking New Ground (BNG)
- National Development Plan (NDP)
- IUDF and NSDF
- SPLUMA and LUPA
- Development Principles

The **SPLUMA Guidelines and principles** best encapsulate the essential intent of

how to approach planning and development interventions with regards to human settlements and related sector plan developments:

- Spatial Resilience
- Spatial Justice
- Spatial Sustainability
- Good Administration
- Efficiency

The GRDM will therefore fully adhere and comply with the provisions of SPLUMA Principles/Guidelines reflected below when pursuing and implementing the planning and development of its human settlements typologies:



In turn as well as at Provincial Departmental level, these will inform and align to various Sector Plans of both the municipality and provincial authorities through various Pipelines that straddle over 5 – 20 year timelines (these may even extend to a 30 year horizon as envisaged by the NDP), given the relative long term impact that these carry or inclined to.

Equally important, is the need to ensure that both the HSSP as well as the SDF and IDP are incorporated into the

iterative annual process of intergovernmental planning in the form of the Integrated Work Plan (IWP) promoted by the WC DoHS Guidelines for Municipal HSSPs.

It is important therefore for the GRDM to try and ensure that it's SDF, HSSP and other sector planning processes align as far as possible with the IWP and IDP planning cycles. This will enable that key milestones and outputs from the SDF and sector plans feed into its IDP. In the process these will influence

provincial departmental planning relative to State funding, e.g. Human Settlements 5 year Business Plans as well as Municipal Infrastructure grants that align to the 5 – 30 year outline of both the IDP and SDF. Equally important, is the need to distinguish between different municipal sector plans in terms of their respective roles and inputs into the IDP process.

Through aligning itself to this, the GRDM' Human Settlements Sector Plan commits to moving towards a situation where its towns and settlements in its District (7 B Municipalities) are more efficient in their functioning and operational environments. Therefore the intention is to create the conditions for social, cultural and economic development which enable the empowerment of citizens who are then able to participate in the full spectrum of activities in their communities.

These combine therefore to achieve the so-called "Urban Dividend" which resonates with the intent and objectives of the GRDM' HSSP. The HSSP recognizes that all organs of state and civil society must collaborate together to invest in human settlements developments. This has to be in

ways which create socio-economic opportunities for low income households and communities, traditionally located in poverty entrapment zones.

It anticipates mobility into well-located areas now defined as Restructuring or Priority Zones which enable creation of meaningful prospects for low income households to attain the following developmental objectives:

- Pursue and access education;
- Work and sustainable livelihoods;
- Advocates for a human settlements agenda and programmes which give substance to spatial reprioritisation and transformation; and
- Enablement of a progressive socio-economic development path that benefits the broader community.

In embracing such an approach through the GRDM HSSP, the various levels of government, the GRDM and the 7 B Municipalities are no

longer providers of only housing opportunities but, rather, enablers as defined by various legislation and linked delivery instruments and programmes.

The DDM and the PSHDAs initiatives leading to the One Plan strategic framework argue strongly for coherent and sound planning reprioritisation towards coherent human settlements interventions. These are anticipated to ensure that State and government agency investments in capital programmes and projects relative to infrastructure and integrated human settlements, are therefore geared towards low income households and redressing of poverty entrapment zones. This therefore resonates with the need for regulatory and development frameworks which are targeted to enable low income households, communities, and the private sector to play a greater role in the urban economy. This will eventually be in a manner that meets spatial reprioritisation and long term transformative interventions and results.

The ultimate goal should at all times be an enabling environment with municipal support requirements at the District level which will be pursued through the following key outputs:

- Adaptation of State investments to suit local needs and demands;
- Targeted investments into housing programmes in well-located areas (i.e. Priority / Restructuring Zones) and local economic initiatives which allow or trigger proliferation of various business ventures. These in turn, create access to job opportunities and outlets for various human needs and, in so doing, leveraging the public value created by state investments;
- Creating conditions for growth in targeted households and local communities to enhance their capabilities, growth and development. This also complement efforts towards an Urban Dividend Economy which is more resilient,

productive and enabling job-creating interventions;

- Realize more liveable, greater social interaction, safety and access to socio-economic facilities and infrastructure as well as financially sustainable District Municipal base' and
- The above will allow the GRDM to incline itself to the fundamental principle of ensuring that limited state investment are therefore focused on achieving (and facilitating) desired outcomes that are in line with its' strategic development objectives.

6. Risk Mitigation – Challenges and Potential Weaknesses (GRDM HSSP)

It is important that inherent and current risks which could undermine necessary fluidity and successful implementation of the GRDM's IHS Strategic Plan. The Plan is meant to guide and ensure appropriate implementation of feasible and viable programmes as well as related projects. The Plan has therefore to be clearly understood and implemented and subjected to risk mitigation interventions. Further to this, the housing development and management environment is periodically subjected to all kinds of

socio-economic complexities, tensions, risks and challenges.

These need careful, efficient and coherent handling to avoid potential tensions, loss of trust and confidence by local communities and development partners relative to inability to implement projects per targeted outputs and timelines, resulting sunk costs and investments, loss of opportunities over long periods, etc.

In anticipation and avoidance of such significant risks, the following critical factors have been identified together with related interventions and risk mitigation processes therefore:

A. Financial Considerations and Impact

A risk mitigation strategy will be part of the GRDM' HSSP given the dynamic nature as well as reality of the socio-political context in which human settlements as a programme operates. The financial impact as well as assurability of funding commitments to planning and actual project implementation would require clarity of role definitions between the various State or government departments.

To ensure a seamless and coherent handling of such a significant challenge and risks, the following role definitions for the various State

Departments would require careful consideration relative to governance and handling of funding commitments therefore.

The **WC DoHS, N DoHS, Treasury and COGTA** would have to clearly outline the governance and funding processes and in the process explore how to engage with the GRDM and the 7 B Municipalities. Given the advent of the One Plan scenario the situation would call for such assurability to in addition facilitate the involvement of National Treasury, DEA & DP and potentially other role players. This should primarily involve technical and professional support to deal with financial modelling and feasibility assessments of targeted projects in Priority / Restructuring Zones to assist with the overall project and programme feasibility evaluations and real commitments through approved Business Plans by the GRDM.

The **GRDM and its 7 B Municipalities** (starting primarily with the 4 identified catalytic Municipalities of Mossel Bay, George, Knysna and Bitou), must engage with Provincial departments to request technical assistance in assessing the short- and long-term financial impact of particularly their larger scale human settlement projects. To this end, there will have to be

appropriate Business Plans that relate to planned projects and programmes as well as efficient implementation of these within given performance timelines, financial parameters/execution as per approved budgets and targeted outputs.

B. Significance of the Strategic Development Frameworks (SDFS): The GRDM and 7 B Municipalities

The GRDM and its affected B Municipalities must ensure that that their respective Strategic Development Frameworks (SDFs), clearly outline and illustrate their strategic proposals for spatial transformation and spatial development in general. This also primarily ensure the necessary identification of key spatial areas for intervention and/or projects. To this end, development or implementation plans will be developed and monitored per approved business plans and performance reviews and alignment.

The GRDM's HSSP and other sector plans will therefore essentially become the planning instruments which use its respective strategic SDF proposals and detail them further. This requires that this be formulated into implementable area-based programmes and projects in line with the requirements of the

DDM, Priority Zones and One Plan conceptual framework.

At the level of the WC DoHS and its other affected Provincial Departments, DEA&DP will be consulted to consider how best to further heighten awareness and technical support to the GRDM and its 7 B Municipalities regarding the significance of the SDF as the entry point with its foundational documents. These normally provide the platform for strategic decision - making and project implementation through short to medium-term plans such as Municipal IDPs, Municipal HSSP, Municipal Infrastructure Development Plans etc. This also extends to Provincial departmental annual and medium-term plans.

C. Strategic and Programme Engagement - Higher-Level HSSP Prioritisation Initiatives

Given the need for strategic and programme engagement, it is important that any ensuing lack of clarity and commitment be redressed. There could be an anomaly of the GRDM having lack of clarity on how the national initiatives such as the new DDM, Priority Human Settlements & Housing Development Areas (PHDAs) as well the eventual One Plan scenario could potentially impact it relative to

the following critical requirements and realities:

- Availability of funding and technical support;
- Normal concerns that relate to uncertainty with the GRDM and the targeted 4 B Municipalities' access to funding through the normal Provincial allocations. This risk is greatly enhanced with instances of funding cuts as is the case with the effects of Covid – 19, which could leave them exposed to criticism and service delivery protests when their adopted IDP and other sector plans highlight proposals that cannot be delivered within the publicised timeframes;

To avert the reality of possible consequential risks in these critical dimensions, it is important that **the following mitigating interventions be part of targeted involvement and avoidance of consequential risks**, namely:

- **WC DoHS and N DoHS – Defined Levels of Involvement**

There is a need for clarity on mechanisms to ensure better quality and more regular interactions and communication between municipalities and key partnering

National and Provincial government departments or agencies (e.g. the HDA). The WC DoHS and its Provincial Government has to acknowledge and prepare for this reality, if a seamless and fluid programme and project implementation process is to be ensured and realised.

In essence therefore, solutions would be of great importance in improving coordination and alignment of planning and implementation across sectors which are to be guided as expected by commitments to the DDM, PHS&HDAs and One Plan strategic interventions. As argued earlier, these should be driven by efficient cooperation between the three spheres of government and appointed agencies to be part of the implementation processes.

It is further imperative that the GRDM and its 4 targeted B Municipalities should be provided with clarity on what human and financial support are required, as well as technical planning resources and systems that will be made available to them over a defined period. These critical aspects are essential pre requisite to ensure that the related planning and eventual implementation can be undertaken on a more secure and realistic basis.

- **Strategic and Programme Cooperation / Coordination: GRDM, 4 B Municipalities and the WC DoHS (including other Provincial and National Departments)**

It is a fundamental reality that consideration should be given to exploring the value of **strategic spatial planning reprioritisation** at the following levels, namely:

- I. A regional or district scale so as to better facilitate integrated and coordinated development between and across several spheres and agencies of government; and
- II. At a more localised or decentralised area-based context (GRDM level), cross-sectoral teams could be assigned to plan and implement interventions within already identified / targeted PHS&HDAs and spatially defined priority areas. Fortunately the earlier work initiated and done by the WC DoHS from a human

settlements perspective on catalytic towns in George, Mossel Bay, Knysna and Bitou, will be of greater strategic guidance to mitigate against such risks. Already such well-meaning interventions have resulted in these towns having Gazetted Restructuring Zones which equate to Priority Zones, etc. This therefore allows for a solid foundation to realise the intended human settlements projects and programmes alongside other key GRDM corporate strategic objectives, Municipal Services Sector Plans and other interventions.

Such area-based planning and implementation should extend to ensuring that clear intergovernmental protocols and associated commitments are agreed to in the form of mapped governance, responsibilities, timelines and commitments. This will edge towards complementing development of business plans linked to feasibilities,

technical planning requirements and defined funding commitments for both planning and actual project/programme implementation.

7. Outlining Technical Support Requirements – GRDM and B Municipalities

Beyond the vexing issue or challenge of funding assurability and definitive roles of the different spheres of government, it is equally important that the technical support requirements for structured implementation of targeted human settlements interventions in the GRDM, be clearly mapped out. Generally municipalities, including the GRDM and its 4 B Municipalities, require enhanced technical support and commitments with the following critical requirements, namely:

- Guidelines and processes to amend its Land Use Schemes and/ or Rates Policies etc. to include mechanisms that would incentivise and support desired strategic objectives such as spatial transformation and the engagement of the private sector in housing development in the GAP market etc.
- Best practice interventions and guidelines **are required** on how manage engagements with

stakeholders and negotiate “Social Compacts” to provide structure to agreements between different parties to a proposed development (e.g. formal Requests for Partnerships – RFP). **This** would necessitate coherent and legally permissible contractual arrangements between the GRDM, its’ 4 B Municipalities and appointed SHRA accredited social housing institutions on a partnership basis. Such contracts have to define respective legal responsibilities and compliance requirements in line with the provisions of the Social Housing Act, 2009, Local Government Municipal Systems Act, Local Government Municipal Finance Management Act, National Housing Code, etc. **This is a critical obligation that has to be observed when** pursuing partnership arrangements for social housing rental opportunities.

To mitigate against this pattern and reality, it is proposed that the **WC DoHS and its other Departments (in particular the WC DoHS and the DEA & DP)**, should consider the value of **introducing a revitalised systematic** programme of technical support in anticipation of the

launch of the GRDM District model. This can appropriately be typified by the Built Environment Support Programme (BESP) which has been tested as the best manner for appropriate guidelines to assist the GRDM and its 4 B Municipalities in improving the quality of their respective SDFs and HSSPs.

7.1. Need for Ensuring Alignment – GRDM’ HSSP and WC Provincial Departments’ Sector Plans

It is an unfortunate inherent challenge between Municipal and Provincial Departments to be exposed to the silo mentality as well as Plans that might not relate to each other or not be potentially complementary to the strategic requirements of the new One Plan concept strategic consideration. In anticipation of this reality, the GRDM’ HSSP argues strongly for the need to ensure alignment between its’ HSSP and Provincial Sector Departments’ medium-term annual plans and budget allocations. This will mitigate against associated risks and allow for **improved coordination** relative to the timing of making funds available and/or the delivery/implementation of infrastructure and facilities linked to the GRDM’ HSSP for successful Implementation Programmes as

envisaged in the District Development Model (DDM).

This GRDM HSSP, in the light of the afore-mentioned factors, therefore advocates for this risk and challenge, to be addressed and mitigated **against** through the implementation of the revised provincial Vision-Inspired Priorities (VIPs) as well as its recently conceptualised strategic programme offering called the JMDA, **which is now equivalent to the DDM**. This should also extend to an improved **and** more effective Integrated Work Plan or new method of systematic communication and collaboration between Provincial sector departments and the GRDM together with its affected 4 B Municipalities.

7.2. Mapping of Key Resources and Strategic Programme Requirements

The GRDM will primarily argue for the need to address specific key focus areas when planning and managing its' **Human Settlement** development programme. It will also look at provision of resources and additional external links to documents or tools that can support the sustainable planning and development of human settlements.

To this end, the GRDM understands Human Settlement Planning and

Development on the basis of the following key considerations:

A. Land Assembly

- It regards this to refer to the various processes related to the following critical interventions and dimensions:
- Identification of land for strategic purposes
- Carrying out feasibility assessments on the identified land parcels or properties to determine whether these align or conform to the following programme requirements:
 - (i) ensure that it is suited to the intended purpose;
 - (ii) Identify what infrastructure and statutory approvals would be required to bring the identified land to the point of being developable; and
 - (iii) estimating the timeframes required to prepare the land for development
- Acquiring the land identified if it is not in the GRDM and 7 B

Municipalities' ownership through outright purchase or conditional land availability agreement

- Implementing the prerequisite activities identified in the feasibility assessments in order to prepare the land for development.

B. Outlining the Area-based Approach

The pursuit of strategic human settlement development will necessitate that the GRDM should identify well located areas within the 4 B Municipalities. These have to a large extent been redefined with the formal gazetting of specific Restructuring Zones which can easily double up as Priority Zones in the 4 B Municipalities. **These Zones in turn are** targeted as part of the DDM initiative. **They are also within** inner town, suburban and City areas characterised by sufficient infrastructure and facilities, meeting of socio-economic requirements, etc., which meet the **crucial** elements of spatial reprioritisation and transformative inclinations.

The key to this remains enhanced intergovernmental cooperation and support with clear lines of responsibilities and commitments.

C. Mixed Use Developments

Mixed-use developments are created by combining a range of compatible land uses into a single neighbourhood. Rather than merely consisting of one residential component, these will be human settlements typologies that provide for optimal densification in well located areas with various forms of alternative tenures and ownership rights. These will offer affordable medium to high density rental opportunities linked to social housing institutional interventions. **The latter form of product offering will be through** delivery partnership arrangements between the GRDM and / or its 4 B Municipalities and anointed SHRA accredited social housing institutions.

Such developments also allow for the provision of a range of housing types which could accommodate a mix of tenure options, income groups, and social and age groups. Mixed-use developments usually result in a medium (dwelling and population) density area and provide opportunities to create a walkable neighbourhood.

These will therefore promote as well individual and group ownership tenure options type projects like GAP/FLISP and Inclusionary housing projects. The spatial planning reprioritisation and

transformative objectives promotes the attainment of neighbourhoods which allow people to live, work, play and shop in the same areas.

Through this strategic approach which aligns to the One Plan strategic dimensions as promoted by the National Development Plan (NDP), the State, GRDM and its four B Municipalities will no longer be providers of housing opportunities **only** but, rather, enablers of a supportive environment that incentivises the involvement of multiple private and public sector as well as community/societal interventions. Accordingly, sound planning for its human settlements programmes will ensure that the investments which the State makes in infrastructure and housing, as well as in the regulatory and development frameworks it puts in place, are targeted to enable households, communities, and the private sector to play a greater **meaningful** role in the urban economy **than has been the norm and practice to date**.

This will be pursued through the following strategic programme interventions, namely:

- Adapting **and re-orientation of** state investments to suit local needs and demands;
- Investing in housing and businesses and, in so doing, leveraging public value created by investments of the involved public spheres of government;
- Facilitating the creation and realisation of conditions that relate to conducive socio-economic development and growth through a vibrant economy at the local levels that complements the realization of sustainable employment opportunities at the local level; and
- Consequently create the necessary vehicles and **platforms** for a vibrant and sustainable local economy and a financially sustainable GRDM and its partnering B Municipalities.

Critically therefore, the concept of Spatial Targeting should be followed by the GRDM and its 4 B Municipalities. **This should ideally trigger** adherence to the fundamental principles of ensuring that limited State investments be focused on achieving (and facilitating) desired outcomes **which** are in line with its strategic development objectives.

This will be anticipated as per proven best practices with local and international contexts to ensure the following interlinked key strategic outputs, namely:

- People enhance their capabilities;
- This links and results in the Urban Dividend Economy that is more resilient, productive and sustainable job-creating mechanisms; and
- Ensure a sense of place and areas that are more liveable with greater social interaction, safety and access for local and broader communities as envisaged by the NDP.

7.3. Outlining the GRDM's Current and Desired Institutional Contexts:

It is important to highlight that before the advent of the DDM, PSHDAs and the One Plan strategic interventions as guided by the provision of the NDP, that the GRDM did not have an entrenched direct involvement and provision of **Human Settlements** programmes and projects. This is despite having such a role being undertaken by its 7 B Municipalities within its District' jurisdictional areas. It should further be noted that in terms of the RSA Constitution, the National

Housing Code as well as the Local Government Municipal Structures Act, the provision of adequate housing is a provincial competency which has been delegated to the B Municipalities by the WC DoHS.

Therefore within the District areas, the 7 B Municipalities receive planning operational funds as well as capital budgets for projects deemed to be feasible for implementation **over defined financial budget years**. Each individual Municipality thereafter formally submits a 3 – 5 years Business Plan that reflects funding requirements for such affordable housing projects. Upon evaluation and establishment that these meet related criteria set by the WC DoHS' Technical Project requirements and delivery timelines per each successive funding year, such business plans are thereafter considered and approved.

In addition, the implementation of these projects is monitored and evaluated by the George District Office of the WC DoHS. This also includes periodical assessments of the **related** programme and approved project performance. **This is meant to** ensure full compliance and if required, review and alignment of project funding accordingly on the basis of

performance and consequential risk and mitigation requirements.

Given the recent commitment of the GRDM in consultation with the WC DoHS and the N DoHS as well as its newly anticipated role in the new One Plan strategic intervention as one of the chosen District pilot models, it has become necessary therefore that it formulates this Strategic Plan. This will strategically and programmatically guide its' commitment to create a conducive delivery environment towards as well as measure its' ability to meet long term commitments. These are measured on their ability of having spatially reprioritised locations that meet set transformative goals and objectives as outlined in its corporate strategic objectives as well as the NDP.

Essentially this will therefore guide the manner it will conceptualise and roll out its mixed housing typology products in well located areas currently defined as Restructuring and Priority Zones. The earlier gazetting of such zones by the N DoHS with regards to the 4 B Municipalities, which are targeted for this intervention, will therefore complement such a strategic objective.

7.4. The Level of Strategic Engagement and Coordination – GRDM and Other State Organs/ Departments and Agencies

The WC DoHS together with the other spheres of government (N DoHS and COGTA) as well as the GRDM and the B Municipalities have begun the process of engaging each other with a view to meet the advocacy and requirements for intergovernmental relations and partnerships. These in the main talk to co planning, co budgeting and co implementation as promoted by the One Plan strategic framework. The framework is supposed to guide the three spheres of government and related interventions to make this a feasible proposition.

The WC DoHS has already formulated a framework that aligns to the provisions of the NDP in the form of JMDA **which can arguably be equated as indicated earlier**, to the DDM in promoting such interdepartmental and government cooperation. These are primarily geared towards the development of the District together with its catalytic Towns located in the Bitou, Knysna, George and Mossel Bay Municipalities.

These Municipalities together with Oudtshoorn (this is despite the latter sitting currently outside the One Plan

initial pilot focal point/intervention), are the only ones with Gazetted Restructuring Zones. This will assist with the Land Assembly and Use processes for identifying appropriate locations to realise the desired mixed housing products. These processes are quite critical in endeavouring to catalyse mobility from poverty entrapment zones to well-located areas for ease of the desired long term socio-economic integration.

It is however important to note that the WC Government is busy re-working its' Provincial Strategic Plan and related Goals. This therefore is very likely to contain clearer proposals on how to improve collaboration and alignment between the different Provincial Government departments and Municipalities.

The GRDM's HSSP therefore advocates in the interim and through this Plan, for a focused level of engagement as outlined in the DDM, PHSHDAs and One Plan strategic frameworks. Such engagement processes have already been established, but will need to be firm on how the co planning, budgeting and implementation processes will evolve and be led as well as successfully pursued. **This will** be relative to governance processes,

planning and technical resource support and clear funding commitments within agreed Business Plans and timelines.

8. DEFINING THE KEY DRIVERS OF SECTOR PLANS: WC DOHS AND GRDM

At the onset, all strategic programmes of the GRDM including its commitments to sustainable Integrated Human Settlements are informed by **nine (11) strategic considerations in the form of defined Chapters** which are part of **the IDP and SDF**.

8.1. GRDM's Corporate Strategic Objectives

The afore-mentioned chapters are guided by the following Corporate Objectives of the GRDM, namely: **(Highlight Bulk.... And Healthy and socially Stable Communities)..Retain these two for example purposes)**

- **Growing an Inclusive District Economy**
- **Bulk Infrastructure Coordination**
- **Sustainable Environmental Management**
- **Skilled Workforce and Community**
- **Financial Sustainability**
- **Good Governance**
- **Healthy and Socially Stable Communities**

At the WC DoHS level, a set of Municipal Sector Plans (MSP) already prevail and were previously approved by the GRDM. However for the purposes of this new Strategic Plan, human settlement elements has been added and represented by the Human Settlements Sector Plan (HSSP). This also talks to the other key sector plans which relate to Integrated Transport Plan (ITP) and Infrastructural Sector Plans (INFRA SP) as well as Local Economic Development Plans, which should all be entirely reflected in the GRDM' Spatial Development Framework (SDF)

and Integrated Development Plan (IDP).

These Sector Plans in essence therefore talk and resonate to concerted efforts to provide a package of interventions. These are also combine and geared towards meeting eventually, the socio-economic development and long term integration objectives for targeted low cost income households and communities affected by the GRDM's Human Settlements roll out programmes and projects in identified Priority Zones, namely:

PLAN	STATUS
District Growth and Development Strategy	Completed in 2020
Spatial Development Framework	Completed
Integrated Waste Management Plan	Completed and approved in December 2019
Air Quality Management Plan	Completed
Integrated Transport Plan	In progress
Disaster Management Plan	Completed
Climate Change Adaptation Plan	Completed
Garden Route Disaster Risk Assessment	Ongoing
Coastal Management Program	In progress
Garden Route Climate Change Strategy	Completed
Garden Route Alien vegetation control plan	In progress
Garden Route Environmental Framework	Completed
Garden Route Biodiversity Plan	To be developed 2020/2021
Community Safety Plan	Completed to be tabled to Council

The Human Settlements Sector Plan is therefore the latest addition to the above which awaits Council approval as part of the overall GRDM's IHS Strategic Plan. These should align and

inform each other eventually in their respective application. This will enhance better planning and collaboration, which will in turn, inform and guide better project planning,

feasibilities and eventual roll out programmes as promoted by the One Plan eventuality.

8.2. Alignment of the GRDM's IDP and Strategic IHIS Plan

The GRDM's Integrated Human Settlements Directorate had its beginnings in May 2020 with its Council requesting that the Western Cape Department of Human Settlements (WC DoHS) consider its formal Accreditation. This was deemed to create a firm basis for the Human Settlements function to 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 PHSDAs interventions which subsequently feed 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 WC DoHS, 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 proposed Priority Human Settlements

Development Areas (PHSDAs). This was anticipated to provide 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 incomes do not exceed R3 500. To date in the District, there has been no additional footprints for social housing, inclusionary housing and FLISP/GAP initiatives of a varied nature or typologies which resonate to choice or different needs of targeted low income households.

The aim therefore is to identify areas where GAP/FLISP and Social Rental Housing products 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 will also extend to

Inclusionary Housing partnership arrangements with public and private employers towards scaled delivery of different housing typologies as defined in this Plan. 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.

Once this Integrated Human Settlements Strategic Plan is formally completed and approved by the GRDM as well as the B Municipalities through the DCF and MMF structures, this will be part of the enhanced process to formally apply for confirmation of an appropriate accreditation level status by both the

WC DoHS and the N DoHS who will gazette such status 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 as well as land use assembly and prioritisation for the different mixed human settlements products on a structured basis across its 4 B Municipalities. The various levels of accreditation will however be pursued until level 3 is attained as the GRDM's Human Settlements programmes find traction and sustainability. This will ensure that all decision-making pertaining to housing typology programmes could be made at district level in consultation with the WC DoHS and other State Departments. These interventions will hopefully complement efforts to sustainably deliver on the new DDM, PHSDAs and One Plan Strategic Framework mandate.

9. COGTA – Promotion of the 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 its urbanisation trends and directive by the National

Development Plan (NDP) to formulate an urban development policy and linked strategic framework. *This is intended to respond comprehensively by* catering for increasing numbers and densities in specific locations of the District where-in the triggering effect for mobility into better located areas could be realised. *Once again it is anticipated through this Plan,* that this could be achieved 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 the Districts, which are South Africa's engines of growth and job creation, hence the selection of the GRDM as one of the One Plan pilot initiatives.

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 SA cities and towns. Urban areas as represented by the 4 chosen B Municipalities, therefore 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 the GRDM' urban and rural spaces that will guide its development priorities and choices.

The IUDF further advocates therefore for 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, which combined are 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 the GRDM will collaboratively plan and coordinate investments and delivery among different government spheres and departments, the private sector and civil society in order to unlock developmental synergies that are inclined towards the same strategic intent and objectives.

The under mentioned policy levers and priorities are aimed therefore at guiding the GRDM towards this outcome:

Policy Lever 1: Integrated urban planning and management

Cities and towns located in the GRDM' B Municipalities are well planned and efficient, and subsequently relate and

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 its citizens.

Policy Lever 2: Integrated transport and mobility

Similarity the District' cities and towns in its B Municipalities are characterised by instances 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

Through this Strategic Plan and its accordance of the status of a pilot District relative to the One Plan Strategic Framework, its cities and towns are liveable, integrated and multi-functional, in which most of its current and planned settlements are well connected to essential and social services, as well as to areas of work opportunities by virtue of being in

Priority or already gazetted Restructuring Zones..

Policy Lever 4: Integrated urban infrastructure

Its cities and towns have significant transitional value and potential 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

Further its cities and towns have potential to 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 Lever 6: Inclusive economic development

Its' locations are dynamic and efficient, with enormous potential to 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 Lever 7: Empowered active communities

Its cities and towns are also 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 Lever 8: Effective urban governance

The towns 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 Lever 9: Sustainable finances

Its locations and towns 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.

9.1. Medium 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 national government's vision leading to 2030. It calls all 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: Spatially integrated human settlements and local government

Priority 6: Social cohesion and safe communities

Priority 7: A better Africa and world.

9.2. GRDM HSSP - Alignment to other Sector Plans

The GRDM's HSSP will be one of the key sector plans in alignment to the other highlighted Municipal Sector Plans here-in which will outline where and how it plans to invest in the built environment in order to achieve progressive and positive changes in the functioning of its settlements as advocated by the DDM/JDMA, PHSHDAs and the One Plan. This will culminate in its highlighting of the starting and end points of the related

Human Settlements investments alongside other key Municipal Sector Plans and corporate strategic objectives as highlighted earlier.

As such, the endpoint of GRDM' HSSP will be its culmination in the following strategic outputs, namely:

- A long-term vision or spatial concept for spatial transformation that is drawn from and aligned to the GRDM's Municipal SDF and other built environment sector plans; and
- An Implementation Plan that comprises of a portfolio of GRDM Human Settlements and other complementary sector projects and associated activities over the 5 – 20 year period as advocated by the One Plan.
- The GRDM will undertake financial modelling that relates to planned Capital Expenditure Framework linked to the proposed Plan. Both these outcomes will be core components of the GRDP IDP since this will represent a significant proportion of the GRDM's strategic agenda and total expenditure.

Therefore, the GRDM's HSSP will feed into the **Municipality's** annual

budgeting and IDP compilation processes by ensuring that its outputs are available for incorporation at key points in the IDP workflow. Equally important to this, will be the need to ensure that both the HSSP as well as the SDF and IDP are incorporated into the iterative annual process of intergovernmental planning in the form of the Integrated Work Plan (IWP). This will also define the annual time frames for both the GRDM and alignment to the provincial Integrated Work Plan, which will be geared to align to the annual IDP and Budget planning cycle of the GRDM and its 7 B Municipalities.

- It will be important for the GRDM and its B Municipalities to try to ensure that their respective SDF, HSSP and other sector planning processes align as far as possible with the IWP and IDP planning cycles. This will in turn give credence and assurability that anticipated and measured key milestones and outputs from the SDF and sector plans feed into the IDP and provincial departmental planning. Equally important will be the need for the GRDM and B Municipalities to distinguish between different municipal sectors' plans in terms

of their role and input into the IDP process.

- The GRDM and its' 4 B Municipalities' SDFs, through their respective formulated spatial frameworks for each town and the identification of land parcels, proposed typologies and time frames, will therefore be an appropriate informant and guideline of the GRDM' HSSP to ensure alignment of proposals and strategic land acquisition, mapping and subsequent development for intended mixed housing typologies therefore.

10. Reality of Challenges and Mitigation of Risks – GRDM HSSP

Whilst it is generally acknowledged that the WC DoHS and its Provincial Government has developed a JDMA (deemed equivalent with same orientation as the DDM) as a strategic intervention to guide its contribution to the new NDP led strategic considerations. **These** will eventuate in the servicing of the One Plan and there is **however** a need to create transparency and clarity on the corporate governance, resources and required programme implementation commitments. All sectors of

government implicated as highlighted above have to come together and ensure clarity of roles, governance, protocols and business plan funding commitments and planning support requirements. **These will** be geared towards reprioritisation and transformation, land and property requirements, capacitation of the GRDM and affected B Municipalities as follows, namely:

10.1 Provincial and National Departments - Role Definition: One Plan

Through the reality of the strategic framework outlined in the One Plan conceptual framework, it is important that there be once again at this level, clarity of roles, governance and resource commitments by the three spheres of government in particular the N DoHS, COGTA, Treasury, WC DoHS and respective key agencies of government. As it remains important that municipalities need to integrate the strategic guidance and/or imperatives stemming from newly adopted government strategic focused areas into their municipal plans, it is recommended that a special advisory note with clear delineation of responsibilities for the different municipal sectorial plans, be developed.

Although the engagement process is in active mode, there needs to be coherent and structured firming up of the above processes to avoid potential consequential risks. If not averted or avoided, these might end up undermining confidence and trust in the GRDM and its targeted 4 B Municipalities relative to the One Plan intervention. Although the WC Provincial Government's strategic outline to this commitment is through its JDMA (which equates to the DDM), the need to firm up such commitments once the necessary financial modelling and planning interventions per each sector have been confirmed, becomes an obligatory consideration and commitment in terms of different government spheres and agencies.

To this end, the GRDM's Strategic Plan for the planned roll out of human settlements typologies in well located areas, will be tested alongside the other complementary Municipal Sector Plans as well as the SDF and IDP structures. These have to correlate and be complementary of each other to avoid the huge burden of consequential risk and potential loss of confidence in the One Plan.

In anticipation and preparation of such a reality therefore, the GRDM has

begun its workshopping of this draft GRM Strategic IHS Plan with its 7 B Municipalities. This will be followed with plans to link with the WC DoHS and affected provincial departments to workshop its proposed interventions as well as the dependency factor to the issues highlighted above. It is important that there be collaborative efforts with the planning and development aspects of the different municipal sector plans to minimise consequential risks or programme paralysis. This will include role definitions of the different spheres of government involved in the envisaged piloting of the One Plan intervention.

This Plan **further** advocates for continued constructive engagement beginning with the Provincial level, followed by the National Spheres of government to gain traction and clarity in the implementation of the One Plan and sector plans therefore. Such engagements will be to request technical and financial assistance with the assessment of the short- and long-term financial impact of particularly District and its B Municipalities' larger scale human settlement projects.

10.2. HSSP: Integral and Interactive Discussions – Technical Engagements

This is a crucial aspect located mainly within the Planning and Human Settlements Directorates of both the WC DoHS, the GRDM and the 4 B Municipalities. To this end, the GRDM and its 4 targeted Municipalities with to ensure that their respective Spatial Development Frameworks (SDFs) are illustrative of the strategic development proposals in well located areas that allow for related development interventions as propagated by the One Plan Framework.

The GRDM's HSSP and other sector plans as argued above, will have to be integral elements of such discussions (i.e. relevant planning instruments agreed upon) which will have to recognise and align to the SDFs proposals for attainment of area based developments (including Human settlements as one of such programme interventions in these areas) in PSHDAs as envisaged by the DDM and One Plan Frameworks.

10.3. Engaging with Higher-Level HSSP Prioritisation Initiatives

The GRDM's HSSP will give consideration and alignment to national government priorities as defined by the DDM, PSHDAs and

One Plan Frameworks. Given the reality and commitment of inter-governmental cooperation with regards to the three spheres of government alluded to earlier, it is important that the essence of co planning, co budgeting and co implementation become realisable through clear governance processes that outline the timing of budget flows and commitment to the GRDM as a chosen pilot. This will essentially be undertaken on the basis of programme/project feasibilities, financial modelling and confirmation of all related planning and technical aspects required to make the different phases of such roll out possible in the short to long term periods.

There will be a need for clarity on mechanisms to ensure better quality and more regular interaction and communication intervals on a continuous basis between the GRDM and its B Municipalities as well as key partnering National and Provincial government departments or agencies (e.g. the SHRA, NHFC, HDA, etc.). Although such interaction between the GRDM, the N DoHS and WC DoHS is quite critical if the One Plan Framework will be realisable, it is equally important for the GRDM' sector plans which cover the entire development interventions in

anticipation of the implementation of the One Plan framework, that such Sector Plans should align to each other. It is hoped therefore from a Human Settlements perspective as one of those sector Plans, that these Sector Plans as argued earlier will be guided and incorporated into the SDF, IDP, Infrastructure Mapping, Local Economic Development as well as the Integrated Transport Plan (ITP), etc.

Given its active participation already at various levels (DCF, MMF and Task Teams dealing with Planning and Human Settlements) as well as the formulation of the Joint Metro District Approach (JMDA) by the WC Provincial government, this serves as its firm demonstration of commitment to the One Plan Framework. This will essentially allow the GRDM to pursue and meet its obligations and intent of the District Development Model (DDM).

This is an acknowledged priority for the WC Provincial Government and the proposed programmes and solutions. These would be of great importance in improving coordination and alignment of planning and implementation across sectors. The clear imperative therefore is for the GRDM and its B Municipalities to be provided with clarity on the governance and processes to access

State funding and grants, technical planning support, land and properties, etc., where necessary to augment concerted efforts to deal with current densities, optimization of land use. **This also extends to** requirements for the projected mixed human settlements typologies for meeting of demand and related scaled delivery. Important to this, will further be the need to firm up commitment on the nature of funding sources and quantities required by the GRDM over defined periods or funding years. This will complement efforts for related planning measures to be undertaken on a more secure, realistic basis. This will also ensure measurable quantities and timelines as per financial modelling and feasibilities which will constitute related Business Plans and funding periods.

In closing, due consideration should be given to exploring the value of strategic spatial planning at the following levels of spheres of government:

- At a GRDM district scale so as to better facilitate integrated and coordinated development between and across several spheres and agencies of government; and
- Further at a more localised area-based scale, where cross-

sectoral teams could be assigned to plan and implement interventions within an identified and spatially defined Priority Zones. Such area-based planning and implementation should extend to ensuring that clear intergovernmental protocols and associated commitments are agreed to enhance the need for provision of consistent programmed funding for implementation in the Priority Zones.

10.4. Financial Viability and Related Commitments – Three Spheres of Government

A critical issue that requires further firming up is therefore the need to create required clarity on how these strategic programmes and national initiatives such as the new DDM, PSHDAs and One Plan which will require sector plans per each respective intervention, will be funded and committed to in real terms. These could potentially negatively impact the GRDM and its B Municipalities in terms of lack of real commitments and uncertainty in the availability of funding and technical support.

In assessing the financial viability and likely considerable impact of the

GRDM's HSSP Projects, this would require elaborate financial modelling and technical capacities to be availed to the GRDM. Specifically this would redress inherent capacity constraints and limited financial expertise in the GRDM and its B Municipalities to efficiently undertake financial modelling and viability of targeted human settlement projects in the Priority Zones. This would entail linking such capacity when acquired to the relevant analytical tools and project dimensions to enable appropriate financial modelling and quantification to look at the following key elements:

- Analytical tools to assess the present-day affordability;
- Determination of long-term financial sustainability of proposed human settlement projects; and
- Extend analysis to look at related infrastructure and social services development as well as appropriate funding sources for the operational and capital funding requirements.

At the WC DoHS, COGTA and N DoHS levels of responsibilities, concerted efforts would have to be pursued to define the realization and engagement of governance and

platforms to engage with the GRDM on this critical matter. This should as envisaged by the GRDM include facilitation of the involvement of National Treasury, DEA & DP and potentially, other key stakeholders to assist the GRDM and its targeted 4 B Municipalities with the financial modelling and feasibility assessment of projects as part of their overall project feasibility evaluation requirements. This will assist in determining relative viability of planned projects.

The GRDM together with the B Municipalities would have to engage and ensure alignment through its different Municipal Sector Plans with all affected Provincial departments to request technical assistance in assessing the short- and long-term financial impact of particularly their larger scale human settlement projects.

6.5.1.5 The significance of the GRDM' SDF

This is a vexing issue that requires the GRDM to ensure that its' Spatial Development Framework (SDF) as well as that of the 4 B Municipalities should be consolidated into an overall framework. This should illustrate when reviewed and aligned accordingly, strategic proposals for spatial reprioritisation and intended

transformation by identifying key well located areas as defined in the gazetted Restructuring Zones which could spatially double up as the required PSHDAs or Priority Zones.

The SDF for the Garden Route District should relate and resonate to this GRDM HSSP as well as the other corporate objective/programme interventions outlined in the other GRDM Sector Plans. These will in turn be the prime and key planning instruments which will take the SDF proposals and detail them further into implementable area-based programmes and projects. The Human Settlements Programmes and projects aligned to the other Sector Plans, will therefore align to the desired outcome defined as the long term sustainable socio-economic integration for the current communities and targeted households who will be relocating to these Priority Areas.

In order to meet such requirements therefore, the WC DoHS and its Planning Departments would have to be consulted by the GRDM. Such interaction will enable the consideration of such sector plans and related business plans **as well as to** how best to further heighten awareness amongst the GRDM and WC DoHS. **This will primarily focus on** the significance

of the SDF of both the GRDM and the WC Provincial Departments as foundational documents that provide the platform for strategic decision-making and project implementation. This **should also** emphasise the attainment of the Sector Plans through short to medium-term plans such as the following documents:

- GRDM's approved IDP;
- This GRDM HSSPs;
- Municipal Infrastructure Development Plans;
- Funding reflected in financial modelling exercises eventuating into a formal Business Plan; and
- The WC Departmental annual and medium-term plans.

10.5. Defining the GRDM's Need for Non-Financial Technical Support

Given the limited involvement of the GRDM historically in Human Settlements programmes and projects, it is critically important that the need for non – financial technical support be defined. This should ideally cover the following domains and issues:

- **Technical Guidelines and Processes to deal and amend Land Use Schemes and/ or Rates Policies etc.** to include mechanisms that would incentivise and support desired

strategic objectives such as spatial transformation and the engagement of the private sector in housing development in Social Housing, FLISP/ GAP, Inclusionary housing in partnerships with willing employers and their employees, etc.;

- Specific responsive guidelines and processes that outline measures of how best to **initiate and manage consultation and engagements with the variety of stakeholders and need to define and negotiate relevant “Social Compacts”** to provide structure to agreements between different parties to proposed and targeted programmes and projects in RZs and Priority Areas.

This calls for targeted interventions to deal with this at provincial engagement levels (i.e. DEA&DP and WC DoHS) to consider the value of revitalising a systematic programme of technical support to the GRDM and its 4 B Municipalities. A proven initiative has been the example and experience with the Built Environment Support Programme (BESP). This could potentially assist the GRDM in improving the quality and relevance of its overall SDF and HSSP implementation

processes towards targeted areas that meet spatial planning reprioritisation and transformative goals as defined in the One Plan strategic consideration.

10.5.1. Strategic Need for Alignment – Sector Departments and HSSP

The GRDM recognises the strategic and programme need for alignment between its HSSP and internal Sector Plans as well as the Provincial Sector Departments' medium-term and annual delivery plans and budget allocations. This will be through approved Business Plans per funding / budget respective years and targets. This is envisaged, relative to this HSSP, to enable improvements as argued earlier in the timing of making funds available and/or the delivery/implementation of infrastructure and facilities linked to the GRDM's HSSP Implementation Programmes as envisaged in the One Plan strategic intervention.

Therefore it is critical at the provincial departmental level that this strategic and programme requirement be addressed through the implementation of the new strategic consideration called the JMDA / DDM which propagates for a revised provincial Vision-Inspired Priorities (VIPs) and an improved/more effective Integrated Work Plan or new method of systematic

communication and collaboration between Provincial sector departments and in this instance, the GRDM as a district wide pilot initiative linked to the One Plan consideration.

10.6. Specific Resources / Key Focus Areas – GRDM HSSP

Like most municipalities who have recently committed to comprehensive Integrated Human Settlements Programme roll out, the GRDM will also need to take into consideration specific focus and resource requirements when planning and managing its committed mixed human settlements products in Priority Zones.

The Provincial Human Settlements Guidelines Booklet that has been used to frame such interventions which recommends use of best practice reflected in specific documents and or tools that can support the sustainable planning and development of human settlements. These highlight the following guidelines and resource tools that should at all times guide the GRDM' own HSSP, namely:

10.6.1. Land Assembly and Use

This refers to the various processes related to the following activities as defined by best practice:

- I. Identification of land for strategic purposes;
 - II. Carrying out feasibility assessments on the identified land to ensure that it is suitable for intended purposes; identify what infrastructure and statutory approvals would be required to bring the identified land to the point of being developable; and estimation of related timeframes required to prepare the land for development.
- **Acquiring the Targeted land and properties** - if it is not in municipal ownership, this should be through outright purchase or conditional land availability agreement negotiated between the parties concerned. However the GRDM will not target private land parcels where the market values are significantly high since this will negate any future feasibilities for affordable housing projects. The use of public properties or municipal land which belongs to the GRDM and its B Municipal as well as the State, etc., will be the primary focus therefore since these will be used as some form of internal equity to make affordable housing projects realisable.
 - **Implementation of the prerequisite activities** identified in the feasibility assessments in order to prepare the land for development.
 - **Targeted use** – Once the necessary pre-packaging of the targeted public or acquired land parcels or properties has been undertaken, this is normally followed by understanding the bulk infrastructural status of the targeted properties as well as financial feasibility analysis. This will inform the technical basis for land banking and or reservation of the land parcels for the appropriate Human Settlements product - Social housing, FLISP/GAP Housing, CRU, Inclusionary Housing, etc.

10.6.2 Restructuring & Priority Zones: Area-based Approach

As prescribed by the new strategic framework, DDM, PSHDAs and One Plan, the GRDM's HSSP has geared itself towards structured targeting of human

settlements and other development programmes aligned to the different Sector Plans. As promoted in the Strategic Plan and now this HSSP, such mixed development and complementary development programmes have to be ideally planned and located in Priority Zones. This will be crucial in ensuring the inclination of same towards meeting spatial planning justice and transformative goals. An area-based approach to strategic human settlement development entails identifying areas within cities, towns or settlements where specific targeted interventions have related potential to achieve spatial reprioritisation, justice and transformative goals as defined by the DDM, PSHDAs and One Plan frameworks.

These RZs which are equivalent to Area Based developments which complement long term socio-economic integration when **successfully implemented**, will therefore have a broader positive dependency and subsequent impact on socio-economic trends and dynamics. This places a heavy dependency factor to the need for alignments between the GRDM, public sector departments at Provincial and National Department level as well as

the GRDM and B Municipalities' various departments for successfully handling the various Sector Plans therefore.

11. Human Settlements Typology Model (Mixed Use Housing Projects)

Given the reality of affordability and choice in the SA human settlements landscape, it has become necessary that various forms of individual and group ownership **schemes** as well as social rental housing products, be the basis of **programme pursuit** by the GRDM and its B Municipalities. This resonates and aligns to the objectives of the One Plan to realise mobility from poverty entrapment zones to better located areas wherein the mixed housing model would be better realigned and realised. This would also complement efforts for long term sustainable socio-economic integration in well located areas.

This is then informed by the rationale for determining Restructuring and Priority Zones in order to enable the implementation of the combined effects of the GRDM' s Sector Plans alongside human settlements roll out programmes. This HSSP therefore serves to unpack and guide the proposed long term implementation of such different human settlements products in well located as advocated by the

DDM, PHSHDAs and One Plan strategic frameworks.

The Mixed Housing projects in the GRDM will be pursued through the combination of the various internal Sector Plans which allows for consolidated processes to realise growth and development, safety and accessibility, Local Economic Development as well as integrated Development Plans (IDP). These developments will be created by a combination of a range of compatible land uses into a single neighbourhood. Rather than merely consisting of a residential component, these neighbourhoods will therefore allow people to live, work, play and shop in the same area.

This approach will also strategically allow for the provision of a range of human settlements product types anticipated and planned to characterise a mix of tenure options, income groups, and social and age groups. They will therefore result when completed, in residential opportunities of a medium to high density feature in order to optimise the use of land and create more opportunities for low income households.

The following will be the necessary key technical elements and considerations

that will drive the intended implementation of such affordable housing programmes, namely:

11.1. Legibility

Legibility refers to the ease with which a space or a structure can be understood and navigated as a whole. People are therefore able to 'read' their surroundings. Legibility can be improved by providing physical elements that can serve as reference points.

11.2. Desire lines

These are defined as imaginary lines linking facilities or places, which would form a convenient and direct route for pedestrians and cyclists. Desire lines become evident when watching people move through an area and they are often visible through informal footpaths across open space.

11.3. Repurposing and Retrofitting

Repurposing and retrofitting allow for the provision of housing and social facilities in buildings that may not originally have been designed for these functions. Abandoned buildings in the inner city, or unused office blocks may provide ideal opportunities for this type of adaptive reuse. To this end the GRDM's HSSP advocates for use of existing properties for upgrading for

affordable social rental units and where necessary, provide for infill blocks as a response to densification principles and demand for scaled delivery.

The combined effect and intent of the aforementioned critical considerations align to the following **Principles of Sustainable Neighbourhood Planning**:

- Adequate space for streets and an efficient street network
- Higher density
- Mixed Land Use
- Social mix and the availability of housing in different price ranges
- Limited land-use specialisation to limit single function blocks.

12. KEY CONSIDERATIONS: PLANNING TO IMPLEMENTATION

Although the GRDM concedes that these considerations will require further elaborative and iterative work, these will still be part of its critical considerations aligned to its Strategic HIS Plan. These best represent substantive value and insight of how to approach various human settlements developments or projects on the basis of best practice over defined timelines that straddle from 5 – 10 – 20 year scenarios.

These are therefore the following considerations to that effect, namely:

Setting up a Project Portfolio would entail the following activities:

12.1. Identifying target areas for intervention:

a) Areas of greatest opportunity for spatial transformation characterised by the following dimensions, namely:

- Gazetted Restructuring Zones;
- Inner-city areas or other areas undergoing land use transformation trends; and
- Determined development corridors along public transport routes or around public transport hubs; areas where spare infrastructure capacity exists.

b) Areas where investment in infrastructure and/or roads and transport would facilitate further investment by the private sector and/or communities, institutions, etc.

c) Areas of greatest need – These would be for example poverty entrapment zones which require informal settlements to be prioritised for intervention; areas of overcrowding;

areas where shortages of specific accommodation types are known to be holding up development (student housing; inclusionary housing e.g. employer assisted housing schemes, etc.)

12.2. Identifying types of intervention and key enabling elements

These would for example be the following:

- a) In-situ Informal settlement upgrading
- b) Social housing development
- c) Incremental settlement development solutions
- d) Inclusionary housing and mixed land use precincts
- e) Corridor or node-focused developments

The Strategic Plan will pursue the Portfolio Approach, normally regarded as the ideal one seen to facilitate achieving alignment by ensuring that, once a specific area-based intervention is identified, relevant State departments could ensure multiple investment interventions and investments in supportive infrastructure and facilities.

- **Integrating Investment in Enabling Infrastructure, Goods**

and Services into the Portfolio of Human Settlement Projects

As a fundamental part of the Transversal Approach to human settlement planning, the endpoint of GRDM' HSSP will be to have a Portfolio of Projects in its Human Settlement Pipeline that links to – or draws together – the development of essential enabling bulk roads and utility infrastructure projects as well as related augmentation of social facilities, in processes aligned to area-based human settlement project interventions.

In short, an area prioritised for human settlement intervention should become the focus for crowding in an array of investment initiatives aimed at the built environment (as well as social upliftment, education and training).

This process of establishing integrated area-based interventions will require that the GRDM' HSSP and identified pipeline projects be compiled and built up in a coherent collaborative with all relevant agencies. These will be required to contribute to the ultimate achievement of the sought-after objectives for a specific focus area. It further requires that individual project actions that form part of the overall multifaceted intervention will be

structured and coordinated as well as aligned to ensure that key milestones for each activity are factored into an overall implementation programme. These programmes will in turn be designed to achieve the strategic outcomes defined in the GRDM's HSSP as well as the overall stated goals of the ONE Plan strategic consideration that propagates for spatial transformation and development of sustainable human settlements in well located areas now defined as the already gazetted Restructuring and Priority Zones.

12.3. The Plan to Utilise LUMS to facilitate development of sustainable human settlements:

The Plan recognizes that there will be incentives in the Land Use Management Systems (LUMS) of the GRDM and its' B Municipalities which allow for promotion of a more diverse affordable human settlements delivery opportunities, densification, mixing of land uses and good administration, ensuring for land development process efficiency and ease of land development.

To this end, the Plan acknowledges and intends using the following instruments and tools to realise this eventuality:

- ✓ Designating Overlay Zones to identify Inclusionary Housing areas, where development incentives such as additional gross leasable floor area (GLA) and/or parking ratio easements could be conditional on the provision of a minimum number of affordable housing units for rental or ownership;
- ✓ Allowing second dwellings as primary right in single residential zones as well medium to high density blocks for different uses;
- ✓ Permitting certain forms of business rights in residential areas, based on set performance criteria and or KPAs;
- ✓ Designating Overlay Zones to identify Integration Zones and/or areas of mixed land use where residential components would be incentivised in *similar fashion to Inclusionary Housing areas.*

12.3.1 Facilitating Land Assembly

GRDM will play a vital role in steering land development processes through its SDF and LUS and how it manages various tools and instruments to guide and incentivise desirable outcomes. As part of this, the GRDM will have (or formulate) a Land Assembly Strategy to guide how it would go about acquiring strategic land parcels and readying these for development.

In order for this to be realisable, the Plan will recognize the need to identify specific tasks which will include allocating realistic time frames to:

12.3.1.1. Land acquisition Activities:

- Ensuring compliance with the provisions of the MFMA to release municipal land for development;
- Engaging with relevant state departments who own strategic land parcels to negotiate land availability agreements;
- Participating in grant and funding programmes of the state (including DRDLR grants and programmes and HAD strategic land acquisition programmes)
- Budgeting for purchases of strategic land from private owners.

12.3.1.2. Development feasibility assessments

- Multifactorial assessment of targeted land parcels, based on the following activities
- Accessibility and linkages to existing areas of social and economic opportunities and facilities;
- Capacity of infrastructure networks
- Costs of augmentation of road and infrastructure capacity, where applicable
- Impact of proposed development on surrounding land uses
- Identification of risks and opportunities, mitigating factors and pre-conditions for development.

13. TOWARDS A RESPONSIVE GRDM IHS POLICY

In line with the afore-mentioned Strategic Plan guidelines and the HSSP, the new GRDM Policy environment resonates and seeks realization of sustainable District wide affordable housing programmes and projects in spatially reprioritised and transformed areas through the following interventions:

- Commits to strategize and implement a responsive policy framework that recognizes the different layers and responsibilities of three Spheres of Government. It will therefore seek to ensure clarity of roles and coordination structures aligned to its own corporate objectives, the District Development Model (DDM)/Priority Human Settlements & Housing Development Areas (PHSDAs) as well as the One Plan conceptual development intervention which advocates for primary focus and development of specific nodes in a manner that achieves long term socio-economic integration. This will be leveraged and geared towards spatially reprioritised and transformative areas.
- This represents a major departure to the usual delivery models and advocates for scaled delivery through typology projects alongside other major government and private sector investment.
- Recognition of a highly regularised housing delivery environment relative to planning and human settlements regulations, legislative provisions and various housing typologies and models.
- Need to provide a responsive GRDM internal strategic & management capacity – a dedicated IHS Directorate which will be responsible for conceptualisation and coordination of all related human settlements implementation of related programmes and projects.
- Alignment to its development partners, the National Department of Human Settlements (NDoHS) and its agencies, the Housing Development Agency (HDA), the Social Housing Regulatory Authority (SHRA), the National Housing Finance Council (NHFC), the Western Cape Department of Human Settlements (WCDoHS) and Regional Structure based in George relative to Monitoring and evaluation of programme and project performance. Through these new Policy Guidelines, the GRDM will now deviate from its previous ad hoc role in human settlements to a more enhanced direct involvement in Monitoring and

Evaluation, Technical Support to all its 7 B Municipalities as well as implementation of specific housing typologies which will now be aligned to the newly established GRDM Integrated Human Settlements (IHS) Directorate.

- The GRDM will seek to comprehensively analyse, understand and respond to the different levels of demand for different forms of housing typologies in the low income housing space relevant to its clients, stakeholders and communities. This will be coupled to research material, creative and innovative approaches that best guide how to comprehensively respond to the different levels of demand for affordable housing in the district.
- Strategic targeting of appropriate State and Municipal land and properties that best meet the requirements of realising typology housing products in Restructuring and Priority Zones. To this end a town planning strategy that allows for forward planning and derivation of a Database of all land and properties that best meet these requirements (i.e. Typology driven housing models and products in well located areas).
- It will promote the firming up of sustainable political and management support for all its affordable housing programmes to limit consequential risk and programme failures (i.e. Firming up of LAs' political and management support – District Model, internal coordination and cooperation).
- Relative to high patterns of migration and high levels of varied housing demand in the 7 B Municipalities that constitute the GRDM, the new Policy will advocate for responsive, scaled delivery and implementation linked to the Human Settlements Typology driven model.
- Once the draft Strategic Plan and Policy have been finalised, arrangements will be made to hold consultative and communication workshops with all stakeholders and role-players in order to build and enhance coherent understanding and eventual collective ownership of the Plan and Policy Guidelines across all 7 B Municipalities, clients and community

stakeholders as well as development partners in the different spheres of government as well as potential private sector development partners. The GRDM has in this regard prepared itself to the provision of specific incentives as part of its role as an enabler of a dynamic, innovative, creative and responsive delivery environment.

- The overall intent to remain the realisation of spatial reprioritisation and transformative areas to ensure that the various housing projects are successfully developed in well located areas. This will in turn ensure long term socio-economic integration as well as safe, healthy and accessible sustainable neighbourhoods and communities.

14. TOWARDS A TYPOLOGY DRIVEN DEVELOPMENT APPROACH

This section unpacks the New Mixed Housing Delivery Model.

14.1. Key Features of the GRDM' New Integrated Human Settlements Plan

Given the inherent historical reality that the GRDM has not played to date a significant role in human settlements delivery despite being chosen as one

of the Gazetted pilot areas for the DDM and PSHDAs which aligns to the One Plan as outlined earlier, it is important that it develops a set of guiding principles and values. To this end, it has formulated a new set of principles and guidelines as it readiness itself to play a meaningful strategic programme coordination role in the human settlements environment that best resonates with new national government strategic interventions now informed by the One Plan. This has been instrumental in firming up the formulation of this Plan and remains therefore an affirmation of its long term commitment to sustainable human settlements trajectory as represented now by this Plan.

The current void represented by such historical administrative and structural weaknesses and instances of lack of confidence by both internal and external stakeholders, public and private sector partners and clients within the GRDM and most of its 7 B Municipalities, the situation calls for formulation and adoption of the following principles as advocated as well in most government legislation and municipal intent to **provide efficient and equitable services** for long term integration and sustainability:

- a) **Equity** - all applicants or households applying for an affordable housing opportunity must have an equal opportunity for related services to avoid any inference or claims of special treatment as defined by Section 26 of the Constitution of the RSA, 1996, which advocates and promotes housing for all in SA;
- b) **Transparency** - create necessary understanding and confidence by allowing all approved policies and procedures to be readily available to allow anyone to scrutinize related documents/publications that outline how such processes for allocating housing opportunities are applied. This will allow as well for evidence of irregular, unfair or corrupt practice to come through.
- c) **Pragmatism and Functionality** – This Plan as well as its related policies and procedures will at all times be practical and less costly. The need to edge rather towards pragmatic judgement in implementing such policies and procedures is a key requirement that preserves its intent whilst at the same time saving undue costs and ensuring greater pragmatic progress.
- d) **Social Cohesion** - need to minimize through the spirit of any formulated policies and procedures, social conflict whilst ensuring need to move towards long term development of all clients, local communities, staff/management and service providers.
- e) **Long Term Integration** - given that the long term goal in conceptualizing and approving the housing programmes and related services is to enhance sustainable growth and integration in Priority Zones as advocated now by the

One Plan, the allocation policy in particular must be applied in such a manner that promotes such an ideal and objectives as advocated and legislated by government (e.g. the RSA Constitution, the National Housing Code, the Social Housing Act, Rental Housing Act, etc.) as well as through its key programmes represented by the National Development plan, Breaking New Ground, New Rental Housing Strategy.

- f) **Keeping the Related Policies and Procedures Current and Relevant** - related policies constantly evolve to avoid them becoming rapidly outdated and irrelevant. This therefore necessitates in the main an agreed and effective policy co-ordination function or unit within any resulting institutional structure that is an obligatory feature and

practice. Such a unit will primarily be responsible for maintenance, upkeep and distribution of current policy and up to date procedures whilst at the same providing ongoing and consistent training and guidance to implementing staff or units. This will ensure that this becomes a mutually rewarding experience for both clients and the municipality.

g) **Targeted Users of the Policies and Procedures** -

The key users of such newly formulated policies and procedures when fully workshopped with all parties concerned, should ideally be the following:

- ✓ Various levels of municipal management and staff
- ✓ Administrative support staff
- ✓ New employees, trainers and facilitators and/or any other persons or units identified to be involved directly or indirectly in the

development and management of clients and assets as well as related affordable housing programmes and services.

- ✓ Tenants, clients, prospective clients or interested parties, local stakeholders and or communities, business partners or contracted services, researchers, etc.

The GRDM and its 4 Leader Towns (i.e. the B Municipalities) have a combined significant demand for new housing as evidenced by a growing waiting list databases, internal migration and significant growing densities as well as related high levels of demand relevant to the diagnostic exercises as reflected above. Although the GRDM should ideally undertake its new housing programme through a typology driven model, the spectre of land invasions coupled to natural disasters has seen the trajectory for supplying housing opportunities through a comprehensive approach, being driven by targeted land invasions. This has unfortunately seen a more reactive than a proactive approach to new

housing delivery which has not yet dealt comprehensively with such high levels of demand for low income housing.

The programme is in active mode and has been funded relative to capital and operating funding commitments as well as internally, by both the WC DoHS and the 4 B Municipalities respectively. The current programme and project implementation interventions are coordinated as follows:

- The Regional Office operating out of the WCDOHS office in George – it plays a critical support, monitoring and evaluation role to ensure project and programme performance towards successive implementation of approved projects by the 4 B Municipalities to date;
- Various sets of professional and project management teams which report to the respective B Municipalities Human Settlements Directorates in addition to the District Office in George;
- This capacity ensures the coordination of all projects and adherence to set performance

- milestones and targeted delivery by all key role players which extend to the accountable municipality;
- The 7 B Municipalities that constitute the District have respectively received related gazetted and approved funding from the WC DoHS in the form of 3 – 5 approved Business Plans whose current term ends in 2023/24 FY. This is made of capital and operating budgets for each successive years whilst ensuring the necessary budgets controls and management for related execution and disbursements to appointed professional teams, contractors and contracted services and staff;
- The B Municipalities have respective delegated authorities to ensure compliance whilst also monitoring and ensuring budget execution. This combines to ensure appropriate monitoring as well as to ensure strict compliance with all conditions of allocated State funding as well as their own internally linked contributions for making the projects feasible to implement;
- The Municipalities in turn use their approved supply chain and procurement processes to secure such professional and contractor services per approved new housing development programme
- The Municipalities normally undertake respective responsibilities and accountability for ensuring proper performance by appointed contractors and are obligated to set the necessary governance, control and audited processes to ensure efficient and effective use according to given conditions for use of State Capital and operational funds.

14.2. Need for a Comprehensive Human Settlements Typology Driven Model

Given the reality of varied needs within the GRDM in which low income households demand a variety of housing options, it has become necessary that the GRDM's new housing model be reflective of the following housing products. These must in turn be designed and allocated on the basis of the principles of fairness and equity as a value and ethical offering that

transcends across all projects and housing programmes.

These projects must **therefore** in the first instance be conceptualised, designed and developed on the basis of offering and affirming the dignity and growth of its low income and first entry - middle income households. They should **also** be informed and guided by the strategic objectives of the Plan and more importantly be developed with the similar goal of deriving long term socio-economic integration towards a stable and growing GRDM and 7 B Municipalities. These should also be driven by a set of principles and values that ensures that the GRDM genuinely cares for the present and future of the Municipalities and its communities.

To this end, it is important that a sense of collective ownership of the Strategic Plan by all stakeholders be ensured on the basis of continuous workshopping and consultative approaches. **These should** include the opinions and inputs of all **stakeholders in endeavouring to build the necessary sustainable coordination between the different role players and stakeholders**. Similar to the IDP workshop process, it is important that the GRDM and its B Municipalities, to devise a comprehensive communication and consultative

strategy to ensure common understanding and collective ownership by all stakeholders. **This will ultimately result in the appropriate recognition of** the long term value of the various housing options as a comprehensive response to the varied needs of targeted beneficiaries and stakeholders.

Such common understanding has to be fostered from within the municipalities, from the Mayor, Councillors, Municipal Managers, Directors, managers, operational staff, development professional and partners, public - private sector partners, community stakeholders, civil society, ratepayers, investors. **More importantly, it should be geared towards targeted end users or beneficiaries**, who will be using such housing products to complement their respective growth as households and their families.

In order to do this in an efficient manner, the capacity of the GRDM' management and operational teams must be properly constituted, trained and developed. **This will in turn, ensure the necessary skills sets and efficiencies when rolling out** these projects **through** the following interventions:

- All new projects to be properly planned and subjected to

- necessary feasibility studies before they are confirmed for necessary funding and operational support;
- Roles and responsibilities be clearly defined as well as operational accountability;
 - That the current active housing programme be efficiently managed and implemented;
 - That an internal coordination team with requisite authority be established from the different directorates which also interfaces with appointed professional teams under the coordination of the IHS Directorate;
 - A communication and consultation programme be conceptualised and mapped with clear road maps and performance timelines;
 - A project management approach with requisite technical skills and coordination be part of the process;
 - Technical meetings with professional teams be set up and help periodically to ensure project sustainability and risk mitigations;
 - All land invasions be anticipated and controlled without any interference with internal Law Enforcement authorities;
 - All council members from councillors and staff be part of a collective effort to discourage land invasions;
 - A proactive and dynamic approach for dealing with housing demand be embarked upon which should include undertaking a land and property audit for forward planning;
 - This be followed by provision of targeted areas for Temporary Relocation or Receiving areas for those in need of housing which are properly controlled through proper recoding and data analysis;
 - Embark on a best practice, continuous learnership and research mechanisms on human settlements as part of the creative and bold approach for dealing with the housing crisis or related demand;
 - All projects delivery to be closely monitored and reported to all to enhance common understanding of the status of each approved project;
 - Develop a short, medium and long term project roll out that is

- communicated and workshoped to all stakeholders;
- Periodical evaluation of project cash flows, related scope and business plans as well as budget actuals and expenditure to ensure targeted attainment of milestones and performance by professionals, contractors, etc.;
- Strict adherence to Supply Chain and procurement processes whilst ensuring that projects relative to timelines and anticipated performance outputs are not compromised and committed funds rolled over into successive financial years or to other projects due to non-performance;
- The GRDM together with its 4 B Municipalities to hold annual human settlements workshops to ensure common understanding of the status of projects as well as learnership opportunities to learn from past oversights whilst improving technical and performance capabilities going forward;
- Strategic allocation and use of Council land, State funding and technical support as part of the need to create an enabling

environment for sustainable housing delivery;

- Embark on a comprehensive public –partnership arrangements for comprehensive delivery and innovative approaches as the overall housing challenge merits such bold strategic thinking and related solutions; and
- Always apply and improve on associated risk and embark on risk mitigation exercises.

Given the afore-mentioned **as well as the need to respond to varied affordable housing market needs**, the GRDM has to pursue in the short, medium and long term delivery trajectory, a more responsive housing plan that recognises the following typologies:

- ✓ Traditional BNG housing product
- ✓ ISSP – Serviced Sites
- ✓ FLISP
- ✓ Gap Housing
- ✓ PHP – Enhanced or Contractor Built Models
- ✓ CRU
- ✓ Social Housing Programmes
- ✓ Inclusionary Housing Programmes

NB: Emergency relief will be undertaken by Disaster Management as is normally

done by most established municipalities given the reality that the core competencies for this lies outside the Integrated Human Settlements Department.

15. GRDM ALIGNMENT: DDM, PHS&HDAS & ONE PLAN INTERVENTIONS

The GRDM has therefore been identified as one of the Presidential District Model pilots in SA. To this end, it has corporately prepared itself and aligned its processes towards the One Plan conceptual framework through its review of its current strategic and programme role in human settlements delivery by aligning itself to the following strategic programme.

These will complement efforts to realise co planning, co budgeting and co implementation of its human settlements programmes and projects in defined Restructuring and Priority Zones. The provisions of the Intergovernmental Fiscal Relations Act (No. 97 of 1997 as well as the Intergovernmental Relations Framework Act (No.13 of 2005 and Regulations) both combine to commonly guide the need for the three spheres of government to come together as part of the realisation of co planning, co budgeting and co implementation.

15.1. DDM

The District Development Model (DDM) is in summary, a new strategic and cohesive approach which seeks to resonate and align to the new integrated, district based development model. It is essentially aimed at fast tracking service delivery and ensure that Municipalities like the GRDM are adequately supported and resourced to carry out its mandate through the various inter-governmental departments relative towards co planning, co budgeting and co implementation of the new DDM and One Plan strategic interventions.

This is broadly guided strategically by the provisions and objectives of the National Development Plan (NDP) which advocates for an Implementation Framework seeking to achieve the following key strategic goals:

- To guide the whole of government and society with a common approach in implementing the District Development Model (DDM). The Implementation Framework (IF) outlines the DDM goals, intended

outcomes, critical milestones and key success factors;

- Enhancement and realisation of structured and coordinated consultation between COGTA, NDoHS, WCDoHS, relevant Metro or district municipality relative to pilot initiatives, National Treasury, DMRE, and DRDLR to collectively guide the implementation and institutionalisation of the DDM.
- Work towards a District wide model – consolidated planning, budgets, and co development of housing programmes and projects between the three spheres of government and linked development agencies;
- Alignment to the District based model - SCCD & IP, Growth and Development Strategy, PHS&HDAs, etc. – “One Plan” intervention;

- Enhancement of the GRDM accreditation efforts and district based funding allocations;
- Build collective ownership of the GRDM Strategic Plan, SCCD, Housing Sector Plan and related programmes – WCDoHS, NDHS, COGTA, 7xLAs;
- Enhance development of Social Compacts – proper consultation & communication to community stakeholders;
- Build trust and confidence towards collective ownership – risk mitigation & community support; and

Determining clarity of roles, governance, timelines, resource and system commitments – HDA, COGTA, WCDoHS, GRDM and its 7xLAs.

This therefore resonates quite well with the GRDM and its 7 B Municipalities' human settlements service delivery interventions in responding to demands for sustainable housing opportunities. Significantly it seeks and aligns to the need for spatial planning reprioritisation and long term transformation through

appropriate human settlements housing products of a varied nature and appeal in well located areas. The GRDM's IHS Strategic Plan seeks therefore to align itself fully to this new intervention which will result in the prioritisation of spatial planning reprioritisation and transformative alignment, funding resources, systems and technical programme/project requirements on the basis of intergovernmental alignment for co planning, co budgeting and co implementation.

Further to this the draft strategic plan aligns itself to the stated objectives of the DDM that seek to alleviate disjointed planning, budgeting and implementation across all spheres of government and its entities. It will therefore intentionally address the inherent and historical challenges of poverty, inequality, under development and unemployment.

To this end, it will ensure that integrated human settlements interventions in the GRDM are more inclusive relative to growth and development, spatial planning reprioritisation and transformation of communities through well located human settlements opportunities, need for socio-economic programme drivers,

redefined bulk infrastructure and transportation nodes as well as social and economic facilities, etc. These are key obligations that any human settlements in well located areas are to be realised. To this end, it commits to the realization of such inter clustered cooperation and intervention towards well located human settlements programmes and project in Priority and Restructuring Zones.

The importance of the integrated planning and budgeting assessment is stipulated in Chapter 5 of the Local Government Municipal Systems Act 32 of 2000 (MSA), the MSA Regulations and the Local Government Municipal Finance Management Act 56 of 2003 (MFMA). These are targeted annual provincial assessments which serve to afford the Western Cape Government as a sphere of government, the opportunity to exercise its monitoring and support roles to municipalities as stipulated by the Constitution. In addition, the assessments provide an indication of the ability and readiness of municipalities to deliver on their legislative and constitutional mandates. This will serve to determine the levels of funding and technical support required in our instance by the GRDM and its 4 B Municipalities as they grapple with related human

settlements funding support requirements of an operational and capital nature.

The GRDM will be expected to conform to appropriate financial modelling for each of the products contained in its human settlement typologies. This will constitute planning, project management, pre and feasibility studies as well as capital funding requirements for each typology it intends rolling out in line with the requirements of the DDM/JDMA, PSHDAs and One Plan Strategic Programme Interventions. As envisaged earlier this would have to be on the basis of clarity of funding sources and linked corporate and programme guidelines to source same relative to co planning, co budgeting and so implementation.

The 4 catalytic municipalities located in George, Knysna, Bitou and Mossel Bay provide a useful platform to pursue such well-intended strategic interventions. It is intended for the GRDM and other spheres of government to extend and replicate such programme interventions in the three other B Municipalities of Hessequa, Kannaland and Oudtshoorn where such conditions similar to the catalytic towns already prevail. All the

three spheres of government will be required to ensure better efficiencies and coordination through integrated development plans and budgets.

This will extend also to re-engineering or repurposing the use of government systems, resources and technical capacities of development partners in the public and private sectors and civil society, to be inclined towards long term socio-economic integration by complementing the overall strategic objectives.

15.1.1. Spatial Transformation & reprioritisation that meets the following objectives:

- Creating viable liveable, inclusive and resilient towns or cities
- Reversal of old Apartheid spatial legacy and settlement distortions
- Incentivise and improve the participation of marginalised and low income households in the private residential market
- Enhance and increase asset creation by leveraging the use of State funding resources

15.2. PHS&HDAs Programme Interventions linked to transformation objectives which compliment long term socio-economic integration:

- Forward looking and land assembly – Typology housing products
- Upgrading of Informal Settlements
- Affordable SH Rental opportunities in well located areas – RZs
- New housing opportunities – Greenfield Projects
- Turning around distressed/dilapidated/poverty entrapment zones or degenerating communities and precincts

15.2.1 Targeting priority areas with broad variety of incomes and historically disadvantaged communities, namely:

- Areas of urgent housing need where there is an established high demand and low supply of housing opportunities;
- Areas requiring upgrading and/or redevelopment for purposes of delivering housing choices including subsidised housing;

- Areas requiring improved access to infrastructure, amenities and services; and
- Areas that support the integration of different housing typologies, land uses and economic development

15.2.2. Objectives of the PHS&HDAs – Policy Alignment

Given the reality that 4 of the 7 B Municipalities have previously been deemed to be Catalytic Towns **together with** their planned projects, there was previously a concerted effort to further work and firm up **related** strategic and programme interventions. This was undertaken in consultation with the WC DoHS working together with research units and technical advisory capacity availed by the Social Housing Regulatory Authority (SHRA) in partnership with the National Association of Social Housing Organizations (NASHO). This has resulted in Municipal support for affordable housing programmes like social housing and public rental initiatives called Community Rental Units (CRU).

Such efforts resulted in the determination of new town planning strategies by the George, Bitou, Knysna and Mossel Bay Municipalities

(Including Oudtshoorn even though it has not been accorded the status of Catalytic town as yet) and determination of Restructuring Zones in well located areas for the realization of mixed affordable rental housing programmes as well as FLISP/GAP ownership units in well located areas.

These transformative areas from a spatial planning perspective which talks to potential long term socio-economic integration for local communities have since been formally gazetted and are now referred to as Restructuring Zones. These have similar transformative objectives and easily align to Priority Human Settlements and Housing Development Areas (PHS&HDAs). They therefore have the following similar strategic intent,

objectives and inclination to the earlier work done, namely:

- Align mandates of all spheres and sectors which have a strong spatial impact and promote maximum intergovernmental and multi-sectoral collaboration
- To direct the necessary and available State resources to existing human settlements and to plan for the provision of new low income opportunities
- To utilise multiple public sector funding to leverage non-public investments – Assemble the capacity and development arrangements to ensure planning, project preparation and project implementation.

The defined targeted Priority Zones are as per follows (see diagram below)



15.3. Dependency Factors – DDM, PHSHDAs and the One Plan

It is important that **the political and administrative spheres within government should synergise their responsibilities and accountability in order for there** to be seamless implementation of the Human Settlements Sector Plan (HSSP) outlined here-in. There is a heavy **dependence** on related implementation of the District Coordination Hubs as outlined and committed by COGTA. The

governance, control and accountability relative to co planning, co budgeting and co implementation of programmes and projects that relate to spatial reprioritisation and transformative measures, require relative commitments from the different spheres of government.

To this end, the COGTA process relates to the establishment of the following committees:

- Political Committee

- Technical Committee

According to Circular no 2 of April 2021 from the National Department of COGTA, these Committees should ideally be established by end May 2021. However if they have not been confirmed by that period, the WC Government as propagated in this document and reflected by the COGTA Circular, are expected to assume such a responsibility as a holding arrangement to ensure continuity with this critical strategic process. This is further outlined below as it is a crucial strategic component that must be realised **and in the process,** give assurance to the One Plan strategic intervention.

This is further crucial therefore if the different municipal and provincial sector plans (i.e. Human Settlements Sector Plan as represented by this document) are to be effectively and efficiently implemented on the basis of **the afore-mentioned** concerted efforts. This will create the necessary gravitas to pursue the HSSP in tandem with the other Municipal Sector Plans as indicated earlier.

15.3.1. Defining the Respective Roles of Both the Political and Administrative Hubs

The establishment or confirmation (where they already exist) of the DDM coordinating structures including all three spheres of government is a critical step in ensuring a sustained and credible One Plan development and implementation process. In this regard, the Political DDM committee must be established to provide the political leadership and oversight of the One Plan development process whereas the Technical committee will manage and oversee the technical work required.

10.3.1.1. Highlighting the Roles and Responsibilities: GRDM

Recently during April 2021, the National Department of COGTA released Circular No. 2 of 2021 read in conjunction with Circular No.1 of 2021, released earlier in January 2021 following Cabinet approval by the National Government of SA. **This** has now outlined the coordination and responsibilities to be undertaken through the Political and Technical Committees.

In essence therefore the establishment of the **DDM coordinating structures** including all three spheres of

government is a critical step in ensuring a sustained and credible One Plan development and **the much required coordinated** implementation process.

The circular further highlights that the Provincial Government Authorities which are affected by such strategic DDM and One Plan initiatives relevant to **Roles and Responsibilities**, are expected to play an integral part in the development of the One Plans through leading and managing the processes for each District and Metro space. In this regard, the Provincial departments responsible for local government and the Offices of the Premier need to work together and ensure that the One Plan are developed and finalized accordingly.

To enhance such coordination and implementation, the Provincial Authority, in the case of the GRDM, **the WC Government, will be required to appoint a senior management/technical functionary** to be dedicated to the GRDM District to manage the One Plan development and implementation process. The provincial appointee will in turn be supported by a **dedicated National COGTA DDM Team leader for each province**.

The WC Government, like all affected Provinces wherein these specific District/Metro pilots have been identified for this strategic intervention, are therefore expected to play an integral role in the development and implementation of the One Plans. This has to be similarly undertaken through the necessary leading and managing requirements and processes for the GRDM initiative.

To this end therefore, the affected Provincial departments responsible for local government and the Offices of the Premier need to work together and ensure that the One Plan in the case of the GRDM Pilot, is developed and finalized accordingly.

In anticipation of this crucial strategic aspect, the WC Government like all provinces, are required to identify a dedicated senior official to assist with management and roll out of One Plan linked strategic Programmes. This crucial element includes therefore realisation of spatial planning reprioritisation to facilitate the required attainment of long term socio-economic integration in well located areas.

The GRDM in anticipation of this strategic eventuality, **therefore** advocates and commits to provision of

sustainable Human settlements typology products in well-located Priority and Restructuring Zones and areas. This HSSP is therefore one of the critical Municipal Sector Plans which have to come together with the other Sector Plans (e.g. IDP, SDF, Local Economic Development, integrated Roads and Transport – Bulk Infrastructural requirements, Health and Safety, etc.).

The dedicated senior provincial functionary or official will be supported by the National COGTA DDM Team leader for the WC Region. The coordination process for giving effect and efficient implementation of the GRDM DDM, will be the District Hub. The National Department of COGTA has committed to establish such Hubs for the affected Districts/Metro pilot initiatives in a phased manner. This will be on the basis of appointing District Hub Managers for 21 Districts, including therefore one for the GRDM.

However where there is a current delay in doing so due to a timing, systems and resource reality. In such a scenario, the process encourages the Provincial Authorities to take the coordinating role which in the **GRDM** instance will be the WC Government. Such appointments and interim coordinating role will

primarily lend itself to the primary facilitation of developing related capacity, governance, technical and political interventions as well as control measures for eventual development and operational mechanisms for sustainable implementation of the One Plan strategic eventuality. This will be a holding arrangement until such time that the District Hub Managers have been formally appointed as envisaged therefore.

The afore-mentioned Strategic and Programme interventions will therefore be of significance in ensuring that the various Municipal Sector Plans as well as the GRDM' linked Corporate Objectives (including now this GRDM' Draft IHS Strategic Plan which also has a HSSP embedded in same), can be successfully advanced and activated in a coordinated manner to give effect to concerted implementation processes. These will in essence be orientated towards long term spatial planning reprioritisation and transformation in the targeted priority zones of the 4 B Municipalities as promoted by the DDM and One Plan strategic interventions.

There is therefore a strong dependency on the successful anticipated implementation of the GRDM' HSSP on

the mapping and unfolding of the afore-mentioned One Plan process. The HSSP cannot selectively find resonance and successful implementation if the above One Plan process is not rolled out timeously and programmatically as envisaged. There will need to be systematic coordination, proper governance, resource and system commitments, government assets, etc. if the One Plan is to become a successful government proposition.

16. OUTLINING THE DIFFERENT ENTRY POINTS OF THE HSSP: PHASE 1

In endeavouring to ensure seamless synergies and alignment based on earlier work undertaken for catalytic towns and now Priority Zones which promotes similar inclination and objectives, the GRDM hereby makes provision for a Phased Approach.

16.1. Phase 1 will therefore undertake to realise the following critical interventions, namely:

- Comprehensive understanding of the current human settlements delivery environment and context – this will require intensive analysis of all information sets and data, research material on the housing environment and related challenges, best

practice interventions in similar metro and district contexts and clear understanding and resonance of new strategic interventions and how these align to create the necessary focus and entry points for successful housing typology roll out that best responds to scaled delivery in well located areas

- Identification of suitable and well-located land parcels for Affordable Housing Ownership (FLISP) and Social Housing developments;
- Ensure District Council endorsement of Affordable Housing (Ownership and Rental) pilot strategic initiatives, project pipelines and business plans;
- Provide support to B Municipalities - Social Housing Support Programme (MSHSP);
- Facilitate the process of obtaining Council endorsement for Smart Partnership Agreements between Municipalities and Social Housing Institutions (SHI's)/ Other Delivery Agents (ODA's) through RFP processes - To provide support to Municipalities to advertise and enter into contractual

- agreements within identified timeframe;
- Provide overall strategic support to Municipalities for delivery in terms of the Social Housing programme;
- Represent the GRDM at the Provincial Steering Committee: Social Housing (PSC: SH) – coordinating platform. This is a useful strategic platform for locating planned and active social housing and FLISP Projects from initiation to completion and has member housing institutions, metro and district municipalities with active projects serving on same. These sessions are periodically attended by the SHRA and NASHO as part of monitoring and evaluation of municipal social housing programmes and projects;
- Liaison with local Business Chambers, Municipal Economic Development and local businesses as well as industry stakeholders to identify and attain mutually beneficial partnerships. It will essentially be with those which commonly seek to increase supply of Affordable Housing opportunities on a financial

(development/construction and end-user), investment/donation and human capital level;

- Support strategies and plans for financial wellness and consumer readiness programmes to align the demand for affordable housing to supply;
- Support Municipalities in identifying and approving incentives which will contribute to Affordable Housing (FLISP) and Social Housing delivery.

17. HSSP - TARGETED PROGRAMMES AND PROJECTS

“Targeted Milestones & Catalytic Projects Criteria: Phase 2”

As highlighted under Point 7 above, there has been related elaboration about the DDM, PHSHDAs and the eventuality represented by the Cabinet approved One Plan strategic programme intervention. It is further important to highlight that this GRDM proposed IHS Strategic Plan, aligns to the provisions of the One Plan for realisation of long term socio-economic integration through spatial reprioritisation and transformative interventions.

The essence of intergovernmental coordination and commitment through the three spheres of government bodes well towards enhancing a much more firm basis to complement the anticipated successful roll out of the different Municipal Sector Plans and programmes which now also include the HSSP.

More significantly therefore, it highlights the following critical strategic inclinations and outputs which constitute Phase 2, namely:

- It offers scaled delivery of housing opportunities of over **20 000 houses over the next five - 30 year period** - IHS is therefore one of the overall development programmes/aligned to other critical interventions;
- Includes a variety of **housing typologies** and housing programmes;
- Promotes **mixed income and/or mixed developments** – choice, mobility and sustainability;
- Allows or incentivises **maximization of job creation opportunities** locally and specifically assist with the mobilization and utilization of the youth;
- Demonstrates **maximum gearing of overall government resources** and human settlement programme investments. Essentially therefore it recognises the structured leveraging of the use of government land and properties as well as operating/capital investments represented by the different forms of State Funding sources to realise scaled delivery in partnership with accredited social housing institutions and private sector property developers with the appropriate strategic and programme inclination in the affordable housing delivery environment;
- Further demonstrates **sustainability over the long term and post project completion** and promote and impact on the creation of sustainable integrated human settlements;
- Promotes **joint collaboration between the private sector and government** in order to facilitate efficiency, effectiveness and fast-tracking of project development and delivery – co planning, co budgeting and co implementation of approved projects; and

- **Allows for innovation in terms of the master spatial plan criteria and intentions** as well as other areas of the programme where innovation can be activated.

Essentially therefore, the above phased approach allows for incorporation and use of the One Plan Intervention model by the GRDM to guide the formulation and implementation of Integrated Human settlements typologies. These should ideally resonate or align to the advocacy for affordable rental and ownership schemes in well located areas of the GRDM Internal towns as well as suburban areas. This will allow for mobility of households in the low income housing market into such well-located areas with sufficient socio-economic infrastructure and facilities.

This will also have long term benefits of building responsible and cohesive communities and represents a major deviation to the Apartheid settlement legacy of race based human settlements programmes as has been the unfortunate traditional pattern to date. This is also essentially based on strong dependencies on interdepartmental co planning, co budgeting and co implementation (intergovernmental cooperation) in order to be successfully rolled out as

intended. It is for important reason that the different GRDM Municipal Sector Plans as well as corporate objectives have to come together in a concerted manner to strengthen the implementation process.

In summary therefore, the One Plan will complement the successful roll out of a mixed range of human settlements products or projects in well located areas if the following key dimensions and obligations are realised, namely:

- Once related interventions and timelines are confirmed, the GRDM' IHS Strategic Plan will be reviewed and aligned – Post October 2022
- Clarity of governance and roles - co planning, co budgeting and co implementation responsibilities (One Plan Intervention/Imperatives)
- This also extends to pertinent committed Business Plans and timelines, human resource and system commitments from the following key government and agency stakeholders – The HDA, COGTA, WCDoHS, GRDM and its 7xLAs
- The essence of Intergovernmental coordination – Systems, Budgets and

- Resources per approved Programme/Project Business Plans
- Through Intergovernmental cooperation this will primarily be realised – co planning, co budgeting and co implementation
- GRDM Institutional Planning Programme and Strategic Plan – Coordination of IHS Specific projects/programmes in PZs and RZs

18. SUSTAINABLE HUMAN SETTLEMENTS PROGRAMME INTERVENTIONS

“Making The GRDM PLAN A Living Reality”

In order for the GRDM to edge closer to the above strategic alignment and advocacy from a human settlements perspective, it would have to incline itself towards the following targets:

- Towards strategic and programme adoption of the GRDM Pilot District wide model - consolidated budgets, housing programmes and projects
- Alignment to the District based model – DDM, SCCD & IP, Growth and Development Strategy, PHSDAs, etc. – “One Plan” intervention
- All approved Municipal Sector Plans to come together and enhance concerted efforts and programmes in order to realise long term socio-economic integration
- Be part of intergovernmental planning processes **which will** ensure streamlined authority and approval processes that relate to planned human settlements roll outs in well located areas (Restructuring Zones and or Priority Areas)
- To enhance formal Accreditation efforts and district based funding and targeted land allocations – Structured use of State land, funding, technical support for making planned projects feasible
- Build collective ownership of the GRDM Strategic Plan – DDM, PHSHDAs & One Plan – need for a Housing Sector Plan and related programmes – WCDoHS, NDHS, COGTA, 7xLAs
- Enhance development of Social Compacts – proper consultation & communication to community stakeholders
- Build trust and confidence – collective ownership, risk mitigation & community support

- Clarity of roles, governance, timelines, resource and system commitments – HDA, COGTA, WCDoHS, GRDM and its 7xLAs
- Consolidate all projects of the current 7xLAs into one overall Integrated Human Settlements programme
- The 7 x B Municipalities to be recognised as key partners and allowed to continuously **and respectively**, play an active implementation role in active and planned projects approved by the WCDoHS as outlined in their respective formally approved Business Plans. The current 5 year Business Plan extends to the 2023/24 Financial Year relevant to IUSP, ISSP, PHP, FLISP and BNG low cost housing programmes. These Municipalities under the GRDM to be allowed to play implementation role in such projects – active and approved projects whilst reporting to the GRDM as the coordination point (To be monitored and evaluated on a technical as well as refinement interventions where required, by both the GRDM and the George Regional office of the WCDoHS)
- The GRDM will in turn now play a pivotal strategic and programmatic role in conceptualisation and implementation of key strategic housing programmes in the affordable social housing rental market as well as FLISP and GAP individual ownership schemes which will primarily be tested in the 4 B Municipalities identified as Priority Zones (namely: Bitou, Knysna, Mossel Bay and George). This may extend where feasible to the other 3 B Municipalities if related planning and feasibility requirements prevail in such areas therefore.
- Analyse and evaluate – level of demand and preferred housing choices from all local communities located in the 7 B Municipalities
- Update the current databases to be more responsive to housing needs
- Undertake Forward Planning and Land Use – key requirements of spatial planning reprioritisation and transformation to enhance realization of planned human settlements in well located areas for ease of long term socio-economic integration. This will

primarily focus on land and properties located within the identified 4 Municipal Priority Zones on the basis of land audits and assembly. State land strategic reservation and acquisition where necessary, will also be pursued in endeavouring to ensure strategic use and scaled delivery linked to levels of demand for varied forms of housing products.

- This will be followed by the formulation of desired project conceptual development frameworks for targeted Projects which will determine project feasibilities and funding applications through the different spheres of government. Such feasibility interventions to include professional teams as well as financial modelling technical expertise which are critical for enhancing successful implementation of such projects – GRDM' Housing Typology driven model to align itself to primary drivers which align and relate to feasibility, affordability, Growth and Development, Mobility from poverty zones to better areas. They will be characterised primarily by

enhancement of mobility in the low income housing environment and poverty entrapment zones on the basis of comprehensive response & scaled delivery to meet government' long term integration objectives.

18.1. Key Features and Types of GRDM Affordable Housing Programmes

Given the above strategic considerations and commitment of the GRDM to successful roll out of related programmes and projects in Priority Zones as part of DDM/JDMA and one Plan interventions, the following programme/project commitments will be pursued therefore:

- All Human Settlements interventions of the GRDM will be consistently guided and informed by housing legislative prescripts, NDP, IDP, SDF, BNG, DDM, PHS&HDAs and One Plan strategic initiatives.
- Spatial reprioritisation and integration – streamlined planning processes and interventions towards realisation of reprioritisation of the use of targeted land and properties towards realisation of transformation objectives which

align to long term socio-economic integration through human settlements products in well-located areas that trigger mobility and access to better infrastructure and facilities by low income households. This relates ultimately to spatial justice which confronts the old Apartheid legacy of settlements patterns as well as fair and equitable land use for development purposes.

- Design and Densification – design principles will be formulated and made apparent to professional teams, development partners and public sector partners that align to optimal use of land through densification.
- Strategic Land acquisition interventions – An initial Land Audit and Assembly processes towards strategic acquisition and use will be the main strategic intervention. This will assist with structured use of State land and properties in defined RZs and now the PZs to enable densification and optimisation of land use.
- Incentives for encouragement of participation and partnership

arrangements between the private and public sectors.

- Defined categories of tenure – Given the reality of moving away from one form of housing product towards being embrative of choice and diverse range of single and group ownerships schemes by targeted clients and households linked to secure forms of tenure in the affordable housing environment, it has become necessary that alternative forms of tenure be part of the overall interventions and product offerings.

Therefore in line with the aforementioned realities, the following GRDM human settlements products will be pursued therefore as part of its overall Strategic Plan, namely:

18.1.1. Social Housing Rental opportunities

Linked also to Restructuring Zones and PHSDAs (Social Housing – aligned to SHRA accredited Housing Institutions, partnership arrangements: Social Housing Act, Housing Code); etc. Its' main target will for those preferring to rent through an identified social housing institution which has partnered with the GRDM.

The primary income group to be targeted will be those earning combined monthly income sitting between R4 501 – R15 000 per month as guided by the provisions of the Social Housing Act, 2009. The capital costs for developing such traditional medium to high density blocks or flats are sourced in terms of the National Housing Code and the Social Housing Act from both the State as well as its Social Housing Regulatory Authority (SHRA) in the form of institutional subsidies, Restructuring Capital grants for projects located only in RZs as well as private finance from the banks and or internal equity from the participating housing institution.

18.1.2. GAP, FLISP and Inclusionary Housing Schemes

These are ownership schemes for the non-traditional BNG housing market that experiences inherent difficulties in securing mortgage finance or bank loans from banking institutions or private sector lenders. Government has now introduced guarantee funding commitment which is referred to as Finance Linked Individual Subsidy Programme for households respectively earning monthly sitting between R3 501 to R22 000 per month.

The Inclusionary Housing product relates particularly to involvement of

private sector entities/companies and individuals offering to partake in such schemes. When a developer applies for new or additional land use rights. Essentially therefore, Inclusionary Housing obliges the developer to make a contribution towards affordable housing by providing units for rent or sale cheaper than the units s/he is planning to sell or rent. Depending on where the development is, this contribution will be made within the development, within another development, or in the form of a cash contribution. It must always result in well-located affordable housing opportunities in partnership with the GRDM for various reasons and benefits which are essentially the following:

- Company employees;
- Households residing in farms or agricultural entities – alternative forms of tenure which relate to Communal Property Rights relative to tenure rights and benefits, especially for those low income households with an established history of working and residing in farms;
- Backyard households and dwellers in which the primary owner would offer to subdivide their properties to allow family members or those currently

renting from them, to access the low cost housing benefit;

- Pilot schemes that relate to alternative housing designs and structures which promotes use of energy efficient building technologies as well as climate resilience and reliability. These essentially promote energy efficient solutions and are normally done on a partnership arrangements between the Municipality and various entities interested in alternative energy resilient schemes which can be replicated in informal settlements, forestry areas, etc.

18.1.3. Community Residential Units (CRU) or Public Sector Rental Units

This rental product relates to the traditional housing estates developed by the Municipality and managed as part of its affordable rental market. This affordable rental product is normally offered to those whose income is traditionally low and ranges between R1 500 and R3 501 per month. The normal guidelines for selections are similarly the same as the above forms of affordable housing options and are mainly guided by the National Housing Code and the Rental Act.

The following housing products will however be offered directly by **the 7 B Municipalities who have a proven track record in the implementation of such low income housing products** on the basis of 5 year Business Plans considered and formally approved by the W DoHS:

18.1.4. BNG single standing or mixed density units (Housing Code and Housing Acts)

These are single standing ownership units which are traditionally developed in green and brownfields areas and relate to promotion of individual subsidies catering for the low income household market targeted at combined earnings per month which sit respectively at R0 – R3 500.

18.1.5. ISSP and In-Situ Upgrading of serviced sites (Housing Code and Housing Act)

The main focus in this regard is on provision of basic services, informal settlements upgrade, Incremental housing through densification to optimise the use of limited land. etc. Some of the beneficiaries have to be relocated to other areas through densification as well as the other mixed affordable housing in the proposed well located areas. These latter projects will provide various choices and tenure options as part of the spatial planning justice to trigger mobility into well located areas and in so doing deal with the urban sprawl challenges facing the GRDM and its B Municipalities.

18.1.6. Community Residential Units (CRU) – *This type of product is mainly based on the provision of affordable rental options through Council built public flats and have a dedicated funding and development instruments which can be aligned to social housing institutional developments on a partnership basis as envisaged. and*

18.1.7 Emergency Housing Support and Needs

Although such needs and requirements are linked primarily to national disasters as well as the impact of periodical rains linked to floods, fire incidents, etc., the

GRDM advocates for the responsibility of handling such instances to each Municipality' internal Disaster Units which normally fall under the Community Services Directorates.

The Human Settlements Units of the respective 7 B Municipalities as well as the GRDM will play an active support role although related budgets, resources and systems for handling such periodical instances whenever they arise will fall under the respective responsibility and accountability of the internal Community Services Directorates and their linked Emergency units therefore.

19. GRDM'S BENEFICIATION PROCESS

Given the highly regularised affordable housing market in SA which has pertinent guidelines for targeting low cost households through various affordable housing products, the Plan seeks to align itself to such processes. Once again this will be aligned in such a manner to avoid socio-political tensions and **align to the following principles:**

- Fairness and equity
- Honesty and integrity
- Professionalism and proper governance and rules

- Transparency, effective communication and openness
 - Sensitivity to the development needs of poor and vulnerable
 - Adherence to dignity
 - Quality housing programmes and projects
 - Effectiveness and efficiency
- 6. Be a married person or currently cohabiting; and
 - 7. Those that are single with dependants who depend on the applicant for financial support

To this end, the GRDM' IHS Strategic Plan advocates for sensitive, smooth and consistent efficient administrative handling of the beneficiation processes for all these categories on the basis of the following pertinent criteria:

1. Applicants to be certified citizens of the RSA;
2. Must earn the outlined combined monthly income as per category of preferred housing product as outlined in the provisions of the National Housing Code;
3. Must not have received a State subsidized housing benefit before;
4. Not an owner of a fixed residential property before and currently;
5. Ability and competency to contract and targeted to those whose age is 18 years and above;

It should also be noted that the National Department of Human Settlements (N DoHS) has recognised the need to prioritise the aged and vulnerable households as a special category of beneficiaries that require prioritisation in any of the above forms of affordable housing programmes. This is largely due to the reality of significant demand and years in which such households have been sitting in formal database or waiting list mechanisms without getting any relief and or benefits.

An added dimension and challenge has been the reality of how best to comply with the age and vulnerability prioritisation obligations on a project by project basis. To this end, specific formal announcements have been made by both the NDoHS and the WCDoHS for the aged and vulnerable households who receive State welfare and social development grants as well as child headed households to be prioritised for above projects. This has some inherent challenges for planned

and active projects which are planned and currently being implemented since there were earlier brokered understanding before projects were initiated as well as regular updates on related progress. This therefore relates to the reality of developers having existing project agreements relative to common understanding and commitments brokered earlier therefore with the respective communities relative to targeted beneficiaries.

Beneficiaries will be sourced from formally recorded database or waiting list mechanisms. These will be strictly handled on the basis of the date of original application in sequential order as well as applicable beneficiary screening and selection criteria as outlined in Housing Code. All related handling processes per each beneficiary or applicant will be recorded accordingly for future reference purposes.

The GRDM therefore commits itself to work with government and its agencies, the WCDoHS as well as affected 7 B Municipalities and targeted beneficiaries and communities to ensure that these challenges are handled in a sensitive and coherent manner. This will assist

with risk mitigating strategies and interventions to avoid consequential risks and inherent challenges that could potentially affect planned and active projects relative to seamless transition and efficient beneficiation management processes.

Although beneficiation and housing allocations might have some variations based on the type and form of product, this process therefore will recognise that the handling of beneficiation processes for social housing rental products will be independently handled by the appointed **partnering** social housing entity. This will recognise the reality that the GRDM and its 7 B Municipalities will not be directly involved therefore. This will allow the partners enough space and latitude to not have their processes negatively affected by socio-political considerations and consequential risks.

20. BULK INFRASTRUCTURAL REQUIREMENTS AND PRIORITISATION: DDM & ONE PLAN

As is normally the case, there will be a need for transportation and roads infrastructure, electrical installations/supply, water supply, storm water and sewage containments with requisite new and upgrading requirements as part of assessments,

planning and technical implementation of the above categories of projects. The Municipal Infrastructure Grant (MIG) requirements and commitments have to be planned and quantified by the Municipal Technical or Engineering Directorate relevant to budgeting, installation and accountability working together with appointed professional teams.

Such technical inputs will therefore ensure the formulation of the relevant business case for related extent of technical quantities and bulk requirements. This will also guide and inform the subsequent applications to the relevant public authorities (i.e. the DPME as well as the WC DoHS, N DoHS, etc.). This will further be expected to now align to the reprioritisation and budget requirements within the context of the One Plan interventions which advocates for co planning, budgeting and implementation processes for Priority Zones.

All related funding requirements have to be put together in consultation with the Municipality's internal Human Settlements and Planning Directorates. This will also extend to appointed professional teams, project management capacities, etc., by the affected Directorates as per pre –

feasibility, **feasibility analysis and** final packaging of planned projects.

To this end and in avoidance of the silo mentality and beauracatic entanglements, which could negatively limit or impact successful project implementation, the GRDM advocates for the setting up of **Municipal Internal Coordinating Platforms** to deal with such requirements. All key Directorates within the Municipality will sit together to coordinate all related technical information to complement successful planning and subsequent implementation of targeted projects. This is anticipated to assist the Human Settlements, Planning, Finance, Technical or Engineering Directorates in putting together the related technical aspects into formal Business Plans for funding applications to the appropriate public authorities. These are normally formally submitted for funding applications to the relevant Provincial and National Departments handling MIG applications and related support requirements.

The GRDM's Strategic Plan anticipates that with the advent and government introduction of the new DDM, PHSHDAs and One Plan interventions, there will be a firm structured basis to reprioritise

bulk infrastructural requirements for new and existing projects. This is a critical step that will complement efforts to sustain intended roll out of human settlements projects.

21. IHS TECHNICAL/MANAGEMENT PROCESSES

“ From Planning to Implementation”

It is important that the GRDM' strategic commitment as a new integrated human settlements delivery public partner across the District be outlined in alignment to the DDM and the One Plan Strategic Programme interventions.

Given the technical and complex context in which inherent housing processes and programmes have traditionally been undertaken without in some cases coherent town planning strategies, programmes as well as structured partnership arrangements, it has become necessary that it be clearly defined given the context of the provisions and advocacy for integrated human settlements within the reality of the new One Plan government considerations informed and guided largely by the National Development Plan (NDP).

Although GRDM will concentrate on initiating/ accelerating Social Housing (Rental), Inclusionary Housing and FLISP/GAP (ownership) housing opportunities, any project, no matter the size or product, must be done in a particular sequence and be subjected to various legislative processes due to the reality of different programme guidelines and contexts.

21.1. Technical Processes/Guidelines

As outlined earlier, the GRDM' IHS Strategic Plan seeks to create an enabling delivery environment for sustainable Human Settlements programmes of a varied nature. **The related programmes and projects will** have resonance to different needs, choice, different forms of tenure, individual or group ownership, affordable rental propositions as advanced by accredited social housing institutions or partnering developers, etc.

The GRDM in anticipation preparation of the appropriate internal capacity and need for efficient rollout of these different forms of affordable housing options **as outlined above**. In terms of best practice and a normal efficient and effective operational context, **this will require alignment to the** determination of applicable strategic

planning, financial modelling, staff resources and systems, etc. These elements and proposed alignment will be guided and informed by the GRDM's own integrated human settlements strategic plan and related policies and operational procedures **which are** constituted in this GRDM Strategic Plan, HSSP and policy guidelines. These will therefore cover a fully established internal Integrated Human Settlements Directorate consisting of the following key management divisions or sub-directorates as benchmarked by local and international best practice:

1. **Human Settlements** – New Developments - consisting of BNG, FLISP, GAP Housing, PHP, Interim Basic Services (typologies that relate to variety of housing programmes and needs)
2. **Public and Social Housing Rental** – provision And management of Public Rental stock, CRU and Social Housing rental Programmes/Projects/Ser vices
3. **Housing Finance and Project Coordination** – financial modelling and

related budget control and execution, Revenue and Credit management and related systems

4. **Inclusionary Housing** – this relates to cooperative arrangements between employers from different sectors recognising the need to commit to partnership arrangements with the GRDM to provide various housing opportunities to their employees. It seeks to leverage enhanced land use rights (land value) in areas with active land markets, in partnership with the private sector to realise the following results, namely:
 - Create opportunities for middle to low income households to live in better locations;
 - Break the social divisions caused by the apartheid spatial form;

- Build more community inclusive and stakeholders or clients integrated communities with better access to the opportunities of our urban settlements ('the urban dividend');
- In the process result in the breaking of the glass ceiling for household progress; and
- Build a more socially and economically sustainable future for the District' human settlement programmes.

5. **Area or Satellite Offices**

– customer relations, consumer education, data capturing, beneficiation processes, admin and project support as first point of entry per the three identified regions with decentralized management capacity that is fully functional and accessible to the

21.1.1. GRDM' New Social Housing Programme Guidelines

With respect to the provision of Social Housing opportunities, this form of affordable rental opportunities will be linked to institutional and restructuring grants which are reserved for SHRA Accredited social housing institutions. The GRDM will have an internal Municipal Social Housing Support Unit within its approved overall Integrated Human Settlements organizational structure. This unit will be responsible for strategic and programme coordination of all social housing and affordable Municipal Support programmes with defined programmes, systems and resources. This will enable structured management support and related incentives to encourage **the involvement of appropriate social housing partners through the following interventions**, namely:

- Formulation of a GRDM social housing conceptual development framework which will guide the establishment of formal partnership arrangements with accredited social

housing partners with related formal contractual agreements upon being procured in terms of the internal supply chain policy guidelines and processes which will undertake a formal Request for Partnerships (RFP) for the development and long term management of social housing opportunities in well-located areas. These rental assets will be independently managed when completed by the chosen social housing partner(s);

- Reservation of specific targeted land parcels and properties in well-located areas defined as Restructuring Zones as well as Priority Areas as outlined by the PHSHDAs through a town planning strategy;
- A defined and approved town planning strategy for determining strategic and programme use of specific GRDM/State/Private Sector acquired land parcels and properties which have potential or current zoning and planning status for

potential social housing opportunities. The GRDM will enter into formal agreements with successful SHI partners through formal contractual arrangements. These will outline respective contractual roles and responsibilities as well as performance obligations that will have to be observed by both parties.

- The GRDM Strategic Plan also intends providing {on a structured and incentivised basis to the Social Housing Institutions (SHIs)}, State funding support for institutional subsidies as well as support to chosen SHIs for their Restructuring Grant applications to the SHRA. This will also extend to consideration of availing acquired State or Municipal land parcels and properties on a long term lease basis or alternatively at 10% of its market value in order to enhance project feasibility and long term operational sustainability of the chosen partnering SHI(s), as both developer and

- management entity per approved project; and
- The chosen SHI(s) will independently manage the development and long term operational requirements without any intervention by the GRDM or any of its B Municipalities (Knysna, Bitou, George and Mossel Bay), save the latter' interaction on broader programme issues as well as compliance with the formal contractual arrangements between the two parties. This will extend also to any of the other 3 B Municipalities wherein the opportunities might be realized if the above conditions for pursuing social housing programmes/projects prevail (e.g. Social housing strategic plan, policy, programmes, Gazetted RZs, etc.) prevail already.

In summary therefore, the social housing programme and related projects have not yet found traction and presence in the GRDM and its 7 B Municipalities. However as highlighted earlier in this document, 4 of the 7 B Municipalities were accorded the

status of being Catalytic Towns in cooperation with the WC DoHS which included determination of Restructuring Zones (RZs). These have since been gazetted in respect of the following B Municipalities which have identified as part of the launch and implementation of the DDM and One Plan strategic intervention, namely:

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

Only Oudtshoorn Municipality, which earlier formulated a social housing strategy and programme commitments like the above 4 B Municipalities, have confirmed Restructuring Zones. The other two, Hessequa and Kannaland do not yet have such a status conferred on them, although they have intentions of making a formal application once the next cycle has been confirmed by the N DoHS and its agency, the SHRA.

The GRDM and or any of the participating 7 B Municipalities' respective Supply Chain Management Processes will apply in forging such partnerships as prescribed by the Local Government Municipal Finance Management Act, Municipal Systems Act, and Public Finance Management

Act. In addition to these sets of Legislative provisions there should be alignment to the planning and delivery of Social Housing Opportunities as defined by the Social Housing Act, National Housing Code and Rental Acts.

Once the SHI has been chosen as the successful GRDM's Social Housing Partner, it will follow the same processes for development as any other developer. A formal contract will therefore be concluded between the parties which will be reviewable on 5 year periods to determine performance and compliance by both parties to respective contractual obligations.

This process will critically determine the basis in which a coherent and structured mechanism can be pursued and successfully implemented for structured use of State land assets as well as institutional subsidies and Restructuring Grants funding sources normally allocated by the Provincial Authority and the SHRA for accredited social housing projects on the basis of set funding and programme criteria. The GRDM and its targeted B Municipalities relative to the One Plan and defined Priority Areas, would have to ensure that the related spatial

planning reprioritisation and confirmed Restructuring Zones are in a state of planning and engineering state of readiness relative to linked formal approvals or authorities. This will be crucial in ensuring structured use of such assets for this critical affordable rental product. To this end the interaction and elaborate planning and coordination of all technical preparation and tasks to enable this by all affected departments extending to the planning and engineering units of the WC Government as argued earlier becomes an important and elaborative process. It is for that reason that a strong internal social housing institutional support consideration with requisite systems and resources, becomes an important consideration.

21.1.2. Individual/Group Ownership and Public Rental Opportunities: Technical Programme Guidelines

With respect to CRU, Serviced Sites, BNG, FLISP/GAP, market related housing (or a combination of typologies in one project) or Inclusionary Housing (where external partners are involved e.g. Farmers, Employers etc.), all projects will be dealt with in the same way as far as activities and or Legislative processes are concerned:

There are four main categories of activities, which take place over an estimated 4-year period, from inception of a project to the issuing of completion certificates.

These 4 main areas of activities are:

1. Feasibility Study
2. Planning and Design
3. Beneficiary Administration
4. Implementation

Similarly as outlined in the standard programme prescriptions and legislative guidelines outlined in particular on the National Housing Code, the National Rental Housing Act, LG Municipal Systems Act, LG Municipal Finance Management Act, the Public Finance Management Act, SPLUMA, etc. the following processes in alignment to these Acts of Parliament will be pursued, namely:

21.1.2.1. Feasibility Study

- Application by the Municipality (Developer) for the reservation of funding in terms of the IDP (and Human Settlements Sector Plan) to MEC Human Settlements
- After confirmation of Reservation, Municipality advertises Request for Proposals (RFP)

- Proposals adjudicated
- Feasibility Study conducted (Demand quantification, Legality of Land Use, Financial Viability)
- Feasibility study considered by WCDoHS and if feasible, conditional approval granted
- Project enrolment with NHBRC
- MEC confirms Subsidy approval
- Municipality (Developer) chooses Procurement Strategy (Turnkey or various contracts for Town Planning, Services Installation and House Construction).

21.1.2.2. Planning and Design

- Obtain base mapping information:
 - Land surveyor: aerial photos, contours and as built information
 - Engineers: availability of bulk services (Water, electricity, sewerage and roads and storm water) and geotechnical study

- Township Establishment Pre Application (where servitudes and restrictive conditions are considered)
- Pre Environmental Impact Assessment Application, Submission and Authorisation to proceed with Scoping and Public participation (BAR: Basic Assessment Report)
- Site Assessments to identify environmental impacts (e.g. biodiversity, chemical emissions from nearby activities etc.)
- Prepare Scoping report and plan for EIA application
- Avail scoping report for Public Comment (30 days), consider inputs and incorporate into application
- Submit application and await approval
- After approval, specialists studies are completed (Fauna, Flora, Hydrology, noise, air quality, heritage and social)
- Compile Draft Environmental Impact Report and Environmental Management Program
 - Seek public comment and incorporate
- comments into report
 - Submit to DEADP for approval
 - After approval, notify all interested and affected parties and await appeals (20 days)
 - Compile and submit application for land use approval:
 - Include draft layout and subdivision plans
 - Determine yield
 - Test plans against engineering requirements
 - Prepare development application for submission to Local Authority's Planning Department
 - Local Authority advertises and obtains external and internal comments
 - Local Authority approves (with or

- Land surveying and conveyancing
 - Preliminary Calculations
 - Pegging of newly created erven
 - Prepare diagrams and plans showing the newly created erven and submit to Surveyor General's office (May require removal of restriction)
 - Opening of Register in Deeds office
 - Conveyancing procedures commences (subject to Clearance Certificate)

21.1.2.3. Beneficiary Administration

- Set up Allocations Procedure (Allocations Policy)
- Sign up Applicants
- Process Subsidy Applications and submit to WC DoHS for approval

- After Approval, inform applicants
- Sign Sales Agreements
- Prepare Transfer Documents
- Lodge at Deeds Office
- Register Transfer and Property owner

21.1.2.4. Implementation

21.1.2.4.1. Land Servicing

- Establish capacity
- Assessment of physical features of the site also using topographical and geo-tech surveys
- Determine flood lines
- Investigate feasibility of Bulk Services for approval
- Establish Connection Points
- Services Agreement
 - Determine standards
 - Sign Agreement with local Authority
- Preliminary Design Report and Approval
 - Prepare Preliminary Design, specifications and Cost Estimates
 - Review and Finalise service

- level with Local Authority
- Apply for funding to Electricity Regulator
- Detail Design
 - Submit Detail design and Specifications to local Authority
- Tender Process for service installation (If PRT/Turnkey Developer not already in place)
 - Call for Tenders, Evaluate, award and appoint Contractor
- Completion of Contracts
 - Approve Occupation Health and Safety Plans
 - Determine milestone dates and Communications Procedures
- Construction of services
 - Construct Civil Services (water, sewer, storm water and roads)
 - Construct Electricity Reticulation
- Measurement and Certification of completed work
 - Resolve Claims and make payment
- Complete Handover
 - Arrange completion Inspections
 - Handover to Local Authority
 - Engineer completes Completion Certificate
- Maintenance Period
 - End of Maintenance period, inspections and Rectifications (12 months)
 - Final Completion Notice Issued

21.1.2.4.2. House Construction

- Preliminary Design
 - Prepare preliminary designs, specifications and cost estimates
 - Review and approve product

- Detail Design and Specification of completed work
 - Prepare detail design and specifications
 - Resolve claims and make payment
- Tender Process and Award (if PRT/Turnkey Developer not already in place)
 - Call for tenders
 - Evaluate, award and appeal/s
- Completion of Contractual Requirements
 - Approve OHS Plan
 - Determine milestone contractual dates and communication process
- Building Plan Approval
- Construction of Houses
 - Construction of house
 - Structural Inspection (Trench, foundation, brickwork, roof preparation, electricity and plumbing)
 - Measurement and interim certificates
- Completion and Handover
 - Arrange Completion inspection by Building Control: Planning Department
 - Accept Handover
- Maintenance Period
 - End of maintenance period inspection and rectification (3 months)
 - Final Completion Certificate
- Project Handover
 - Occupation of opportunities by beneficiaries
 - Title Deeds Handover
 - Make last payment

Some activities could be started in parallel but most must follow the prescribed sequence as the risk of Fruitless and Wasteful expenditure is increased, if not followed (e.g. If

Engineer does detailed design of services before the Town Planning layout has been approved. Any change in the layout will cause the design to be redone)

With respect to timelines, the guide shows that the processes leading up to the start of construction of services for a project takes about 3 years. Most activities are in the control of government officials and unfortunately this is normally where delays occur e.g. waiting for approvals. For this same reason though, through good intergovernmental relations the processes could also be shortened, without compromising legalities.

The factors that could also affect time could be varying size and phasing of projects. Officials normally use GANTT charts to predict, plan and monitor progress against predetermined timelines (milestones).

22. STRATEGIC PLAN, HSSP AND POLICY - ANNUAL REVIEW AND ALIGNMENT

There will be a mandatory annual policy review of the effectiveness of this Plan and its HSSP and Policy Guidelines at least once a year. This will be done on a collaborative basis together with the other 7 B Municipalities as well as

the WC DoHS, the N DoHS, N DoCOGTA, etc.

This will also look at policy and legislative provisions, key national government strategic and programme initiatives like the NDP and the One Plan consideration. These review processes will therefore lead towards refinement and alignment on the basis of elaborate consultative processes and related involvement of all stakeholders to sustain collective ownership and strategic focus on a continuous basis.

In the light of the above, it is proposed that this Plan be reviewed during **October 2022** since sufficient time will have been undertaken to test its veracity and relevance.

23. INTERNAL INSTITUTIONAL CAPACITY

"Dedicated GRDM IHS Directorate and Internal Resources and Systems"

The provisions of the Social Housing Act and related legislative pieces, in particular, the National Housing Code, Local Government Municipal Structures Act, Municipal Finance Management Act, etc., highlighted above as well as now the One Plan programme interventions, all advocate for establishment of a coherent internal management capacity. This is quite a significant requirements to ensure

successful roll out of the overall human settlements programmes as well as the requirements of the One Plan strategic framework. The GRDM and affected B Municipalities have to create an enabling delivery environment to incentivise public and private sector as well societal or community stakeholders' collaborative involvement in the realisation of set programmes and project roll out plans.

Further to this, such institutional resources, systems and instruments will be necessary to avoid consequential risk and lack of clarity and confidence in the ability of the GRDM and affected B Municipalities to deliver the related human settlements programme requirements and expectations of all affected stakeholders and delivery partners. This will in essence be the case also for both the GRDM and affected B Municipalities.

The GRDM has an approved organizational structure for servicing its new Integrated Human Settlements (IHS) programme obligations. This is largely due to the indisputable reality that this delivery trajectory will be a new terrain for it as a District Municipality. It therefore requires requisite internal institutional capacity, *systems, tools and equipment as well as*

aligned budgets. Such resources will ideally cover both the operational and capital project requirements towards sustainable roll out of intended projects/programmes in targeted well-located areas.

The current organizational structure will however have to be redesignated to conform and relate to the requirements of IHS implementation to be guided by the One Plan strategic framework. This has been necessary in order to ensure that the structure relates substantively to the Strategic Plan and Policy considerations. This will therefore be part of the overall submission to the *July* 2021 GRDM Council for necessary support and authorisation. The B Municipalities which have been participating in the human settlements space and environment will respectively have to evaluate and analyse their staff and resource systems requirements to ensure that these also conform and align to the same programme considerations as envisaged by the One Plan strategic framework.

24. INTERNAL GRDM DEPARTMENTAL COMMENTS

Given that this Plan is driven by corporate considerations and objectives (i.e. The GRDM and the B

Municipalities) as well as various Municipal Sector Plans and strategic / programme considerations from different Directorates and the 7 B Municipalities that constitute the District, it has become necessary in the interest of cooperative governance that the following inputs be solicited and reflected as part of the Plan, namely:

24.1. IDP SECTOR PLAN – Key Sector Plans and Coordination

The National Housing Code outlines the essence of Housing Chapters aligned to the IDP of a Municipality. It therefore defines the Integrated Development Plan (IDP) as a single, inclusive strategic plan for the development of a Municipality that links, integrates and coordinates plans and takes into account proposals for the development of the Municipality through the following interventions:

- Alignment of resources and capacity of the Municipality with the implementation of the plan;
- Ensures compliance with the requirements of the Municipal Systems Act, 2000 (Act 32 of 2000); and
- Further ensures compatibility with national and provincial development plans and

planning requirements binding on the Municipality in terms of legislation.

It is for that reason that earlier in this document, a HSSP has been formulated by the GRDM for effective and efficient planning of its Human Settlements Programmes. This HSSP equates therefore to the Housing Chapter as defined by the National Housing Code and provides guidelines for the inclusion of housing planning in integrated development planning processes and advocates therefore for an approach to the formulation of Housing Chapters linked/aligned to its IDP.

The Programme will also provide assistance to all municipalities which do not have sufficient financial and/or human resources for the undertaking of Housing Chapters of IDPs. The GRDM has therefore formulated and incorporated as reflected earlier, its own HSSP guided by the WC DoHS's related guidelines for Municipalities to develop their respective Housing Chapters.

According to the Code, the successful implementation of a housing chapter in a Municipal IDP is essential for the following reasons:

- It contributes to the overall spatial development and integration objectives of the Municipality by facilitating the proper use of housing investment by the Government; and
- It contributes towards the development of sustainable human settlements by providing for an IDP integration phase to ensure inter-sectoral agreement on integrated programmes.

The GRDM will therefore incorporate the proposed Housing Chapter in the forms of the HSSP outline reflected in this Plan.

24.2. INTEGRATED TRANSPORT AND ROADS – Bulk Infrastructure Coordination

Although there has been no comments forthcoming from the section concerned, the PMU raises a valid perspective on the need to revitalise earlier endeavours to have a Garden Route District transportation networks.

The bus routes and rail networks need to be revitalised and extended to the rest of the primarily the 4 B Municipalities given the reality of mobility in between these Municipalities and impact of densification whilst households look for

economic sustenance and human settlements opportunities.

Given that the GRDM has primarily played a role of maintenance and upgrading of existing road networks, there would have to be correlation between it and the B Municipalities relative to the impact and needs of newly planned housing programmes/projects. To this end there will need to be assessment of current bulks and linkages with quantification of related funding requirements for new bulk infrastructure that covers roads, water and sewage lines as well as electricity infrastructural needs which should be covered in an appropriate development and implementation plan once prioritised and committed to by the different spheres of government.

Further to this the rail networks would require the engagement of Transnet at National Government level in order to resuscitate same through the necessary restoration and capital projects to upgrade such existing rail infrastructure to eventually connect the different towns and communities for both socio-economic requirements.







24.3. LOCAL ECONOMIC DEVELOPMENT – Growing an inclusive District Economy

The National Development Plan speaks about an inclusive economy,

especially focussing on under-developed areas, poverty stricken and rural areas.

The Garden Route Growth and Development 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

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	

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.

- Procurement muscle/spent of government should be leveraged to transform the local economy through prioritisation of supplier development programmes.

- Economic Infrastructure – Promote ownership as well as granting opportunity to SMMEs to operate businesses within their own communities. This will include work space, as well as points of sale.
- Informal sector activities should be taken into account with proper consultation with representative bodies to ensure that the needs of the informal sector with regard to dedicated space are addressed.
- Community Infrastructure relating to gym facilities, play parks to enhance wellbeing of the community. Space and support for Communal gardens to provide food security and sell excess fruit and vegetables to secure an income and sustain livelihoods.
- Job creation – infrastructure and service management can be sustained and protected via the EPWP programme by appointing unemployed from the community to operate and manage these facilities which will contribute to a holistic approach to integrated and sustainable human settlement development.

- Cultural and Heritage facilities to promote community-based tourism and enhance black participation in tourism.
- Special focus on youth, women, people living with disabilities and rural communities.
- Utilize EPWP in terms of economic development and tourism as a conduit for job creation in all sectors.

The above therefore will greatly complement the essence of spatial justice and mobility in the low income housing environment as outlined in this newly proposed Draft GRDM IHS Strategic Plan Framework.

24.4, EXPANDED PUBLIC WORKS PROGRAMME (EPWP) – Development through Jobs and Meaningful Work

EPWP has been formulated and advocated for as a comprehensive response by the National Government as its all-encompassing and committed interventions for public employment programmes which the public and private sectors are encouraged to embrace and implement.

The programme is in alignment with Chapter 3 of the National Development Plan (NDP). Essentially, it identifies Public Employment Programmes (PEPs) as an important

option to complement market-based employment. This is largely due to the reality of significant unemployment levels which has challenged the market employment interventions to a great extent.

Furthermore, Chapter 11 of the NDP, as part of social protection outlines that employment of last resort schemes such as PEPs, play an important role in stimulating much required economic activities and labour market participation. This programme will contribute to the redressing of the high unemployment statistics within the country. It is for that fundamental reason and anticipation that the Garden Route District Municipality's Integrated Human Settlement Strategic Plan implementation programmes, could potentially have a positive impact. This could in particular address the following critical outcomes in addition to the other Municipal Sector Plans of the GRDM, namely:

- Labour intensive methodologies which related and resonate with Skills and SMME development under the EPWP in the Region.
- EPWP is a nationwide short and medium-term government initiative aimed at alleviating poverty by utilizing public sector

budgets to draw significant numbers of the unemployed into productive work while enabling these workers to gain skills while they work.

Therefore in the light of the above factors and outcomes, the implementation of the GRDM's Integrated Human Settlement Strategic Plan as well as the other Sector Plans should be utilised in combination as a platform to facilitate the training intervention and capacity building initiatives that supports EPWP sectors for unskilled, semi-skilled and skilled participants.

We therefore propose that the employment opportunities under these interventions be created by the Integrated Human Settlement Directorate by leveraging the use of the already established Garden Route District Municipality's EPWP Database as the recruitment portal for all EPWP Sectors (Social, Infrastructure, Environmental and Culture).

24.5. GRDM' SPATIAL DEVELOPMENT FRAMEWORK (SDF) – Spatial Planning Reprioritisation towards Meeting Transformative Objectives

The GRDM does have a developed Local Municipal Spatial Development Framework (LMSDF). However this does

not extensively reflect related projects characterised by the triggering effect and mobility into well-located areas. This is largely due to it not having been part of the affordable housing delivery value chain whilst dependant on the B Municipalities to be the main drivers in this context on the basis of the traditional HSDG and IUSP Grant funded individual ownership low income households projects.

Once this Plan and its proposed pilots around social housing, inclusionary housing and FLISP/GAP Housing initiatives, it is the intention to have these reflected in the GRDM's SDF as well as IDP Platforms.

24.6. CORPORATE FINANCE – Financial Sustainability

In terms of operating and capital funding requirements covering the related programmes and projects, the office of the GRDM CFO holds the view that the document clearly sets out the fact that GRDM has not participated in the actual implementation of housing projects in the past. It would therefore require critically, firm commitment from other spheres of government in order to perform this new function.

The CFO also appreciates the references to the different financial years of local government vs national

and provincial government, highlighting that this must be taken into account to ensure appropriate budgeting in the correct financial years of the different stakeholders in this collaborative project.

Once the relevant programme and project commitments have been deemed to be feasible and viable followed by preparation of the relevant business cases linked to necessary financial modelling for each targeted project in PSHDAs, these will be reflected in the budget books of the GRDM per committed funding year as normally is the case therefore.

24.7. COMMUNITY SERVICES – Healthy and Socially Stable Communities

Although there would have been provision of social facilities and services to enhance the long term socio-economic integration of existing and new communities, the GRDM does not have the current programmes and resources at this stage to enhance this requirement. The B Municipalities currently provide such social and communal programmes and services and will therefore be expected to play a direct role in this regard.

24.8. GRDM's Project Management Unit (PMU)

In acknowledging the critical necessity of this Plan, the PMU therefore strongly request the need for strategic and programme alignment through the following interventions, namely:

- Need to align the Human Settlements Strategic and Programme Plans with the PMU & Properties projects e.g. Social Housing and Students Accommodation projects
- There is need to create synergy between public transport system and human settlements through reviving the south cape railway system – We once proposed the Garden Route on the Move Rail and Bus system that is linked to the Go George bus system
- Strategic need to lobby for funding to do bulk infrastructure projects that address needs of both properties and human settlements so that the GRDM is prudent in resource utilisation
- Look at creating sustainable rural economies with thriving local economies and decent housing.

25. COMMENTS FROM THE B MUNICIPALITIES

“Building cohesion and collective ownership: IHS”

Given that the support of the targeted B Municipalities will be crucial and necessary to ensure structured coordination and implementation of the overall IHS programmes and projects, it is important that this process receive sustainable involvement by all towards sustainable implementation. It is important to note that the commendable earlier work on identified catalytic towns, does set a firm foundation for realisation of most of the key strategic requirements and expectation of the One Plan strategic considerations.

These key aspects are represented in particular by the following programme realities, namely:

- Active and Planned human settlements roll out programmes through already approved Business Plan funding approvals for specific projects;
- The current 5 year Business Plans as approved by the WC DoHS will come under review by end of the 2023/24 FYs which will be followed by consideration of new Business Plan formal

submissions for current and new Phased Development s beyond 2024 which will be considered by the WC DoHS;

- Mapping and monitoring of newly planned social housing projects in already Gazetted Restructuring Zones (RZs) with identified pilot initiatives for partnerships with SHRA accredited social housing institutions;
- The need to recognise that the B Municipalities will independently roll out such historical, **active** and newly planned projects with some already located in RZs which double up or align to the newly envisaged Priority Zones. This together with the involvement of the GRDM and other sectors of government relative to the roll out of the new One Plan strategic framework, **provides for** a solid foundation for adaptation and alignment to the new strategic considerations;
- The GRDM will in turn play a primary coordinating role together with the WC DoHS' established George District Human Settlements Office. **This** will build a solid foundation for migration of the programme to

extend to the new trajectory of **other** sustainable forms of tenure options linked to social housing, FLISP/GAP, Public Rental opportunities (CRU) and Inclusionary Housing options/products; and

- It is for that reason that the GRDM will apply for formal accreditation as well as ensure that spatial planning reprioritisation and transformative requirements as outlined in the DDM, PSHDAs which will eventuate in the One Plan, become a reality. **This will be aided by** strategic coordination and collective ownership programme processes, starting with the targeted 4 B Municipalities of Bitou, Knysna, George and Mossel Bay. The process also will recognise pursuit of some of the similar project interventions in the balance of the other 3 B Municipalities of Oudtshoorn, Kannaland and Hessequa where similar opportunities might prevail and be incorporated into the overall Strategic Plan.

In endeavouring to formulate this proposed GRDM IHS Strategic Plan, there has already been an elaborative

consultative process with all 7 B Municipalities. The related inputs from such workshops have therefore **been reflected** to this main narrative Strategic Plan document. Further to this, it is intended to build **coherent** and common understanding which will eventuate into collective ownership and support of this comprehensive GRDM Strategic Plan. This reality was shared also during the various workshops which were held during April 2021 till end May 2021 with the B Municipalities. To this end therefore, additional summary comments are required from each of the Municipalities to be reflected below therefore:

25.1. Bitou Municipality

They support in principle the One Plan conceptual framework and the newly formulated GRDM Strategic Plan. They have advanced plans and intentions to pursue various social housing and FLISP related products in addition to the normal BNG programmes they had been undertaking for quite some time. They have similar concerns of settlements growth and limited land and properties to respond to the scaled delivery requirements. They look forward to the resolution of the vexing bulk infrastructure challenge and

related funding commitment to alleviate the situation.

They will await the outcome of the current process and further advice therefore.

25.2. Knysna Municipality

They have gone through the strategy document with special emphasis to the Projects as found on page 99 of the GRDH Strategic Plan document and comment that the Social and affordable Housing projects are well covered with the exception of the following:

- Milkwood Flats
- Heidevallei
- Gladstone
- Lagoon view
- Curley Court

They further confirm that the Municipality is at various stages of the implementation of these projects with some going out on Tender processes. Whilst others are Brownfields, Heidevallei and Gladstone are the only Greenfields projects.

In Heidevallei, there is an expected residential yield of 464 opportunities based on the approved Framework Plan awaiting Detailed Planning. I can confirm that Province will be funding Detailed Planning in the current

Provincial financial year. The site itself is strategically located within an integration zone.

One of the main difficulties in respect of the implementation of Housing programmes and projects within Knysna that needs special attention is with respect, the vexing matter of Bulk Services provision especially in areas like Rheenendal and Karatara. Also in the area of Heidevallei, there is some augmentation of services required in order to deal with existing capacity.

As all these projects are within various strategic documents of the Municipality, there are various funding applications submitted, some of which will take a long time thereby hampering progress in these areas.

On the one hand, it must be borne in mind that while current delivery focusses on the provision of at least 500 housing opportunities annually, annual growth and in-migration is not addressed. The actual percentage addressed in terms of the housing need is nowhere close to what it should be thus it is required that there are large tracks of land identified to deal with the land issue where land is identified followed by the provision of bulk services to these areas.

A desk top study carried out by the HDA concluded that in order to implement projects at the required rate that will ensure that the Housing demand is addressed requires an investment of close to a billion. That does not include top structures.

The key issue that therefore needs to be addressed from a District perspective would relate to bulk services as this is the main issue slowing down housing development in the area.

25.3. George Municipality

They have indicated that they have earlier developed and RZs Gazetted in anticipation of the need to develop and realise responsive variety of housing programmes and products that are responsive to growing densities. The vexing issue of bulk services and strategic acquisition and use of State land and properties to be responsive to scaled delivery in well located areas is a major strategic requirement which prompts further densification and optimum use of State land to enhance delivery of adequate housing opportunities that relate to different needs.

25.4. Mossel Bay Municipality

They have some reservations about what they claim and perceive to be

lack of clarity on respective role definitions, the use or listing of their projects under the GRDM as well as the reality that they are also applying for accreditation.

They would prefer that there be presentation of the new GRDM Strategic Plan to their Portfolio Committee as well as Council in order **for there** to be greater appreciation and possible common understanding and linked support considerations to the proposed such levels.

25.5. Hessequa Municipality

They have noted the strategic intent to formulate a GRDM Strategic Plan but require further clarity on the vexing issue of bulk funding, strategic land acquisition and use, the reality of densities and how best to respond to same through different responsive housing products, programmes and services that are best suited to their current local environment.

25.6. Kannaland Municipality

The Municipality has confirmed relative to the Strategic Plan information requirements that they have the following planned and active Projects (although most do not yet appear from the approved Business Plan of the current period). Only the Zoar Project

with a potential yield of 100 units appears on the current 2020/21 FY therefore.

The following represents proposed additional projects therefore:

25.6.1. FLISP

1. September Street, Ladismith with 29 units on ervens 1195, 1198-1199, 1202-1203, 1205, 1207, 1211-1216 and 1281-1233 (services are ready); and
2. Middleton Street, Ladismith with 78 units on ervens 474 and 631 (currently in feasibility study stage).

25.6.2. IRDP

1. Bergsig, Calitzdorp with 179 units on erf 47 (in progress);
2. Parmalat, Ladismith with 280 units on erf RE/95 (approval received for project); and
3. Maxies, Zoar with 100 units on erven 1834, 1835 and 1836 (approval received for project).

25.6.3. UISP

1. **Karoolande, Zoar** with 65 sites (with extremely limited services but approval for upgrading was received for the project);

2. **Green Hills, Van Wyksdorp** with 37 informal dwellings/plots (with extremely limited services);
3. **Varkieskloof, Ladismith (site 1)** with 108 informal dwelling/plots (with extremely limited services);
4. **Peceur Street, Ladismith (site 2)** with 6 informal dwellings/plots (with extremely limited services);
5. **Varkieskloof, Ladismith (site 3)** with 31 informal dwellings/plots (with extremely limited services);
6. **Sakkiesbaai, Ladismith (site 4)** with 28 informal dwellings/plots (with extremely limited services);
7. **Valentynskamp, Calitzdorp** with 45 informal dwellings/plots (with extremely limited services); and
8. **Kliniekrand, Calitzdorp** with 18 informal dwellings/plots (with extremely limited services).

25.7. Oudtshoorn Municipality

Apart from an unrelated response around the risk profile of the Municipality' Integrated Human Settlements programmes and projects, there has recently been some comments from the Municipality as reflected below.

They wish to put it on record that the meet and greet session was eye-

opening to them as participants of the Oudtshoorn Human Settlements Department, as the facilitators clearly defined the new role of the District Municipality in the piloted Housing Development Programme. Further according to them, surely the much needed guidance and support for their municipalities as spheres of government closest to the people is welcomed, as main charge is to ensure that they maximize effectiveness and efficiency in service delivery to the people, particularly pertaining to their speciality of ensuring adequate, quality

and sustainable housing delivery. Therefore any initiative whose genuine purpose is to achieve such, should be commended for. They also appreciate all information and plans as presented.

However they further contend that their only pain and suffering is knowing that they have been left out of areas identified as priority areas for funding allocation to housing development. However, they hope that they will also reap benefits from the process way going forward.

26. CURRENT HUMAN SETTLEMENTS PROGRAMMES

“Migrating to New Projects – DDM,
PHSHDAS & ONE PLAN”

26.1. Current HSDG & IUSP Projects – 5 Year Business Plan

The 7 B Municipalities are currently implementing planned and active projects as reflected in the approved 5 year Business Plan by the WC DoHS that will be running till 2023/24.

The B Municipalities as well as the GRDM will now have to look at new Business Plan commitments for feasible projects for the period beyond 2023/24 FY. This will require elaborate project planning interventions leading to the next cycle which should be undertaken in the current 2021/22 and 2022/23 FYs.

Once the necessary feasibilities on these particular projects are confirmed, there will be therefore a listing of the necessary planning and capital budget requirements to cover the following types of State Funding:

- State Subsidies – individual and group ownership types projects;
- Human Settlements Development Grants (HSDG);
- Upgrading of Informal Settlements Grants (UISP Grant funding);
- Planning Fees – Use of professional and project management teams;
- Institutional Subsidies and Restructuring Grants in lieu of social housing projects;
- Strategic Land acquisition – land and property banking (assembly and use) and
- Bulk Infrastructural requirements

Below is a listing of all such capital projects which will be consistently done independently by the 7 B Municipalities as per the currently approved Business Plan ending in 2023/24 FY, namely:

5 YEAR DELIVERY PLAN		2021/2022			2022/2023			2023/2024		
23 February 2021	PROGRAM	2021/2022			2022/2023			2023/2024		
2019/20 - 2023/24 HSDG		SITES	HOUSES	FUNDING	SITES	HOUSES	FUNDING	SITES	HOUSES	FUNDING
Average Site Cost (R'000)	60	SERVICE	BUILT	R '000	SERVICE	BUILT	R '000	SERVICE	BUILT	R '000
Average Unit cost (R'000)	130									
GARDEN ROUTE DISTRICT										
Bitou (Plettenberg Bay)		204	169	33 210	371	250	48 500	0	240	50 200
Kwanokuthula Ph4 (446 of 1360) IRDP	IRDP									
Kwanokuthula Ph5 (1173 of 1360 incr to 2008) IRDP	IRDP									
Kwanokuthula Ph6 (389) Buffer IRDP	IRDP									
Qolweni/Bossiesgiff Ph3a (433) Tops Structures	IRDP		169	19 970		0	0			
Qolweni/Bossiesgiff Ph3a School Site TRA	UISP									
Qolweni/Bossiesgiff Ph4 (350) UISP	UISP 4					100	13 000		90	11 700
Qolweni/Bossiesgiff Ph5 (99) UISP	UISP									
Qolweni/Bossiesgiff TRA Ph 4A Minnaars Land	UISP									
Qolweni/Bossiesgiff/Pinetrees NGO	UISP									
Zawazawa NGO	UISP									
New Horizons Ebenhaeser (Portion 20)	IRDP	204	0	10 240		150	19 500		150	19 500
New Horizons Ebenhaeser (Portion 3)	IRDP			2 000	371		10 000			17 000
Shell Ultra (85)	IRDP						4 000			
Green Valley/Wittedrif Ph2 (425)	IRDP			500			1 000			1 000
Kurland (500)	IRDP			500			1 000			1 000
Kurland (74)	IRDP									
George		83	586	87 112	433	556	94 260	505	683	127 700
Golden Valley (165) IRDP	IRDP		119	15 470		0	0			
Uniondale	IRDP									
Haarlem (50)	IRDP									
Thembaletu Bungalows (200) DDISP	IRDP		25	3 250						
Thembaletu (700 tops) Lawula	PHP									
Thembaletu (718 tops)	PHP		37	5 300		200	26 000		200	26 000
Thembaletu (1753 of 4350)(456:189/86/181)	UISP									
Thembaletu (1753 of 4350)(1753-456=1297)	UISP									
Thembaletu ISSP NGO/Interim Basic Services	UISP									
Thembaletu N2 (329)	IRDP									
Thembaletu PHP (Ext 42 & 58)	PHP		46	7 200		50	6 500		50	6 500
Syferfontein West (3500)	IRDP			1 000						
Syferfontein West (3500)	BULK									
Syferfontein East Ph A (359/179 of 2100)	MILITARY		60	7 800						
Syferfontein East Ph C (736/679 of 2100)	IRDP									
Syferfontein East Ph B1 (1004 of 2100)	IRDP	83	57	12 390						
Syferfontein East Ph B2 (of 2100)	IRDP		15	2 050						
Syferfontein East Ph B3 (of 2100)	IRDP		77	9 152						
Syferfontein East Ph B4 (of 2100)	IRDP			2 000	234		12 040		234	35 100
Syferfontein East Ph B5 (of 2100)	IRDP			2 000	199		9 940		199	29 800
Syferfontein East Land Rehab (EA condition)	IRDP									
Europe (505)	IRDP							505		30 300
Metro Grounds (664)	IRDP		150	19 500		306	39 780			
Wilderness Heights (117)	UISP									
Hessequa		585	0	35 100	0	401	52 130	180	250	43 300
Slangrivier Infill (83) (Top structures only)	IRDP					66	8 580			
Stilbaai Melkhoutfontein (585)	IRDP	585		35 100		335	43 550		250	32 500
Heidelberg Site 4 (180)	IRDP							180		10 800
ISSP Heidelberg Site 6 (32) Eikeweg	UISP									
ISSP Heidelberg (88) Dollar Square	UISP									
ISSP Riversdale (32) Kwanokuthula	UISP									
ISSP Slangrivier (140) Bo Kraal	UISP									
Kannaland		100	0	6 000	0	100	13 000	0	0	78
Ladismith Parmalat (280)	IRDP									
Zoar Park Infill (100)	IRDP	100		6 000		100	13 000			
Zoar UISP (65)	UISP									
Calitzdorp (671)(179 remainder)	IRDP									
Ladismith Middleton Street GAP (78)	IRDP									78

5 YEAR DELIVERY PLAN		2021/2022			2022/2023			2023/2024		
23 February 2021	PROGRAM	2021/2022			2022/2023			2023/2024		
2019/20 - 2023/24 HSDG										
Average Site Cost (R'000)	60	SITES	HOUSES	FUNDING	SITES	HOUSES	FUNDING	SITES	HOUSES	FUNDING
Average Unit cost (R'000)	130	SERVICE	BUILT	R '000	SERVICE	BUILT	R '000	SERVICE	BUILT	R '000
GARDEN ROUTE DISTRICT										
Knysna		0	236	36 839	207	259	54 023	0	307	39 910
Vision (1393) UISP	UISP									
Vision (459)	PHP		70	10 206		70	9 100		100	13 000
Hlalani (273/165/96)	PHP		25	4 349		84	10 920			
Ethembeni (180/200/175)	PHP		70	10 036		33	4 290			
Happy Valley (95/120/104)	PHP		30	4 688		25	3 250			
Qolweni (220)	PHP		41	3 663		47	6 110			
Bloemfontein (150)	PHP									
Hornlee (359/312)	IRDP			430						
Hornlee Infill	IRDP			212						
ISSP Rheenendal	UISP									
ISSP Sedgfield (600) NGO/Interim Services	UISP									
ISSP Sedgfield (600) NGO	UISP									
Sedgfield Infill (207)	IRDP			527	207		12 420		207	26 910
Sedgfield Land	Land									
Witlokasie (155)(Toilets + Wendy Houses)	UISP/EHP									
Witlokasie (155)(56 top structures)	UISP 4									
Witlokasie (45) repairs fire damage	EHP									
Witlokasie NGO	UISP									
Karataru (214)	IRDP			728						
Heidevallei (2300)	IRDP			2 000			7 933			
Mossel Bay		0	589	142 530	0	50	71 500	0	50	16 500
Asazani/Zinyoka (447 of 1077)	UISP									
Asazani/Zinyoka (383+66 of 1077)	UISP									
Asazani/Zinyoka (256 of 1077)	UISP 4									
Herbertsdale (154) IRDP	IRDP									
Sonskyn Vallei (616)	IRDP									
Sonskyn Vallei retaining walls	IRDP									
NUSP Projects (23 Areas)(total 3493 sites)	UISP									
NUSP Projects (23 Areas) land purchase	LAND									
NUSP NGO	UISP									
Land Acquisition	Land									
Mountain View (Louis Fourie Corridor) (1006)	IRDP		508	132 000			65 000			10 000
Yakh'indlu (150)	PHP		31	4 030		25	3 250		25	3 250
New Rest (285)	PHP		50	6 500		25	3 250		25	3 250
Elangeni Rectification										
Wolwedans (+TRA)	EHP									
Oudtshoorn		0	80	12 400	132	223	38 910	0	0	0
Rose Valley (875)	UISP									
Retaining Walls/Stairs										
Rose Valley Ph 4 (132)	IRDP				132		7 920			
Dysseldorp (534)(522 residential)	IRDP		80	10 400		223	28 990			
De Rust (289)	UISP									
Central Inf Settlements (Kanaal/Black Joint Tavern/G	UISP									
Spekkop (3500)	IRDP									
Bongolethu Mud Houses (17+7)	IRDP									
Bridgetown Bongolethu (32 remainder)										
Disaster Kits	EHP			2 000			2 000			
Spieskamp (87)(reduced to 51)	IRDP									
SUB TOTAL		972	1 660	353 191	1 143	1 839	372 323	685	1 530	277 688

26.2. Newly Proposed Social Housing, FLISP/GAP and Inclusionary Housing Initiatives – GRDM & B Municipalities

On the basis of the above housing footprint as well as the One Plan strategic considerations, the GRDM hereby commits together with the B Municipalities to projects located in RZs and newly identified PSHDAs to be undertaken on the basis of co planning, budgeting and implementation by the various spheres of government as per the outline below.

The primary focus of the One Plan Strategic Framework Plan as articulated earlier is on the 4 B Municipalities of Bitou, Knysna, George and Mossel Bay. These latter Municipalities have gazetted Restructuring Zones confirmed earlier by the N DoHS and together with their status of being deemed to be Catalytic Towns of the GRDM best align to the similar intent of the DDM and PSHDAs as well as the eventuality of the One Plan therefore.

Of the balance of the 7 B Municipalities as reflected earlier, only the Oudtshoorn Municipality has formal Gazetted Restructuring Zones (RZs) which would therefore allow for potential social housing projects being viable enough to attract both the

Institutional and Restructuring Grant (RGs) funding necessary to sustainably develop and manage social housing projects in well-located areas managed by appointed SHI(s) as was originally intended by the Municipality concerned. This aligns to the reality of the triggering effect linked to SDF and spatial planning reprioritisation and transformative objectives of the NDP which lean or incline themselves towards long term sustainable socio-economic integration, have now been reflected on the listing below. This is in line with the strategic advocacy of the One Plan strategic framework read together with the GRDM's own corporate strategic framework, this Strategic Plan and its Municipal Sector Plans for growth and development.

It is for that reason and rationale that the listing of social housing pilot projects as well as FLISP/GAP and Inclusionary Housing typologies will be pursued and implemented by the GRDM and its affected B Municipalities. These have now been also included in the list where the opportunity for such programme as well as active and current project implementation and pursuit prevails. The programme and funding instruments for social housing formally sit within the responsibility of the SHRA.

The latter has also extended its normal role to provision of a Municipal Social Housing Support Programme in collaboration with the National Association of Social Housing Organization (NASHO). This is geared towards provision of much needed enhancement of skills and development of Municipal staff to ensure they have the necessary capacity, systems and resources. They will be using related training manuals, best practice scenarios and related programme interventions, project planning as well as financial modelling requirements. These will be in the basis of targeted incentives to ensure a conducive sustainable social housing delivery supportive environment as advocated by the Social Housing Act of 2008, as follows:

26.2.1. Municipal Support Programmes

These programmes are geared towards creating the necessary internal institutional mechanisms for Municipalities to have the necessary technical and management capacities. These are primarily geared towards efficient provision of related support programmes and resources to enable partnering social housing institutions to effectively implement targeted social housing programme and projects. This also allows for

structured basis for internal municipal coordination across the various affected departments within them to constructively understand comprehend their roles and commitments.

26.2.2. Streamlined planning and technical engineering support requirements

This allows for structured coordination and readiness by the various departments to collaboratively combine their efforts and meet specific planning as well as engineering support requirements that might have a negative bearing or consequential risks on successful roll out of defined social housing projects.

26.2.3. Incentives that are critical for SH Programme Viability

There has be a structured basis for reservation of use of State land and funding requirements (i.e. Institutional Subsidies and Restructuring Grant funding sources). This can be enhanced and realised through a set OF criteria and evaluation mechanisms to minimise risk and delivery paralysis to both the Municipality and the chosen social housing partner(s). This would also extend to technical support requirements to ensure necessary SH Programme viability. These Municipal

Support Programmes therefore build a solid foundation and linked comprehensive understanding for handling such incentives and the

empirical value they have relative to associated risks, challenges and required project viability.

27. PROPOSED PILOT PROJECTS - GRDM

Type of Pilot Development	Erven, Yields and Location (RZ/PHSHDAs)	Planning Status	General Remarks
1. Garden Route District Municipality			
1.1.Social Housing & Student Accommodation (Mixed Development)	<p>1. Erf 26823</p> <ul style="list-style-type: none"> ➤ Located in Omega Street, Central George ➤ Gazetted Restructuring Zone as well as PHSHDA. ➤ Estimated Yield: 250 units <p>•</p> <p>2. Erf portion remainder 464</p> <ul style="list-style-type: none"> ➤ Located in York Rd close to intersection with R102 ➤ Gazetted Restructuring Zone 	<ul style="list-style-type: none"> ➤ Requires appointment of Planning Professionals (pre-feasibility and financial modelling exercises) ➤ Undertaking of a formal RFP for potential partnerships with SHRA Accredited SHI ➤ The RFP will allow for interested SHIs to make pertinent technical proposals and indication of readiness) ➤ Zoned as General Residential 	<ul style="list-style-type: none"> ➤ By virtue of its location, the project meets the requirements of the DDM/PHSHDAs and One Plan strategic considerations ➤ Will create scope and learnership opportunities to replicate same in similar areas ➤ Land (Erf) to be regarded as internal equity which allows for release of same either on a 10% of market value or alternatively a 40 year lease arrangement with successful SHI(s) ➤ Student Accommodation and SH – Similar institutional development and management instruments, resources and systems: long term operational management ➤ Formal contractual arrangements with successful SHI(s) – reviewed periodically every 5 years: Monitoring and Evaluation of performance and responsibilities/obligations of both parties. ➤ Erf 464 is 386 ha in size. For the purposes of this exercise, an estimated yield was determined therefore and a final one will be confirmed in due course. ➤ The developer and management of the development - GRDM

Type of Pilot Development	Erven, Yields and Location (RZ/PHSHDAs)	Planning Status	General Remarks
	<ul style="list-style-type: none"> ➤ Current zoning status: ➤ Located in the Central George Area ➤ Estimated Yield • 350 units 		
1.2. FLISP/GAP Housing Projects	<p>1. Portion and remainder of Erf 464</p> <ul style="list-style-type: none"> ➤ Located in York Rd close to intersection with Hope street • ➤ Restructuring Zone ➤ Estimated Yield: 500 units <p>2.ERF 323</p>	<ul style="list-style-type: none"> ➤ Requires appointment of Planning Professionals (pre-feasibility and financial modelling exercises) ➤ Engineering consultants also required: Bulk study and assessment of capacity/Infrastructural requirements ➤ Undertaking of a formal RFP for potential turnkey developer ➤ The RFP will allow for interested potential developers to make pertinent technical 	<ul style="list-style-type: none"> ➤ By virtue of its location, the project on Erf 464 meets the requirements of the DDM/PHSHDAs and One Plan strategic consideration <ul style="list-style-type: none"> ➤ Will create scope and learnership opportunities to replicate same in similar areas ➤ Erf 464 is 386 ha in size. For the purposes of this exercise, an arbitrary number was chosen ➤ Erf 323 is 56 ha in size and if fully developed has a potential yield of 3500 and for this exercise an estimated number was chosen pending final feasibility ➤ Income will be derived in the form of rates and service charges

Type of Pilot Development	Erven, Yields and Location (RZ/PHSHDAs)	Planning Status	General Remarks
	<ul style="list-style-type: none"> ➤ Located South of The N2 and west of Delville Park ➤ Not in restructuring zone ➤ Estimated Yield: 500 units. 	proposals and indication of readiness)	
1.3. Inclusionary Housing (Partnership arrangement with Private entity, if any)	Portion of Erf <ul style="list-style-type: none"> ➤ Located in Calitzdorp ➤ Not in a priority area ➤ Estimated Yield: 650 units 	<ul style="list-style-type: none"> ➤ Farming employer intends transferring a portion of the property to the GRDM for residential purposes to accommodate their employees and local households. ➤ Requires appointment of Planning & engineering Professionals (pre-feasibility and financial modelling exercises) 	<ul style="list-style-type: none"> ➤ By virtue of its rural area location, the DLDR will be drawn in ➤ Part of an Agri-village initiative ➤ Partnership potential with farm owners ➤ Will create scope and learnership opportunities to replicate same in similar areas

Type of Pilot Development	Erven, Yields and Location (RZ/PHSHDAs)	Planning Status	General Remarks
		<ul style="list-style-type: none"> ➤ Undertaking of a formal RFP for potential developer ➤ The RFP will allow for interested to make pertinent technical proposals and indication of readiness. 	
2. Mossel Bay Municipality			
2.1. Social Housing Project			
2.2. FLISP/GAP Housing Projects			
2.3. Inclusionary Housing (Partnership arrangement)			

Type of Pilot Development	Erven, Yields and Location (RZ/PHSHDAs)	Planning Status	General Remarks
with Private entity, if any)			
3. George Municipality			
3.1. Social Housing Project(s)	➤ Former Crocodile Farm , Portions of erf 464, George.		
	➤ CBD Parking Areas , Erf 7219 and 1695, George.		
	➤ George Station Precinct , Portion of Erven 2669, 2670, 2674, 2668, 4350, 5455, 22993 & 22997, George.		

Type of Pilot Development	Erven, Yields and Location (RZ/PHSHDAs)	Planning Status	General Remarks
	➤ Provincial Road Camp , Erf 347, George.		
	➤ George Hospital East , Erven 658, 659, 3254, 6231, 6236, 6237, 6749, 7493, 8011, 14759, 18283, George.		
	➤ Cathedral Street (previous name: Meade Street (Adjacent to Oakhurst Hotel) Erf 25809, George.		
3.2. FLISP/GAP Housing Projects	➤		

Type of Pilot Development	Erven, Yields and Location (RZ/PHSHDAs)	Planning Status	General Remarks
3.3. Inclusionary Housing (Partnership arrangement with Private entity, if any)			
<u>4.Kysna Municipality</u>			
4.1. Social Housing Projects	<ul style="list-style-type: none"> ➤ Heide Valley SH Project ➤ Erf number ➤ 450 units 	<ul style="list-style-type: none"> ➤ Planning stage ➤ Previous Environmental approval lapsed ➤ Need for Bulk Infrastructure • Study & Investigation ➤ Significant Potential for mixed housing – 2000 units 	<p>Heide Valley is a legacy programme earmarked by the KM for mixed housing developments in the affordable housing terrain. It however depends on elaborate planning and bulk infrastructural study commitments which have not yet been completed.</p> <p>Social housing is but one of the major typologies in addition to BNG and FLISP/GAP consideration to cater for a variety of needs. Given Heide Valley' outstanding planning authorities (environmental and sub divisional town planning approvals and</p>

Type of Pilot Development	Erven, Yields and Location (RZ/PHSHDAs)	Planning Status	General Remarks
			<p>zoning status have been confirmed) as well as the vexing bulk infrastructure challenges, extent of land, potential yields of 2000 units and its inherent historical significance, it was intended for both the KM and WC DoHS to collaboratively undertake the planning, feasibilities and eventual development of the site once the related feasibilities and bulk infrastructure indications and related funding commitments become a reality.</p> <p>Given the lead time and reality of outstanding planning work/interventions, this might be delayed for longer. However the test through the One Plan intervention will therefore to combine efforts for the prioritisation of the intended development through co planning, budgeting and implementation support requirements.</p>
	<ul style="list-style-type: none"> ➤ Milk Wood Flats – Upgrading and infill blocks ➤ Erf 134, Knysna 	<p>Currently zoned for residential purposes.</p> <p>Primary focus to be on conversions / upgrading and infill blocks through densification requirements</p>	<p>KM is supposed to undertake a RFP process through its SCM processes to determine the interests of SHRA accredited housing institutions and developers.</p> <p>By virtues of its location in a RZ, residential zoning status and use as well as being in an inner town area close to socio economic facilities and infrastructure as well as possible sufficient bulk</p>

Type of Pilot Development	Erven, Yields and Location (RZ/PHSHDAs)	Planning Status	General Remarks
		that relate to optimization of the use of the property for social housing purposes.	networks , etc., it would make valid sense to explore same due to its potential to meet related feasibility criteria test.
	<ul style="list-style-type: none"> ➤ Lagoon View ➤ Erf 17301, Knysna 	Existing residential blocks currently managed by Own Haven	This property was previously formally allocated to a SHRA accredited housing institution called Own Haven who are pursuing its development purely for social housing purposes. They already have a base and affordable housing footprint in Knysna. Therefore given its close proximity to an existing social housing project developed earlier, would fit the profile and feasibility as done earlier for social housing development.
	<ul style="list-style-type: none"> ➤ Gladstone Street, ➤ Erf 3409, Knysna 	Public land allocated by the KM to Own Haven for sole purpose of developing and managing social housing opportunities	Also already allocated to Own Haven by the Knysna Municipality. To be developed purely for social housing purposes. A formal funding application made to the SHRA

Type of Pilot Development	Erven, Yields and Location (RZ/PHSHDAs)	Planning Status	General Remarks
4.2. FLISP/GAP Housing Projects	➤		
4.3. Inclusionary Housing (Partnership arrangement with Private entity, if any)	➤		
<u>5. Bitou Municipality</u>			
5.1. Social Housing Project (s)	<ul style="list-style-type: none"> ➤ Melville Corner Shopping Centre, Erven 18 & 20 (20 units) ➤ Also in a Gazetted Restructuring 		

Type of Pilot Development	Erven, Yields and Location (RZ/PHSHDAs)	Planning Status	General Remarks
	Zone (RZ) as well as PHSHDAs (Priority Area)		
	➤ Municipal Depot Properties (Erf number not provided)		
	➤ Cape Nature, (erf number not provided)		
5.2. FLISP/GAP Housing Projects	➤		
5.3. Inclusionary Housing (Partnership arrangements)			

Type of Pilot Development	Erven, Yields and Location (RZ/PHSHDAs)	Planning Status	General Remarks
with Private entity, if any)			
<p><u>6.Oudtshoorn Municipality</u> – Although not part of the targeted 4 B Municipalities, they are the only Municipality outside of the primary targeted 4 B Municipalities linked to the One Plan, which has gazetted Restructuring Zones and two mapped SH Projects.</p>			

Type of Pilot Development	Erven, Yields and Location (RZ/PHSHDAs)	Planning Status	General Remarks
6.1. SH Projects	<p>1.ERF 7054</p> <ul style="list-style-type: none"> ➤ Located at Morester HS, Voortrekker Rd ➤ Gazetted RZ ➤ Yield:120 units <p>2. Erf 369</p> <ul style="list-style-type: none"> ➤ Located at Aurial College, bounded by 5th Avenue, Springbokweg, Zebra & Bontebok Rds. ➤ Gazetted RZ ➤ Yield: 200 <p>3. Erf 3216</p> <ul style="list-style-type: none"> ➤ Located at St John's R ➤ Gazetted RZ ➤ Yield: TBD 	<ul style="list-style-type: none"> ➤ Requires of Planning Professional team (Pre-feasibility and financial modelling exercises) ➤ Undertaking of a formal RFP for potential partnership with SHRA accredited SHI(s) ➤ The RFP will allow for interested SHIs to make pertinent technical proposals and indication of readiness) 	<ul style="list-style-type: none"> ➤ By virtue of their locations, the projects meet the requirements of the Restructuring Zone ➤ Will create scope and learnership opportunities to replicate same in similar areas ➤ Land to be regarded as internal equity which allows for release of same either on a 10% of market value or alternatively a 40 year lease arrangement with successful SHI(s) ➤ Formal contractual arrangements with successful SHI(s) – reviewed periodically every 5 years: Monitoring and Evaluation of performance and responsibilities/obligations of both parties. ➤ Erf 3216 has an existing building and footprint, the number of opportunities to be determined by the technical resources appointee, being considered for student accommodation.

Type of Pilot Development	Erven, Yields and Location (RZ/PHSHDAs)	Planning Status	General Remarks
6.2. FLISP/GAP	1. Erf Rem 130 <ul style="list-style-type: none"> ➤ Spekkop located Voortrekker Rd, near Landfill site ➤ Yield: 3 500 units (FLISP/GAP & SH – Mixed developments) 	<ul style="list-style-type: none"> ➤ Appointment of turnkey developer done ➤ Planning professionals done (pre-feasibility and financial modelling exercises) ➤ Layouts completed 	<ul style="list-style-type: none"> ➤ Projected projects halted due political intervention and subsequent Council resolution – this consequently changed the SDF
6.3. Inclusionary Housing	<ul style="list-style-type: none"> ➤ De Hoop/ Volmoed / Klip Lokasie Agri-Farming Project 	<ul style="list-style-type: none"> ➤ 	<ul style="list-style-type: none"> ➤

28. STRATEGIC STATE LAND/PROPERTIES ACQUISITION & USE: PHS&HDAS OR RZS

28.1. SCALED DELIVERY: DDM & ONE PLAN

In order to attain scaled delivery, there would have to be a structured strategic and acquisition of **both strategically located** State and Private Sector land / properties where necessary as defined and outlined under point 21 below therefore. The section herein talks to the implementation through a Human Settlements Sector Plan guided by the GRDM and B Municipalities' respective SDFs guidelines. **These are largely guided** by related planning legislation as outlined in the Spatial Planning and Land use Management Act (SPLUMA), (Act No. 16 of 2013) and The Western Cape Land Use Planning Act of 2014, read together (not limited) with the earlier outlined legislative provisions of these affected programmes.

The National Government legislative provisions have a common objective that guides and promotes the leveraged use of public assets (i.e. Land and Properties) for the purpose of spatial transformation and derivation of public good or social equity. This relates to the narrative around spatial planning reprioritisation to effectively and efficiently reverse old Apartheid

race based settlement distortions as outlined in the One Plan Strategic Framework.

More significantly, these legislative pieces and related material **relate** to structured use of not only the targeted State Assets but complementary State Funding processes and related sources on an inter-governmental coordination basis. **This lends itself to the need for relevant** Government stakeholders which will partner with the GRDM and affected B Municipalities. **This will be geared** towards realisation of sustainable affordable housing programmes and other linked developmental interventions to attain socio-economic growth of low cost households and communities.

They further provide much required guidelines and protocols for compliance through related processes and accountability for use of them towards attainment of transformation and long term socio-economic integration by the affected public authorities. The GRDM will therefore plan and implement the previously highlighted Municipal Sector Plans. **These must be utilised in combination** with the intended strategic objectives of realising mixed type affordable human settlements products in well located areas.

In addition, it is hoped that there will be realisation of the strategic land and property acquisition interventions to target, on a coordinated basis, with the other arms or spheres of government, the following State properties. **These are entirely located in formally Gazetted Restructuring Zones.** They also now double up as assets located in the newly defined Priority Human Settlements and Housing Development Areas (PHS&HDAs) located in the targeted 4 B Municipalities, namely:

- Groeneweide. Portion of Erf 464. (Zoned undetermined).
- Golden Harvest. Erven 1695 (zoned parking), 7219 (zoned local authority) and 1479.

28.1.1. George potential Social Housing sites

The following potential Social Housing sites are located in Restructuring Zones and have different State ownership status:

National Government Owned land/properties:

- Old Magistrate. Erven 658, 659 & 6236 (All currently zoned for Government use)

PGWC owned land:

- Vacant land at Millers. Erven 1608, 1609, 1618 & 6469. (Zoned Educational)
- Government Garage. Erf 3472. (Zoned Government).

Municipal owned land:

28.1.2. Knysna Municipality – Targeted State Properties

The following potential Social Housing sites are located within the Restructuring Zones and in state of readiness for social housing project implementation with the Municipality already formally approved its use therefore:

Land owned by Own Haven (formal transfer by Knysna Municipality):

- Lagoon View (Phase 1) - Erf 17301 (Zoned general residential)
- Lagoon View (Phase 2) - Erf 3409 (Zoned general residential)

Municipal owned land:

1. Heidevallei: Erven 7492, 243 and 255 (Zoning undetermined)
2. Protea Terrace: Erf 3534 (Zoned General residential) – Requires upgrading and in-fill Blocks for further densification
3. Melkhout Municipal Flats: Erf 1343 (Zoned General residential) – Similarly requires upgrading and in-fill Blocks

4. West View Courts: Erf 568 & 571 (Zoned General Residential)
5. Curlew Court Municipal Flats (Zoned General Residential) – Similar interventions as above.

28.1.3. Bitou Municipality – Targeted State and Private Properties

The following properties have similar potential for social housing and are within Restructuring Zones or PHS&HDAs as well.

➤ WC Government (Department of Public Works) owned land:

1. Provincial Public Works houses.

➤ Municipal owned land:

1. Municipal houses and workshop areas: Erf 2096.
2. Municipal houses and workshop areas. Erf 2096.
3. Shell Ultra City site. Erf 4367. (Currently Zoned for agriculture)

➤ Privately owned land:

1. Weldon Kaya Area

28.1.4. Oudtshoorn Municipality - Targeted State and Private Properties

Similarly, the following potential Social Housing and other affordable housing products sites or properties in the Oudtshoorn are located in the Restructuring Zones and or PHS&HDAs:

- PGWC owned land: OKSK (Aural College). Erf 3631 (mixed use proposed)
- Municipal owned land: This Social housing identified site formally allocated to Own Haven, Erf 7054 (Zoned General Residential).
- Additional land parcels have been recorded on the Municipality's Human Settlements Business Plan for future Projects – Located in the West of the CBD (East and West of Airport area with potential for 10 000 mixed units)
- Adjacent to Die Palm Oord, SANDF Land, Golf Course (Oud North), Showgrounds be informal housing developments (BNG Product) and SAPS Dog Unit Land – Given the location of Black Joint Tavern, GG Kamp and Kanaal informal settlements, this would warrant support to the Municipality to explore Upgrading of the existing 3

informal settlements areas into BNG housing opportunities.

- Targeted properties within the CBD area – private and public properties with requisite potential for densification since the entirety of the CBD is within the Gazetted Restructuring Zones and or PHS&HDAs.

28.1.5. Mossel Bay Municipality - Targeted State and Private Properties

In addition to the afore-mentioned social housing projects and typologies, the following properties require the necessary investigation and targeted acquisition, namely:

- **Municipal owned land:**

1. Mixed housing (Social, Institutional and GAP) is proposed along Bill Jeffery Drive

Some of these properties or areas have significant bulk infrastructure challenges and it is hoped that the One Plan interventions will elevate the need for necessary prioritisation of required State Funding to enhance successful implementation of currently planned projects as well as those located in the aforementioned B Municipalities.

29. TITLE DEED RESTORATION PROGRAMME

“TECHNICAL INPUTS AND COORDINATION”

This process is necessary in order to finalise set projects and empower the intended beneficiaries with formal transfers of targeted historical and new housing developments built for ownership purposes, through the issuing of title deeds that attest to such ownership.

The WC DoHS has highlighted this as a historical challenge despite its commitment to fund such title deed restoration and administrative requirements on an annual basis. The biggest challenges are typically the following unfortunate realities:

- Weak resource base and lack of proper administrative base and accountability in some of the Municipalities;
- Poor and or lack of cooperation by targeted beneficiaries to provide related documents to finalise the intended transfers respectively;
- The unfortunate practice of in-situ developments as well as other projects developed in areas that have no approved town planning prior authority

and township establishments to allow for seamless allocation of formal individual properties with their respective allocated erf numbers; and

- Socio-political tensions which in the large arise from improper beneficiation challenges and maladministration practices.

The WC DoHS has an expectation that when a business case for related funds are made and subsequently approved, that these afore-mentioned risks and maladministration realities will be averted and resolved accordingly. Although there has been marked improvements and efficient handling by some of the Municipalities, others have unfortunately not been able to handle this process in the expected professional and efficient manner. Through this Plan it is intended to clearly evaluate current resource and systems base and ensure appropriate resourcing and accountability. To this end an appropriate organizational structure, effective systems and programme guidelines per each implemented housing typology will be set and implemented. This will include looking at the inherent administrative and technical handling limitations in other B Municipalities and extend best

practice to them as well through an elaborate process.

30. COMPREHENSIVE TOWN PLANNING

STRATEGIES: GRDM AND B MUNICIPALITIES

Given the long term implications and requirements of providing adequate accessible housing typologies in well-located areas, *it would make sense to have structured town planning strategic frameworks to guide the process. The reality of most of the targeted B Municipalities also* being accorded the status of Catalytic Towns with reasonable socio-economic infrastructure and facilities, *provides therefore an ideal opportunity to pursue such interventions.* This will *further* provide for intentional strategic use of Municipal and State land and properties as well as a firm basis for planned use of such assets to meet the spatial planning and reprioritisation requirements to trigger mobility from poverty entrapment zones into well-located areas as advocated by the NDP through the One Plan strategic Framework, the Social Housing Act and related programmes, the Local Government Municipal Financial Management Act, National Housing Code, SPLUMA, etc.

Further, given the inherent legacy and spatial planning distortions of race based settlements, this has seen the prioritisation of housing programmes in

well-located areas being significantly distorted to the disadvantage of poor households who reside in peripheral areas. *These are deemed within the SA landscape,* as poverty entrapment zones where opportunities for growth are extremely limited. In order to meet the need to densify and optimise limited land and properties, it makes sense *therefore* to undertake a GRDM town planning strategy that recognizes the following obligations, if the long term advocacy for sustainable socio-economic integration are to be met, namely:

- *A* Town planning strategy that maps all required land to meet the need for scaled delivery and yields to offset the extent of demand and historical waiting lists as well as reality of consistent migration patterns and informal settlements growth and densification impact;
- The need to trigger much required mobility in the local housing sector market to be able to positively respond to housing demand and opportunities;
- Structured use of limited Municipal and State land and properties to meet the requirements of the DDM, PSHSDAs and the One Plan

eventuality. The town planning strategy would therefore be an important lever for quantify the extent of land for say planned developments over a 30 year scenario;

- Need for strategic identification, intergovernmental land transfers and acquisitions as well as subsequent use of such assets by the GRDM and its B Municipalities. This should also extend to the private sector on the basis of either direct purchase or land swaps/exchanges, where necessary, to meet scaled delivery through well- located land;
- Streamlined planning and engineering approval processes and related authorities in order to firm up funding applications as well as related timelines to prepare feasibilities, financial modelling and eventual development by accredited social housing institutions and developers who meet set criteria;
- Given the long term strategic outlook towards meeting densification and optimization strategic requirements linked to

increased yield outputs of these typologies alongside the other Municipal Sector Plans, this would go a Long way in meeting the long term growth and development of the GRDM and its B Municipalities;

- This would create the basis to deviate from the current ad hoc interventions which are hardly sustainable save to compound the reality of additional settlement and servicing challenges to the Municipality; and
- This would allow for quantification of the extent of housing and other development footprints and structured planning of current and future human settlements developments alongside the provisions and obligations of the balance of Municipal Sector Plans which require to be coherently handled in order to complement each other (i.e. the IDP – spatial planning and housing being an essential chapter of same, the SDF, Socio-economic Development and opportunities, Health and safety, Roads and Transport, Budgets that responsive, as well as the

balance of infrastructural requirements – articulated earlier as significant dependency factors).

It is important to note that if the town planning strategy is not vigorously pursued, this will have a severe limitation on the ability to successfully meet the commitments contained in the One Plan as well as other governmental strategic requirements in the housing front therefore. Therefore the appropriate strategic acquisition of targeted land and properties to be used to leverage the realization of the proposed housing typologies over the long term as defined by the One Plan, remains a significant premium and challenge which relies heavily on this proposed town planning intervention.

31. MAPPING THE ROAD AHEAD: COHERENT IMPLEMENTATION PLAN

It is beyond contestation that the reality of meeting long term socio-economic development and integration objectives as envisaged by the One Plan strategic consideration, requires an elaborate and structured GRDM Strategic Plan as is promoted by this document. It is indeed a significant reality for the GRDM to be chosen as one of the 52 Metro/District by the State in line with the provisions of the NDP.

Given the guidelines contained in this documents as well as the other Municipal Sector Plans, it is important for the GRDM and its B Municipalities to prepare and commit to these strategic guidelines therefore. To this end, a series of consultative workshops have been held to create common understanding and commitments by all Municipalities that constitute the GRDM which will reflect collective ownership of related processes and respective roles. **Such** concerted efforts will eventually make the One Plan a realisable proposition from a human settlements perspective, read and aligned together with the other Sector Plans. In the light of this, the following critical steps are mapped to make the GRDM's IHS Strategic Plan a living reality that best responds to Integrated Human Settlements and the One Plan Programme and Strategic requirements.

To this end, the following critical **Implementation Plan** serves to map the way forward therefore:

31.1. Formal submission of the GRDM's Integrated Human Settlements (IHS) Strategic Plan which contains the Human Settlements Sector Plan (HSSP) and Policy Guidelines to its full Council Meeting on **28 July 2021** for consideration and formal approval;

31.2. Once approved, further consultative workshops be undertaken with the following key stakeholders and further interventions as per targeted timelines here-under:

- DCF and MMF structures in which the GRDM and its B Municipalities are represented (June/ July 2021);
- Further consultative sessions with the 7 B Municipalities in endeavouring to consolidate common awareness and collective ownership of the Plan (July/August 2021);
- Align all Municipal Sector Plans and ensure necessary strategic and programme correlation and alignment to minimise confusion, possible implementation paralysis, through uncertainty and lack of commitment by internal and external stakeholders (July 2021);
- Ensure ignition of co planning, budgeting and implementation collaboratively by all spheres of government as advocated by the DDM, PHSHDAs and One Plan Strategic Framework and guidelines (July 2021 – ongoing process);
- There be clarity of responsibilities across the different spheres of

affected government departments relative to accountability, governance, control, funding and technical commitments, required institutional capacity/resources, systems and mechanisms to be committed through defined coordination structures. To this end, there remains strong dependencies on setting up both the Political and Technical Management Committees as coordination structures for the District Pilot. These should have ideally been set by end of May 2021. However as per the Circular from COGTA dated April 2021, the WC Government is expected to continue the coordination role as a holding arrangement until such Committees are set and functional (August 2021 – ongoing process with clear timelines);

- The GRDM to formally proceed with the Accreditation process on the basis of this Plan and its contained HSSP and Policy Guidelines (On-going process – November 2021);
- It be noted that the current HSDG and UISP Projects whose

current 5 year period ends in the 2023/24 FY as approved by the WC DoHS be independently allowed to be implemented by the B Municipalities and where required, technical and administrative support be forthcoming from the GRDM, George Regional District Office as well as the WC DoHS (Adherence to approved timelines (as per approved Business Plans ending 2023/24 FY);

- It further be noted that as advocated and contained in this GRDM IHS Strategic Plan, the latter will pursue projects in particular in Priority Areas or RZs as mapped above which will constitute primarily: Social Housing, FLISP/GAP and Inclusionary Housing opportunities to trigger mobility from poverty entrapment zones to well-located inner town areas as advocated by the One Plan strategic framework and eventuality (RFP processes already undertaken with further planned interventions to initiate some of the SH, FLISP/GAP and Inclusionary Housing Projects by

some of the Municipalities – Ongoing);

- An elaborative strategic communication and consultative process be undertaken with both internal and external stakeholders and partners to further enhance collective ownership of the Plan to minimise risk and ease of implementation (August 2021 – October 2021);
- The process to also entail the formulation of a GRDM Town Planning Strategy which will be pivotal in enhancing developments that ensures adequate land and properties from an acquisition and reservation reality to complement scaled human settlements interventions and programme delivery – this will look at current land and properties as well as required strategic acquisition to offset scaled delivery programme requirements (On-going – on or before March 2022);
- Programme and project feasibilities around planning and bulk requirements;
- A risk mitigation strategy to be developed and confirmed to all

- internal and stakeholders once approved (October 2021);
- A performance management process to be undertaken linked to the SDBIP internal processes of each affected Municipality to determine meeting of set programme goals and timelines as per the Business Plan and now this Plan as well (quarterly review processes and confirmation – ongoing per funding year commencing July 2021 – June 2022 and next annual cycles);
 - Launch and implement the internal human resource and systems requirements in order to ensure relative capacity to deliver as per this Plan. To this end there will be need to align and approve the GRDM's internal Human Settlements Directorate as a dedicated portfolio headed by an Executive Manager and dedicated management and technical personnel to enhance capacity to manage all aspects of the Integrated Human Settlements programme requirements. This will also include evaluating and enhancing the capacities of the primarily the B Municipalities with requisite skills base and collaboration with the GRDM and the George District office of the WC DoHS. This will look at the need for collaborative efforts between B Municipalities in which the stronger ones might be required to lend support to nearby adjacent Municipalities who have inherently struggle to meet and enhance project / programme implementation as per approved projects in the Business Plans set to continue until 2023/24 FY and beyond (July 2021 and beyond);
 - This Plan be subjected to normal annual review and alignment processes relative to the provisions of the One Plan, set corporate objectives of the GRDM and B Municipalities as well as changes in National Government Legislation and Programme and defined projects reviews and alignment requirements. Such changes and adaptations will be shared with all stakeholders and prepared for normal Council approval as per applicable Delegated Authorities (October 2022); and
 - A Code of Conduct which delineates responsibilities and

obligations of both the political and administrative spheres within the GRDM and the B Municipalities be set and approved by full council (July 2021).

32. ACKNOWLEDGEMENTS

This document has been guided by the following sources of material and information:

26.1 Housing Project Process Guide – Department of Human Settlements, Reviewed September 2009 and 2017

26.2 2021/2022 IDP Budget PMS Process Plan and Time Schedule – GRDM

26.3 Process towards Development of 49 District and Metro Plans

26.4 FLISP Pipeline Analysis – Financial Years – WC DoHS, 12 March 2021

26.5 Gazetted Restructuring Zones – WC DoHS, March 2021.

These annexures have been categorised as follows:

27.1. Annexure “A”: Process Towards the Development of 49 District and Metro One Plans

26.6 Guideline for the Preparation of Municipal Housing Sector Plans – WC DoHS, December 2019

26.7 Inclusionary Housing Policy Framework – May 2021

26.8 PSHDA Gazette – Department of COGTA, May 2021

26.9 SALGA DDM District Housing Accreditation Report 5 March 2015 (NC)

26.10 Treasury Circular Mun No 05 of 2021 Municipal Budget 2021/22 MTREF & SIME Engagements 2021 – National Department of Treasury, 2021

33. ANNEXURES

The Annexures have been placed on discs due to their size and volume which will be distributed to each member of the Council and management members for ease of access.

27.2. Annexure “B”: DDM District Profile - Garden Route District (19 July 2020 – 2021)

27.3. Annexure “C”: DRAFT GRDM One Plan Process Plan - 25 FEB 2021

27.4. Annexure “D”: FLISP Pipeline Analysis financial years - 12 March 2021

27.5. Annexure "E": Gazetted Restructuring Zones - March 2021

27.6. Annexure "F": GRDM – Municipal Sector Plans

27.7. Annexure "G": GRDM - Strategic Plan Implementation Timelines

27.8. Annexure "H": HDA Land Guidelines - May 2021

27.9. Annexure "I": Guideline for the Preparation of Municipal Housing Sector Plans - December 2019

27.10. Annexure "J": Human Settlement Plan Flow Chart April 2021

27.11. Annexure "K": Inclusionary Housing Policy Framework – May 2021

27.12. Annexure "L": PHSHDA Gazette May 2021

27.13. Annexure "M": RZ Maps- Consolidated Garden Route 4 X B Municipalities

27.14. Annexure "N": SALGA DDM District Housing Accreditation Report 5 March 2015 (NC)

27.15. Annexure "O": SCCD - District Development Model Pilot Project (DDM) – HDA, February 2021

27.15. Annexure "P": District Development Model (DDM): Development of One Plans for All Districts and Metros

27.16. Annexure "Q": New Organogram: GRDM IHS Department

27.17. Annexure "R": Treasury Circular Mun No 05 of 2021 Municipal Budget 2021/22 MTREF & SIME Engagements 2021