









Garden Route
DISTRICT MUNICIPALITY | UMASIPALA WESITHILI | DISTRIKSMUNISIPALITEIT

2020-2021 Final Reviewed **Integrated Development Plan**

Garden Route District Municipality
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A STORY OF GARDEN ROUTE
DISTRICT MUNICIPALITY

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

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

A district with good transport and road infrastructure network.

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

Pristine beaches and a relatively unspoilt environment.

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

Growth Nodes in Garden Route District Area	
The economic growth and development of the district depends on monopolising on its competitive advantages. The district has a wide range of competitive advantages ranging from: - The coastal line, with opportunities of ocean economy, coastal tourism. - Large Forestry, - Arable land for agriculture and farming, - Effective natural resources.	
GEORGE THE CITY FOR ALL REASONS	**WC:044** This municipality is situated in a district, which is informally known as the Garden Route, with its hubs, nestled among the slopes of the majestic Outeniqua Mountains and flanked by the Indian Ocean to the south. It is situated on the major transport routes between Cape Town in the south and Port Elizabeth in the east.
KANNALAND	**WC:041** Kannaland municipality is renowned for its cheese factories and the production of world famous dairy and wine products.
MOSSELBAAI Explore Endless Horizons!	**WC:043** Its main economic activity is agriculture (Aloes, cattle, dairy, ostriches, sheep, timber, vegetable and wines), fishing light industry, petrochemicals and tourism.
Bitou municipality to be the best together	**WC:047** This municipality is situated along the Garden Route. Bitou is rife with a number of invertebrates such as anemones, nudibranchs and sponges. Bitou has over four different kinds of reefs and is particularly famous for being the best night-time diving spot.
HESSEQUA Local Municipality	**WC:042** This municipality is nestled in the shadow of the shadows of the Langeberg Mountains and in the embrace of the warm Idian Ocean, stretching from the Breede River in the west to the Gourits River in the east.
KNYSNA Municipality Munisipaliteit uMasipala	**WC:048** This municipality is one of the smallest municipalities of the seven that makes up the district, accounting for only 5% of its geographical area, main economic sectors; wholesales and retail trade, catering and accomodation, finance, insurance, real estate and business.
OUDTSHOORN Munisipaliteit • Umasipala • Municipality CELEBRATING OUR 150 TOGETHER VISION 2030 A TOWN TO WORK, LEARN, PLAY AND PROSPER	**WC:045** The greater Oudtshoorn area is nestled at the foot of the Swartberg Mountains in the little Karoo region. It is defined as the semi-desert area with a unique and sensitive natural environment. It was once the indigenous home of the Khoi-san people and the rock paintings on the walls of the caves in the surroundings area sends a message that survival in this area requires respect for the natural environment.

Mayoral Committee (MAYCO) Members



Cllr Memory Booysen
Executive Mayor &
Chairperson



Cllr Rosina Ruiters
Portfolio Chairperson:
District Economic Development and Tourism



Cllr Jerome Lambaatjeen
Portfolio Chairperson:
Financial Services



Cllr Khayalethu Lose
Portfolio Chairperson:
Community Services



Cllr Rowan Spies
Portfolio Chairperson:
Roads and Transport Planning Services



Cllr Isaya Stemela
Portfolio Chairperson:
Corporate Services



Cllr Joslyn Johnson
Portfolio Chairperson:
Property Management and Development



Cllr Erica Meyer
Portfolio Chairperson:
Strategic Services

2016/17 - 2021/22 Council



Cllr Barend Groenewald
Speaker
DA



Cllr Memory Booysen
Executive Mayor
DA



Cllr Rosina Ruiters
Deputy Executive Mayor
DA



Cllr Erica Meyer
DA



Cllr Isaya Stemela
DA



Cllr Joslyn Johnson
DA



Cllr Rowan Spies
DA



Cllr Khayalethu Lose
DA



Cllr Liza Stroebel
DA



Cllr Nomvuyiseko Gungubele
ANC



Cllr Albertus Rossouw
DA



Georlene Wolmarans
DA



Cllr Ivan Mangaliso
ANC



Cllr Jerome Lambaatjeen
DA



Cllr Bernardus van Wyk
DA



Cllr Daniel Saayman
DA



Cllr Klaas Windvogel
ANC



Cllr Luzuko Tyokolo
DA



Cllr Mputumi Mapitiza
ANC



Cllr Ndoda Tsengwa
ANC

2016/17 - 2021/22 Council



Cllr Piet van der Hoven
ANC



Cllr Raybin-Gibb Figland
DA



Cllr Clodia Lichaba
ANC



Cllr Ryk Wildschut
DA



Cllr Sebenzile Mbandezi
ANC



Cllr Jennifer Hartnick
DA



Cllr Steven de Vries
ANC



Cllr Sharon May
DA



Cllr Theresa Fortuin
ICOSA



Cllr Thersia Van Rensburg
DA



Cllr Tobeka Teyisi
ANC



Cllr Virgil Gericke
PBI



Cllr Anne Windvogel
DA



Cllr Nomhiki Jacob
ANC



Cllr Nontsilelo Kamte
ANC

EXECUTIVE MANAGEMENT



Mr Monde Stratu
Municipal Manager



Mr Clive Africa
Executive Manager: Community Services



Ms Trix Holtzhausen
Executive Manager: Corporate Services



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



Mr Lusanda Menze
Executive Manager: Planning and Economic Development



Mr John G Daniels
Executive Manager: Roads Services

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ABBREVIATIONS & ACRONYMS

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

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

REPORT OUTLINE

The structure of the IDP is as follows:

CHAPTER 1: THE VISION

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

CHAPTER 2: SOCIO ECONOMIC PROFILE OF THE DISTRICT, HUMAN DEVELOPMENT, SOCIAL DEVELOPMENT, ECONOMY

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

CHAPTER 3: SPATIAL PLANNING

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

CHAPTER 4: SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT

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

CHAPTER 5: ENVIRONMENT AND HEALTH SERVICES

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

CHAPTER 6: ECONOMIC DEVELOPMENT

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

CHAPTER 7: GOOD GOVERNANCE

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

CHAPTER 8: INSTITUTIONAL DEVELOPMENT

Addresses the human resources in the institution

CHAPTER 9: FINANCIAL ANALYSIS

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

CHAPTER 10: DISASTER MANAGEMENT

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

CHAPTER 11: SPATIAL DEVELOPMENT FRAMEWORK

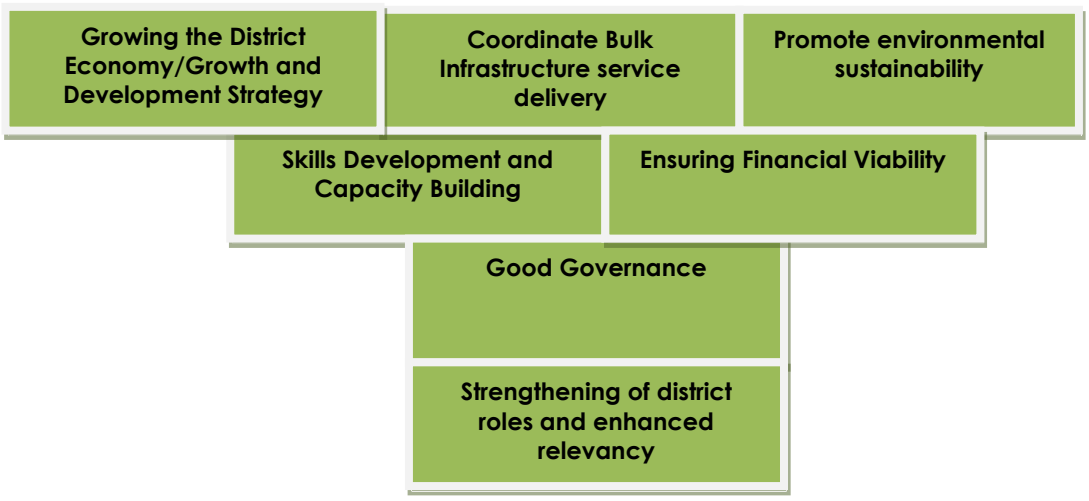
Chapter 11 provides guidelines for land use management system for municipality, also talks to climate change, biodiversity management, air quality and spatial development framework objectives aligned with IDP objectives and strategies

VISION

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

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

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



GARDEN ROUTE STRATEGIC OBJECTIVES

STRATEGIC OBJECTIVES					
Growing the District Economy/Growth and Development Strategy	**Coordinate Bulk Infrastructure service delivery**	**Promote environmental sustainability**	**Skills Development and Capacity Building**	**Ensuring Financial Sustainability**	**Good Governance**
• SMME municipal expos • Entrepreneurial skills development programs • Economic development partnerships in collaboration with SCBP • Film industry development • GRDM Agri Parks • GRDM Youth Cafes • Events funding through Wesgro • GRDM Cater Care Programme • Regional Tourism Marketing and Development Strategy • International and local Marketing platforms • Mobile application • Agri - processing • Leveraging municipal assets through properties development towards economic growth and sustainability • GRDM Fresh produce market and abattoirs • MOU with Department of Agriculture • Mossel Bay as SEZ • Smart Region • Establishment of a District Agency	• GRDM Integrated Transport Plan • Regional Landfill Waste Facility • Water augmentation implementation plan • Road infrastructure maintenance • Development of a Comprehensive Bulk infrastructure implementation plan for the district	• Disaster Management Guide (Disaster Risk Reduction) • Environmental Management Education and training • Climate change adaptation • Air Quality Management • Coastal Management Programmes • Waste to energy • Regional waste management facility • Green/Energy Renewal projects (Solar Energy) • Protection of critical biodiversity areas • Rendering of integrated bush and veld fire management (proactive)as well as fire and rescue services (Re active)	• Skills development for GRDM staff and entire district • GRDM WSP Review • Internal and external bursaries • Learnerships/Internships/Student Interns • SETAS invest in skills development • Skills Mecca • Establishment of training academy in partnership with various institutions of higher learning, NMU, University of Stellenbosch	• New formula for funding allocation/Equitable Share • GRDM property Master plan (Investment Opportunities) • Delivering on all functions of the District as per legal mandate of the district (Fire, Municipal Health levies, Energy services etc) • Internal cost savings mechanisms and identification of alternative funding sources • Align organizational structure with strategic goals of IDP • To undertake a comprehensive workforce planning for the municipality	• Integrated development planning –functioning and align organizational structure with strategic goals of IDP • Funding mobilization • IGR/News letters • MMF/DCF • Building capacity and hands on support to B Municipalities Festivals and municipal activities

EXECUTIVE MAYOR'S FOREWORD



The Republic of South Africa has taken a bold decision to champion the development of communities, through District Municipalities. The District Development Model for service delivery will provide one district plan and budget. This model is aimed to improve coherence and impact of government service delivery with focus on all **44 Districts** and 8 Metropolitan Councils.

The District municipalities will be centres of development, in many spectrums relating to development, I am pleased to share with the entire Garden Route District that, the President of the Republic of South Africa, will be launching this District Development Model in our District before the end of 2020. Garden Route is the only District that has been chosen in the Western Cape Province as a pilot project.

The District Development Model will continue to strengthen, the constitutional imperative, which calls upon us as Garden Route District Municipality to involve the citizens in decision making, so that they can own the processes geared towards their own development.
Public participation is not the act of charity or benevolence, but as an exercise in building and deepening our democracy, by firmly inculcating transparency and accountability across the board. This we have ensured through stakeholder consultation in different forums and platforms of the district, in order to give meaningful effect to the last review of our five-year plan. We are certain that our Integrated Development Plan encompass the outlook of the people of the Garden Route District.

COMMUNITY SERVICES AND SAFETY

As the Garden Route District, we are proud to confirm that, the regional landfill site that has been a theory for more than 10 years, and will come to reality in April 2020, the construction process will commence and the launch has been done already.

The Department of Community safety has allocated an amount of R1 200 000.00 for the financial year 2019/2020 for the District to develop its Safety Plan and [the] formation of the Structures (Community Safety Forum and the District Safety Forum. Each Municipality within the District was required to develop a Safety Plan and Business plan on how they're going to execute their safety plan, an amount of R52000.00 was set aside for each Municipality for establishment of the Local Safety Forum and the implementation of the business plan. All of our B Municipalities have submitted their Safety plans. We call upon all community structures to participate in the establishment of safety forums in their municipalities. Your participation in these structures will assist in ensuring that as a community, you claim your streets from the criminals.

We will soon be establishing a Men's Sector District forum and we call upon all men to participate in the establishment of the Local Men's Forum in your own municipalities, this structure will also educate boys on how to behave and avoid violence.

On this note we are saddened by COVID 19, which has been declared by World Health Organisation (WHO) as a pandemic, as the results to that we have suspended all our major gatherings that involve the attendance of more than 100 attendees, the following gatherings have been suspended until further notice due to CORONA VIRUS;

- Skills summit that was scheduled for the 19th – 20th March 2020.
- Institutional strategic planning session scheduled for the 23rd – 24th March 2020.
- District Men's Forum that was scheduled for the 17 April 2020.
- State of the District Address, scheduled for 30th April 2020.

GOOD GOVERNANCE

The Council has noted the unqualified audit opinions obtained by all local municipalities in our district, with the exception of Hessequa Local Municipality that obtained a clean audit for the year 2018/2019. We are hoping to have improved audit outcomes for 2019/2020 year of audit throughout the district.

BASIC SERVICE DELIVERY AND INFRASTRUCTURE

The Garden Route District has for 2019/2020 financial year received R163 Million to deal with, resealing, gravelling, upgrading and routine maintenance of roads across the District.
The bulk infrastructure projects are underway, with our catalytic local economic development project of a possible Fresh Produce Market, of which the feasibility study and business plan will be finalised by April 2020. The District Development Agency will materialise by 2020/2021 financial year, as the feasibility study will also be finalised during the current financial year.

Our Growth and Development Strategy will also be finalised in June 2020, and further arrangements for its launch will therefore follow, with the inclusion of both the private and public sector.

Let me take this opportunity to thank all Councillors for their support, and the Administration, and all seven (7) Local Municipalities within the District for [their] cooperation and support. **"MAXIMIZE CITIZEN IMPACT"**

Thank you

EXECUTIVE MAYOR
MEMORY BOOYSEN

MUNICIPAL MANAGER'S MESSAGE



The Local Government: Municipal Systems Act, (Act No 32 of 2000) chapter 5 five defines Integrated Development Plan as one of the essential functions of a municipality in relation to its developmental agenda and mandate, it should be framed in a way that it incorporates all available resources, such as; human, financial and other related resources.

INSTITUTIONAL TRANSFORMATION AND DEVELOPMENT

The District planned to have a skills summit on the 19th – 20th March 2020, however it has been postponed due to COVID 19, and we remain committed in becoming a Skills Mecca.

The Corona epidemic which has been declared as a National State of Disaster by President of the Republic of South Africa has necessitated that we take drastic decision as an institution to ensure that we do not expose public and our staff to this virus. We will be tabling our final reviewed organisational structure to council for approval, which the approach to that is different as compared to previous years. Annually we review our staff complement and this year a decision was taken to budget for any new positions, this has been informed by our budget process and our financial. All policy gaps have been addressed through policy workshops prior the final approval our IDP and Budget. All policies that necessitate review receive necessary attention.

SERVICE DELIVERY AND INFRASTRUCTURE INVESTMENT

The alignment with national and provincial development objectives on this key performance area is receiving full attention of the council. We are gravelling, reseal and maintaining all our district roads through a budgeted work plan.

The municipality has embarked on various projects to ensure service delivery and

financial sustainability of the institution. The feasibility study and business plan for a Fresh Produce Market and the Municipal Development Agency will be completed by April 2020. The draft report on Fresh produce Market indicates a need for such a market in our region. The municipality is also in advance stages in dealing with energy crisis within the region.

FINANCIAL VIABILITY AND MANAGEMENT

The municipality is in a positive cash flow position and decision not to create any new position is meant to sustain the status quo. we will review our cost containment policy to ensure that we maintain relevance of the district but we do not operate outside the regulations.

We will review our 2020/2021 budget as guided by legislative imperatives, so as to ensure proper alignment with IDP objective and overarching strategy of Council.

LOCAL ECONOMIC DEVELOPMENT

The stagnation in the economic growth of the district remains a risk, but the materialisation of our district fresh produce market will bring change in the economic development of our district. The implementation of our growth and development strategy will also assist in ensuring private and public partnership towards augmenting economic development of our district. All these magnificent initiatives will be implemented at the beginning of 2020/2021 financial year.

GOOD GOVERNANCE AND PUBLIC PARTICIPATION

The risk management system has been procured during 2019/2020 financial year. We are looking forward in having an integrated financial system for the entire Garden Route District.

We keep the public informed through our quarterly newsletters of all activities and programmes provided by the district and sector departments within the district space. We also use all relevant social media communication initiatives to share information and keep the public informed.

The highlights that have been indicated in the foreword of the Executive Mayor, have made me to recognise and appreciate the support from all councillors and cooperation by all Municipal Managers within the District. I also thank my administration in ensuring that, the council vision is implemented.

Thank you

MONDE STRATU
MUNICIPAL MANAGER
GARDEN ROUTE DISTRICT MUNICIPALITY

THE EXECUTIVE SUMMARY

THE EXECUTIVE SUMMARY

i. Introduction

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

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

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

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

ii. The IDP Development and Review Process

On 27 August 2019, the Garden Route District Municipality adopted its District IDP Framework Plan together with the IDP Process Plan. The District IDP Framework served as a guide to all local municipalities falling within the Garden Route area of jurisdiction, and for purposes of alignment in the preparation of their respective Process Plans.

In brief, the District Framework Plan outlines the time frames of scheduled events/activities, structures involved and their respective roles and responsibilities. The IDP Process Plan outlines in detail, the way in which the GRDM embarked on its 2020-2021 IDP review and Budget processes.

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

In the process of developing the IDP and the Budget, a strategic planning session was held on 12 -13 March 2020. The session was intended to facilitate provision of a framework that will guide the municipality's strategic direction as reflected in the 5-year strategic document.

iii. Public Participation and Community Development

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

ACTION PLAN PARTICIPATION STRUCTURES, MEETING DATES AND OTHER IDP REVIEW PROCESSES	
PRE-PLANNING (July-August)	
Prepare IDP framework	1st August 2019
Prepare the IDP process plan	7th August 2019
Submission of both the process plan and framework to council for adoption	27 August 2019
Submission of the IDP process plan to DLG in the province	4 September 2019
ANALYSIS (September- November)	
Notify the public of the adoption of the IDP process plan	10 September 2019
District Municipal Managers forum	4 September 2019
District Coordination forum	4 September 2019
District IDP Managers forum	26 November 2019
District public participation and communicator's forum.	3 October 2019
OBJECTIVES, STRATEGIES AND PROGRAMMES (Jan – March)	
IDP departmental engagements	January – February 2020
IDP/Budget and PMS steering committee (to present situational analysis and budget adjustment outline)	23 January 2020
IDP/Budget steering committee	4 February 2020
District IDP/Budget and PMS representative forum	12 March 2020
District Municipal Managers forum (MMF)	13 February 2020
District Coordinating forum (DCF)	13 February 2020
Tabling of the Draft 2020/21 IDP to council	25 March 2020
ALIGNMENT AND APPROVAL (April-June)	
Notify the public of the adoption of draft 2020/21 IDP/Budget and obtain inputs for period of 21 days	10 April 2020
Submission of the Draft IDP to DLG	3 April 2020
Submission of the draft Budget to PT/NT	3 April 2020
IDP/Budget roadshows	April 2020
IDP Managers Forum	4 May 2020
SIME Engagement	8 May 2020
Institutional strategic planning session	7,11 May 2020
Budget Policy Workshop	20 May 2020
IDP Budget & PMS Steering Committee	21 May 2020
Budget Steering Committee Meeting	26 May 2020
Council Meeting (IDP and Budget final adoption)	27 May 2020
Notify public of approval both IDP and Budget	4June 2020
Submission of IDP to DLG	5 June 2020
Submission of the Budget to PT/NT	5 June 2020
IDP Budget & PMS Steering Committee	18 June 2020
Council Meeting	23 June 2020

iv. Relevant Documents for the IDP Development

The following documentation should be read with the IDP:

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

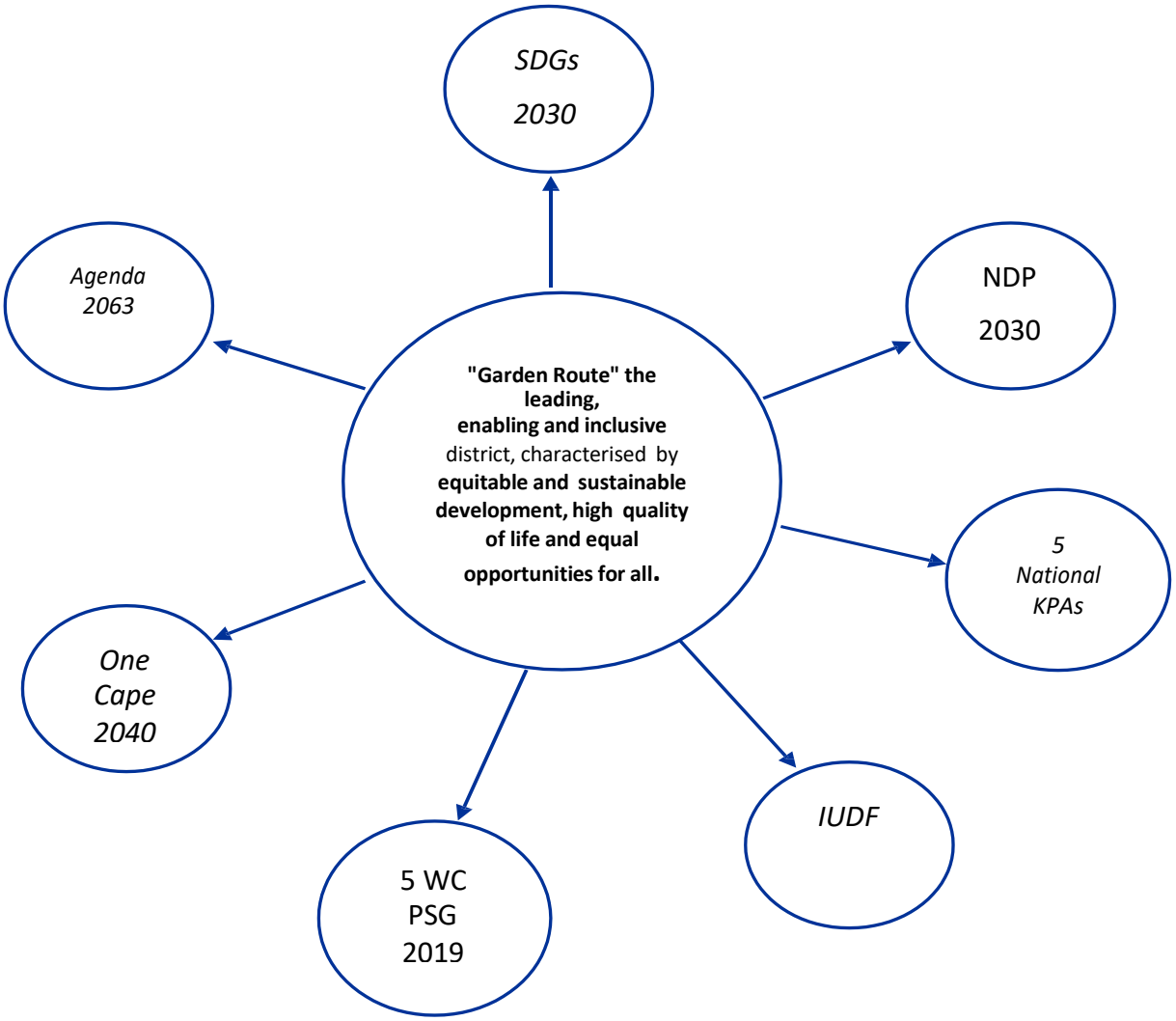
v. Alignment with National and Provincial Programs

The following National programs informed the IDP process:

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

vi. IDP Strategic Thrusts

This section demonstrates how the Garden Route District Municipality anticipates translating its long term vision into an effective strategy. It depicts internal and external factors that have shaped strategies for the current term of council and for the future development. Among these is the municipality's commitment to align to global, national and provincial government policy directives. The following illustration describes how Garden Route links with these policy directives: also there is a provision of a top layer service delivery and budget implementation plan for 2020/21 financial year.



Agenda 2063 "The Africa We Want"

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

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

1. A prosperous Africa based on inclusive growth and sustainable development
2. An integrated continent, politically united and based on the ideals of Pan Africanism and the vision of Africa's Renaissance
3. An Africa of good governance, democracy, respect for human rights,

justice and the rule of law
4. A peaceful and secure Africa
5. An Africa with a strong cultural identity, common heritage, values and ethics
6. An Africa where development is people-driven, unleashing the potential of its women and youth
7. Africa as a strong, united and influential global player and partner

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

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

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

The SDGs work in the spirit of pragmatism to make the right choices now to improve life, in a sustainable way, for future generations. These goals provide clear targets for all countries to adopt in accordance with their own priorities and the environmental challenges of the world at large. The SDGs are an inclusive agenda. They tackle the root causes of poverty and unite municipalities to make a positive change for both people and planet.
The 17 SDG's are listed below:



Illustration3: The Sustainable Development Goals

The National Development Plan (2030)

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

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



Illustration4: National Development Plan 2030

COGTA Back to Basics

Although progress has been made in delivering basic services to communities, local government still has a far way to go in order to satisfy the needs of all citizens. The reason for the aforementioned is, because of the continuously changing external dynamics and environment of local government. In April this year the

Department of Co-operative Government and Traditional Affairs convened the 3rd Local Government Summit.

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

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

1. Putting people and their concerns first
2. Demonstrating good governance and administration
3. Delivering municipal services
4. Sound financial management and accounting; and
5. Sound institutions and administrative capabilities.

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

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

COGTA Integrated Urban Development Framework (IUDF)

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

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

The IUDF sets a policy framework to guide the development of inclusive, resilient and liveable urban settlements while addressing the unique conditions and challenges facing SA cities and towns. Urban areas offer the advantages of economic concentration, connectivity to global markets, the availability of new technologies and the reality of knowledge economies. Given the challenges that municipalities face, there is a need to forge a sustainable growth vision for our

urban and rural spaces that will guide our development priorities and choices. The IUDF advocates the effective management of urbanisation so that the increasing concentration of an economically active population translates into higher levels of economic activity, greater productivity and higher rates of growth, the key outcome being spatial transformation. The objective is to ensure spatial integration, improved access to services and promote social and economic inclusion. The process requires careful consideration of how we collaboratively plan and coordinate investments and delivery among different government spheres and departments, the private sector and civil society in order to unlock developmental synergy.

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

Policy Lever 1: Integrated urban planning and management

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

Policy Lever 2: Integrated transport and mobility

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

Policy Lever 3: Integrated sustainable human settlements

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

Policy Lever 4: Integrated urban infrastructure

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

Policy Lever 5: Efficient land governance and management

Cities and towns that grow through investments in land and property, providing income for municipalities, which allows further investments in infrastructure and services, resulting in inclusive, multi-functional urban spaces.

Policy Lever 6: Inclusive economic development
Cities and towns that are dynamic and efficient, foster entrepreneurialism and innovation, sustain livelihoods, enable inclusive economic growth, and generate the tax base needed to sustain and expand public services and amenities.

Policy Lever 7: Empowered active communities

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

Policy Lever 8: Effective urban governance

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

Policy Lever 9: Sustainable finances

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

Mediums Term Strategic Framework

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

Priority 1: Building a capable, ethical and developmental state
Priority 2: Economic transformation and job creation
Priority 3: Education skills and health
Priority 4: Consolidating the social wage through reliable and quality basic services
Priority 5: Spatial integration human settlements and local government
Priority 6: Social cohesion and safe communities
Priority 7: A better Africa and world.

The three NDP Pillars for 2019-2024



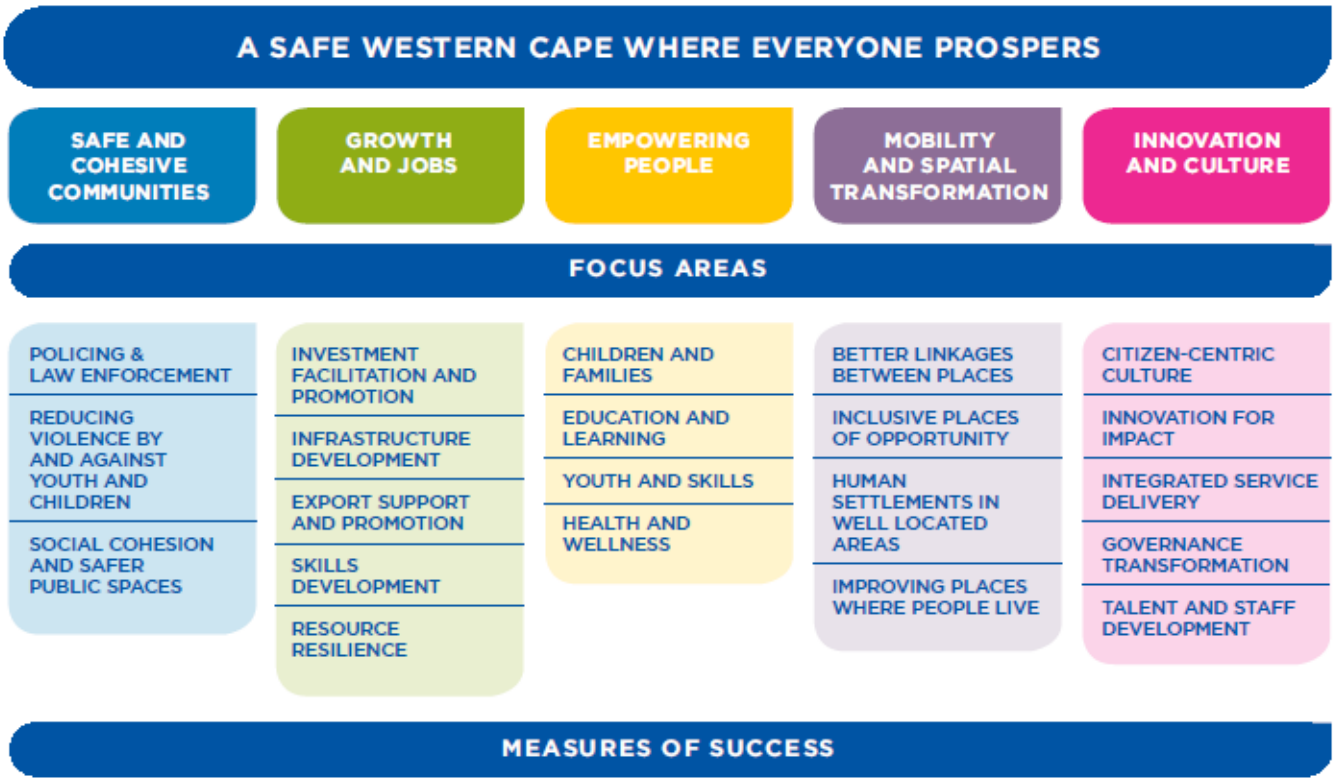
Western Cape Provincial Strategic Plan (2019-2024)

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

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

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

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


A SAFE WESTERN CAPE WHERE EVERYONE PROSPERS
SAFE AND COHESIVE COMMUNITIES
GROWTH AND JOBS
EMPOWERING PEOPLE
MOBILITY AND SPATIAL TRANSFORMATION
INNOVATION AND CULTURE
FOCUS AREAS
POLICING & LAW ENFORCEMENT
REDUCING VIOLENCE BY AND AGAINST YOUTH AND CHILDREN
SOCIAL COHESION AND SAFER PUBLIC SPACES
INVESTMENT FACILITATION AND PROMOTION
INFRASTRUCTURE DEVELOPMENT
EXPORT SUPPORT AND PROMOTION
SKILLS DEVELOPMENT
RESOURCE RESILIENCE
CHILDREN AND FAMILIES
EDUCATION AND LEARNING
YOUTH AND SKILLS
HEALTH AND WELLNESS
BETTER LINKAGES BETWEEN PLACES
INCLUSIVE PLACES OF OPPORTUNITY
HUMAN SETTLEMENTS IN WELL LOCATED AREAS
IMPROVING PLACES WHERE PEOPLE LIVE
CITIZEN-CENTRIC CULTURE
INNOVATION FOR IMPACT
INTEGRATED SERVICE DELIVERY
GOVERNANCE TRANSFORMATION
TALENT AND STAFF DEVELOPMENT
MEASURES OF SUCCESS

Interventions per Vision Inspired Priority

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

VIP 1 – Safe and Cohesive Communities	VIP 2 – Growth and Jobs	VIP 3 - Empowering people	VIP 4 - Mobility and Spatial Transformation	VIP 5 - Innovation and Culture
- Install lighting and surveillance cameras and improved neighbourhood cleanliness - increase security in public spaces such as schools and clinics - Green scorpions will target illegal dumping - after school and sports and cultural programmes	**Outcome 3** *Creating opportunities for job creation through skills development* **Interventions** - Invest heavily in skills programmes and build mathematics and science -make digital skills a priority -Garden route Skills Mecca -Agriculture partnerships for youth development	**Outcome 3** *Providing our young people (15-24) with the skills and opportunities to enter the world of work* **Interventions** -The Youth in-service Programme will provide work experience opportunities to young people through a wide variety of opportunities. -We will identify youth who are at risk of engaging in unhealthy activities such as drug abuse or early sexual experimenting,	**Outcome 4** *We will improve the places where people live* **Interventions** -The Regional Socio-Economic Programme will continue to invest in infrastructure that connects people from different areas -The Comprehensive Rural Development Programme will continue to create jobs -The Western Cape Ecological Infrastructure Investment Framework will invest in infrastructure	**Outcome 3** *We will bring all the programmes of government together in one area* **Interventions** -Joint District Approach -Development plan for each district annually

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

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

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

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

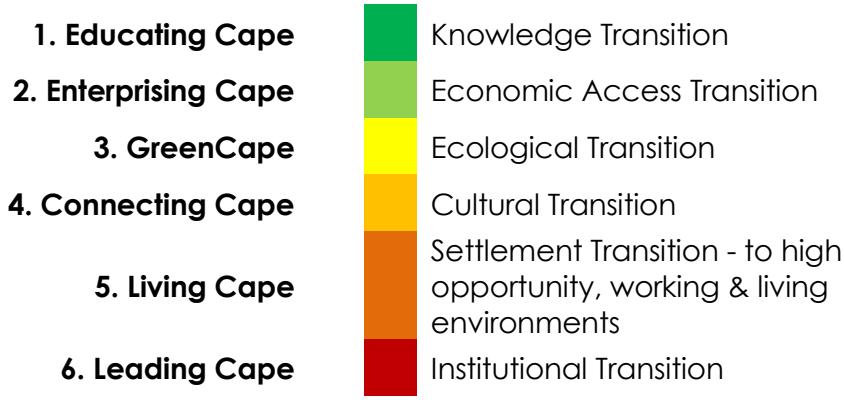


Illustration 6: One Cape 2040

Western Cape Infrastructure Framework (2013)

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

Infrastructure priorities include**:**

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

Water – Limited water resources and options for future growth. To address this,

increased water conservation and demand management are urgent and necessary but alternative sources of water will also need to be found. The sanitation infrastructure priority is to rehabilitate and upgrade infrastructure assets. However there is a chronic shortage of capital for water and sanitation projects.

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

Alignment with Government Goals

A key requirement of a Credible IDP process is to achieve integration with the initiatives of other spheres of government, be it on an international, national, provincial or B-municipality level. Table below demonstrates the alignment of the Back to Basics outcomes, the 2016 Sustainable Development Goals, the 2030 NDP, National outcomes, Provincial Vision Inspired Priorities with Garden Route Strategic Objectives.

Garden Route alignment with strategic directives

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

Back to Basics Revised Chapter 9 Outcomes (Responsive, accountable, effective and efficient developmental local Government system	2016 Sustainable Development Goals	NDP 2030	National Outcomes (2010)	WC Strategic Plan (2019-2024) Vision Inspired Priorities	Garden Route Strategic Objective	2017 - 2022 Garden Route Strategies
B2b 5: Sound Institutions And Administrative Capabilities. (Building Capable Institutions And Administrations) Democratic, well governed and effective municipal institutions capable of carrying out their developmental mandate as per +the constitution.	SDG 4: Quality Education SDG 5: Gender Equality SDG 8: Good Jobs and Economic Growth SDG 10: Reduced Inequalities	Chapter 9: Improving Education , training and innovation Chapter 15: Nation building and Social Cohesion	Outcome 1: Improve the quality of basic education Outcome 5: A skilled a capable workforce to support inclusive growth	VIP 2: Growth and jobs VIP 5 Innovation and Culture	SO2: A skilled workforce and communities	Garden Route Strategies: Engage tertiary institutions on training programmes for scarce skills in the district Review organisational structure Implement Garden Route DM workplace skills plan Develop and implement the succession plans Review and implement the Garden Route Recruitment and Selection Policy Review and implement the Garden Route Employment Equity Plan Implement internships, Learnerships, on – the-job training, and apprentices Bursaries to unemployed youth and matriculants Induction of councillors and new employees Implement the Municipality's Employee Assistance Programme (EAP) Improve education outcomes and opportunities for youth development Personal Development Planning

Back to Basics Revised Chapter 9 Outcomes (Responsive, accountable, effective and efficient developmental local Government system	2016 Sustainable Development Goals	NDP 2030	National Outcomes (2010)	WC Strategic Plan (2019-2024) Vision Inspired Priorities	Garden Route Strategic Objective	2017 - 2022 Garden Route Strategies
B2B 1: Basic Services Creating Conditions For Decent Living Democratic, well governed and effective municipal institutions capable of carrying out their developmental mandate as per the constitution.	SDG 7: Clean Energy SDG 9: Innovation and Infrastructure SDG 11: Sustainable Cities and Communities	Chapter 4: Economic Infrastructure Chapter 5: Inclusive rural Economy	Outcome 6: An efficient, competitive and responsive economic infrastructure network	VIP 4: Mobility and Spatial Transformation VIP 5: Innovation and Culture	SO3: Bulk Infrastructure Co-ordination	Garden Route Strategies: • Implement infrastructure projects in the district • Render an agency service to the Province for roads maintenance in the district • Develop, market and implement a viable plan for the strategic property investment portfolio of Council • Implement the Rural Roads Asset Maintenance Plan • Investigate financially viable management models for municipal resorts (turn around) • Develop a property portfolio investment plan • Investigate public private partnerships and enter into long term property lease agreements • Landfill site construction and operations

Back to Basics Revised Chapter 9 Outcomes (Responsive, accountable, effective and efficient developmental local Government system	2016 Sustainable Development Goals	NDP 2030	National Outcomes (2010)	WC Strategic Plan (2019-2024) Vision Inspired Priorities	Garden Route Strategic Objective	2017 - 2022 Garden Route Strategies
B2B 3: Putting People and their Concerns First Democratic, well government and effective municipal institutions, capable of carrying out their developmental mandate as per the constitution	SDG 7: Clean Energy SDG 12: Responsible Consumption SDG 13: Protect the Planet SDG 14: Life below water SDG 15: Life on Land	Chapter 5: Environmental Sustainability and resilience Chapter 12: Building safer communities	Outcome 3: All people in South Africa protected and feel safe Outcome 10: Protection and enhancement of environmental assets and natural resources Outcome 11: A better South Africa, a better and safer Africa and world	VIP 3: Empowering people	SO4: Environmental management and public safety	Garden Route Strategies • Protect and enhance the natural assets in the district through planning, disaster management and fire services, waste management and air quality control • Monitor and improve air quality • Implement safety plans • Ensure that the environmental management and public safety sector plans are in place and implemented • Mitigate potential disasters by implementing ward based disaster risk reduction techniques and programmes • Implement signage • DMC to respond to disaster call outs • Providing first aid training • Integrated bush and veld fire management • Climate change resilience

Back to Basics Revised Chapter 9 Outcomes (Responsive, accountable, effective and efficient developmental local Government system	2016 Sustainable Development Goals	NDP 2030	National Outcomes (2010)	WC Strategic Plan (2019-2024) Vision Inspired Priorities	Garden Route Strategic Objective	2017 - 2022 Garden Route Strategies
B2B : 4 SOUND FINANCIAL MANAGEMENT AND ACCOUNTING; AND (SOUND FINANCIAL MANAGEMENT) Sound Financial Management		Chapter 13: Building a capable and developm ental state Chapter 14: Fighting corruption	Outcome 9: A responsive and accountable, effective and efficient local government system	VIP 5 Innovation and Culture	SO5: Financial viability	Garden Route Strategies • Implement mSCOA • Advance collaborative intergovernmental relations through developed protocols • Foster a participatory, developmental, inclusive active and responsible citizenship through ward committee involvement and partnering • Implement cost saving measures • Utilise shared services as an income generating and cost saving measure • Investigate fund raising options for the district • Accurate and detailed accounting and financial reporting of public funds • Enable inclusive community economic participation through supply chain management policy

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

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

Garden Route Institutional Arrangements

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

Organisational Performance Management shall be cascaded to all departmental line managers during 2020/21 IDP implementation. Key performance indicators shall accurately align to strategic objectives through effective operational planning and the development of accurate standard operational procedures. A Service Delivery and Budget Implementation Plan (SDBIP) accompanied the Final IDP for submission to council for consideration during May 2020.

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

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

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

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

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

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

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

vii. Powers and Functions

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

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

Powers and Functions assigned by the MEC to the GRDM:

- Building regulations

Duties and responsibilities assigned to the GRDM by National Legislation:

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

Back to Basics (B2B)

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

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

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

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

viii. GARDEN ROUTE Long-term Vision

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

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

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

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

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

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

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

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

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

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

Our Developmental Challenges

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

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

Garden Route District Swot Analysis

STRENGTHS	WEAKNESSES
• Garden Route Shared Services opportunities Rich natural endowments. • Closely situated to major cities of Cape Town and Port Elizabeth Airports. • Good Road Transport Infrastructure and linkages between towns. • Majority of municipalities received unqualified audits opinions. • Access to basic services. • Intergovernmental Relations Forums established and functional. • Establishment of the regional landfill site. • Establishment of the fresh produce market. • District Development agency. • Growth and development strategy.	• Grant dependency. • Limited financial resources. • Community protests. • Shortage of houses. • Supply of electricity to informal settlements.
OPPORTUNITIES	**THREATS**
• District based approach model for development. • Utilizing the geographical position and natural endowments to enhance the district economy. • Enormous tourism potential Agricultural development potential Development of rental stock and GAP Housing • Garden Route registering as Water Services Authority. • Provisioning of bulk services Positioning as the next metropolitan municipality • Create Enabling environment for skills, development and retention. • Building student accommodation. • Building firefighting academy.	• COVID 19 • Climate change and natural disasters Environmental degradation • High Levels of unemployment • Increasing district wide community demand for municipal services • Increasing levels of crime. • Increasing levels of poverty. • Increasing levels of community protests.

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

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

ix. Reviewing the Garden Route 2020/2021 IDP

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

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

x. Garden Route Consultation with Local Municipalities

In accordance with Section 29(1) of the Municipal Systems Act 32 of 2000, Garden Route District Municipality has undertaken to develop the 2020/21 IDP in accordance with the pre-determined programme specifying timeframes for the different steps, which is hereunder depicted in Table 4. Local communities are directly consulted through the B-municipalities' community stakeholder engagements and developmental needs and priorities flowing from these discussions will be encapsulated into the Garden Route District Municipality draft IDP.

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

- Provincial IDP Managers Forum
- Provincial Public Participation and Communication (PPCOM) Forum
- Provincial IDP Working group
- Provincial PPCOM Working group
- SALGA Working group
- COGTA Back to basics monthly reporting
- Provincial Sector Workshop

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

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

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

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

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

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

- Effective property investment promotion, marketing and safeguarding our financial sustainability
- Enhancement of our IGR responsibility, Joint Planning Initiatives and

collaborative partnering
- Strengthening of our organisational structure to give effect to the five year IDP
- Response to climate change, environmental sustainability, water security provisioning and growing the rural economy
- Expand on and diversify on fire-fighting mandate
- IPTS implementation
- Garden Route District Sector Plans

xiii. The 2020-2021 IDP furthermore aims to:

- Be a long term developmental, consolidated strategy of all other strategic documents that exist on municipal level, such as sector plans and various master plans;
- Include plans per B-municipality to address the needs of specific areas and seek targeted investment from government and other resources to address inequalities and the needs of the local community;
- Serve as a framework for the municipality to prioritize its actions in order to address urgent needs, while maintaining the overall economic, municipal and social infrastructure already in place;
- Serve as a tool to ensure the integration of the municipality's activities with other spheres of government ;and
- Be owned by the community, local leadership and the municipal management team to ensure implementation of the municipal strategy

xiv. Western Cape Provincial Monitoring and Support:

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

- Monitoring of the IDP Process in terms of section 29 MSA
- Conducted a Process Plan workshop
- Time schedule guidelines
- Position Paper on 5-year IDP Annual Review and Amendment;
- Garden Route District and Central Karoo Alignment Workshop
- Quarterly Provincial IDP Managers Forums
- Joint Planning Initiative
- IDP Indaba
- Capacity building workshops (SPLUMA; MGAP training; PDO training; Inter-governmental Relations; SALGA; Municipal Barometer Back-to Basics; Audit Outcomes)
- Show casing best practice

- Provincial Treasury 2016 Socio-economic Profile and 2016 MERO intelligence to supplement the STATSSA Community Survey Census
- Initiation of an IDP Social Responsibility Project
- Integrated municipal reporting
- LGMTEC 3 that was hosted on 24 April 2019

LG MTEC 3 Assessment Recommendations	
2019/20 IDP Findings	**GRDM Response**
Not Addressed The Municipality should reflect the Top Layer SDBIP inclusive of the key performance targets determined in terms of Section 41 of the MSA in the 2019/20 Final Adopted IDP. **Municipal Response:** No response	Included, see 7.4
Not Addressed The Municipality is encouraged to make use of the Departmental Household Survey for Agri-workers and include statistics on the Agri-workers in order to strengthen its socio-economic analysis for the District. **Municipal Response:** No response	Education levels and transport mode have been included
The Municipality should include the basket of services which includes the partnership with the DOCS in creating safer spaces and strengthening the safety partnerships through safety plans. **Municipal Response:** No response	Included please see 8.6
The Municipality prioritise the utilisation of the funds allocated to the Thusong Service Centre for the development of the homework hub extension for school going learners accessing the Thusong Service Centre. **Municipal Response:** No response	Noted

The District IDP Framework as adopted by council in August 2019

ACTIVITY		JULY				AUGUST				SEPTEMBER				OCTOBER				NOVEMBER				DECEMBER				JANUARY				FEBRUARY				MARCH				APRIL				MAY				JUNE			
		1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4
Preparation of Annual Financial Statements	CFO																																															
Configuration of the IT Systems to accommodate Tariff increases for the year	CFO																																															
Lock Budget and issue certificate of locking budget by 15th July	CFO																																															
Prepare and submit Yearly Budget Reports	CFO																																															
Submit Approved Consolidated AFS	CFO																																															
Preparation, Council Approval of Budget Time Schedule/Process Plan	CFO																																															
Prepare Monthly Financial Reports	CFO																																															
Preparing Monthly Financial reports	CFO																																															
Report on the Budget and Financial State of the District & LMs	CFO																																															
Prepare and submit Audit Action Plan	CFO																																															
Seek Capital Project Plans from sector departments	CFO																																															
Budget Steering Committee meeting to consider Draft Budget	MM																																															
Evaluation of Budget Performance-section 72 Report	CFO																																															
Submit First Quarterly returns- 30 days after the end of quarter	CFO																																															
Preparing Monthly Financial reports	CFO																																															
Mid Year Budget Performance Evaluation Report-section 72	CFO																																															
Annual Report must be submitted to council by 25 January and submitted to Provincial Treasury	CFO																																															
Budget Steering Committee meeting to ensure smooth budget preparation and adjustment budget preparation	Cllr																																															
Approval and submission of Adjusted Budget	CFO																																															
Check state of readiness to submit Tabled Budget	MM																																															
Finalise and tabling of Draft Budget inclusive of the adjustment budget and submit to Council for approval	CFO																																															
Publicise the Annual Report in terms of sec 127(5) of the MFMA	CFO																																															
Mayor consultations with community and relevant stakeholders on budget(between 30 and 90 days after	CFO																																															
Monthly financial reports	CFO																																															
MM to present SDBIP to the Executive Mayor 7days upon approval by Council	MM																																															
Tabling of Budget for approval before the council	Mayor																																															
Tabled Budget, Budget related policies, Draft SDBIP & Procurement Plans submitted to Provincial Treasury	CFO																																															
Tariffs advertised	CFO																																															
SDBIP submitted 28 days after approved of budget	CFO																																															

CHAPTER ONE (1)
THE VISION

CHAPTER 1: THE VISION

The Vision, Mission and Core Values of GARDEN ROUTE District as adopted by Council in May 2017 are as follows:

1.1 Vision

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

1.2 Mission

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

Unlocking resources for equitable, prosperous and sustainable development;

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

1.3 Core Values

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

CHAPTER TWO (2)
SOCIO- ECONOMIC PROFILE OF THE DISTRICT

CHAPTER 2: SOCIO ECONOMIC PROFILE OF THE DISTRICT

2.1 Spatial profile

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

Garden Route Spatial Analysis

There are 140 informal settlements in the District, together amounting to 15% of all households and the housing waiting list amounts to 65 000 households.
Roughly, 80% of the district's population lives in urban areas along the coast. Oudtshoorn is the largest inland town, located along the R62 and N12 linking smaller inland towns of Ladismith, Calitzdorp, De Rust and Uniondale.

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

Figure 1: Map of the Garden Route District per Municipalities



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

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

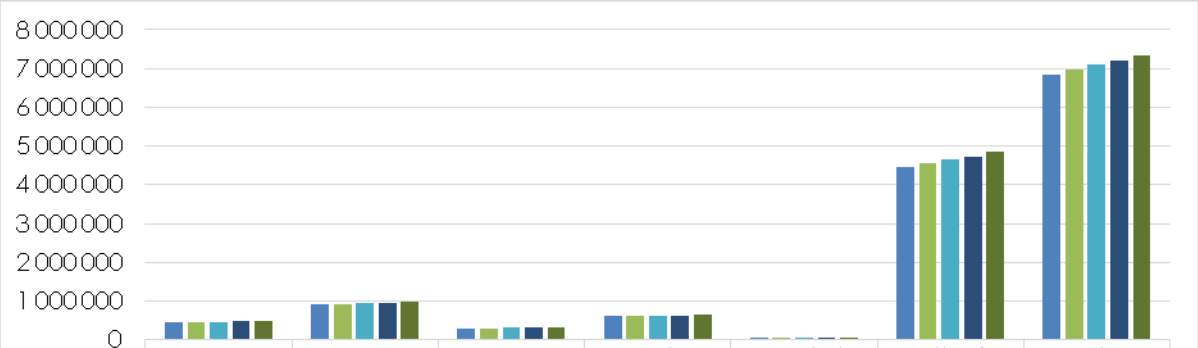
2.2 District Demographic Profile

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

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

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

2.2.1 Population



	West Coast	Cape Winelands	Overberg	Garden Route	Central Karoo	City of Cape Town	Western Cape
2019	455 881	917 462	299 841	622 664	73 218	4 475 207	6 844 272
2020	464 346	933 947	305 496	627 252	73 333	4 563 456	6 967 832
2021	472 794	950 578	311 214	631 564	73 394	4 651 842	7 091 387
2022	481 257	967 284	317 053	636 320	73 581	4 739 448	7 214 942
2023	483 550	975 614	319 293	643 134	74 757	4 842 149	7 338 498

The Garden Route District currently has a population of 622 664, rendering it, outside of the City of Cape Town, the second most populous municipal district in the Western

Cape, after the Cape Winelands' population of 917 462 people. The total population is estimated to increase to 643 134 by 2023 which equates to 0.8 per cent average annual growth. The population growth rate of Garden Route District is significantly below that of the Western Cape's estimated population growth of 1.8 per cent over this period.

All Districts: Sex Ratio (SR), 2019 – 2023					
Municipality	**2019**	**2020**	**2021**	**2022**	**2023**
City of Cape Town	97,3	97,5	97,6	97,8	97,9
West Coast	98,2	98,3	98,4	98,4	98,4
Cape Winelands	97,7	97,6	97,6	97,5	97,7
Overberg	101,7	101,5	101,4	101,3	101,8
Garden Route	**94,4**	**94,1**	**94,0**	**93,9**	**92,9**
Central Karoo	92,4	92,1	91,7	91,6	91,4
Western Cape	**97,3**	**97,4**	**97,4**	**97,5**	**97,5**

The overall sex ratio (SR) depicts the number of males per 100 females in the population (Moultrie et al., 2013: 9). As per above table, there are less males than females in the Garden Route District. The SR for the Garden Route District declines steadily over the 2019 to 2023 period, from 94.4 to 92.9 between 2019 and 2023. The lower number of males can be attributed to a wide range of factors; including factors where the variance in life expectancy can be attributed to a range of social and behavioural dynamics (StatsSA, 2018: 23). The only district where there are more males than females in the Overberg District.

2.2.2 Age cohorts

Garden Route District: Age Cohorts, 2019 – 2025				
Year	**Children 0 – 14 Years**	**Working Age 16 – 65 Years**	**Aged 65+**	**Dependency Ratio**
2019	168 884	402 784	50 997	54,6
2022	168 732	412 272	55 315	54,3
2025	171 459	423 452	60 128	54,7
Growth	0,3%	0,8%	2,8%	-

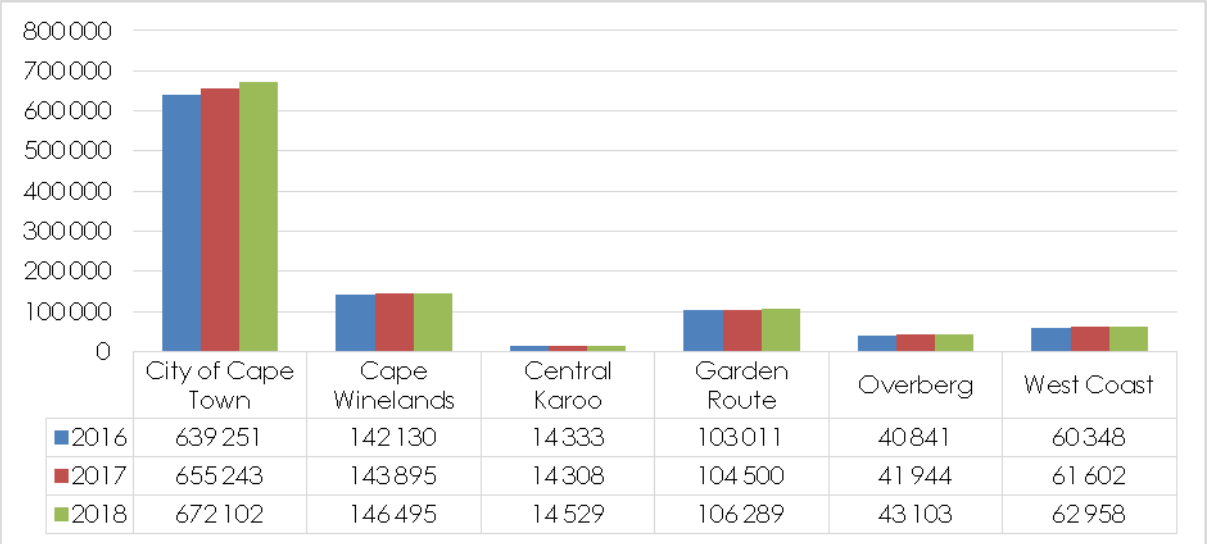
The above table depicts the Garden Route District's population composition per age cohorts. These groupings are also expressed as a dependency ratio which in turn indicates who are part of the workforce (age 15 – 64 years) and those, who are dependent on them (children and seniors). A higher dependency ratio means a higher pressure on social systems and the delivery of basic services.

Between 2019 and 2025, the highest growth was recorded in the aged cohort which grew at an annual average rate of 2.8 per cent. The child and working age cohorts in turn only grew by 0.3 and 0.8 per cent respectively. Although the dependency ratio falls between 2019 and 2022, the notable increase in the aged cohort is expected to increase the dependency ratio towards 2025 to just above its 2019 level.

2.3 Education

Education and training improves access to employment opportunities and helps to sustain and accelerate overall development. It expands the range of options available from which a person can choose to create opportunities for a fulfilling life. Through indirect positive effects on health and life expectancy, the level of education of a population also influences its welfare.

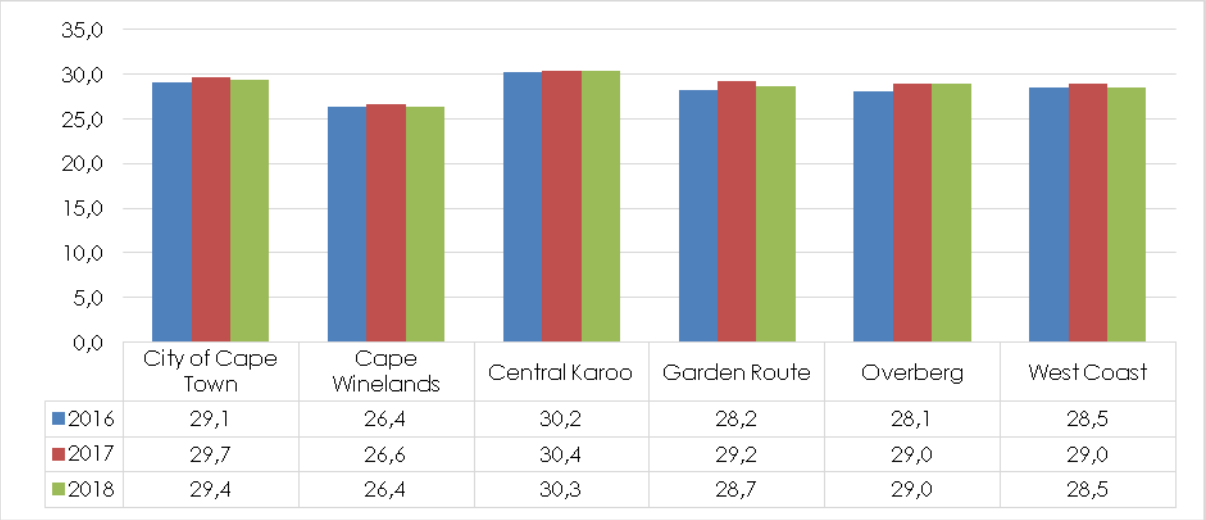
2.3.1 Learner Enrolment



	City of Cape Town	Cape Winelands	Central Karoo	Garden Route	Overberg	West Coast
2016	639 251	142 130	14 333	103 011	40 841	60 348
2017	655 243	143 895	14 308	104 500	41 944	61 602
2018	672 102	146 495	14 529	106 289	43 103	62 958

Learner enrolment in the Garden Route District increased on average by 1.6 per cent annually between 2016 to 2018; the average Provincial growth over the period was slightly higher at 2.3 per cent.

2.3.2 Learner- Teacher Ratio



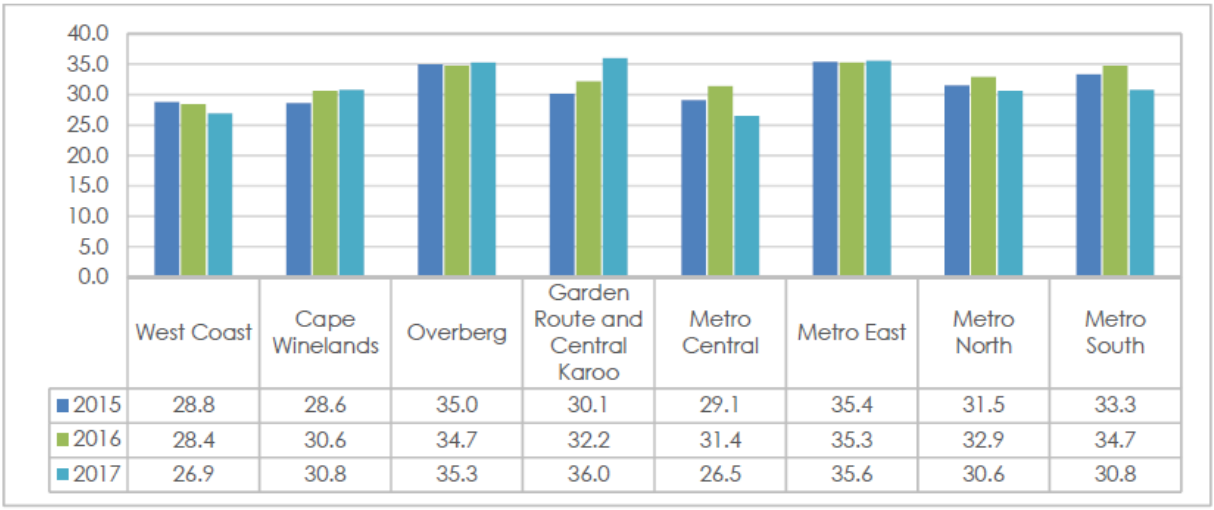
	City of Cape Town	Cape Winelands	Central Karoo	Garden Route	Overberg	West Coast
2016	29,1	26,4	30,2	28,2	28,1	28,5
2017	29,7	26,6	30,4	29,2	29,0	29,0
2018	29,4	26,4	30,3	28,7	29,0	28,5

Factors influencing the learner-teacher ratio is the ability of schools to employ more educators when needed and the ability to collect fees. The learner-teacher ratio could also education outcomes through its impact on learner performance.

The learner-teacher ratio in Garden Route District increased from 28.2 learners in 2016 to 29.2 learners in 2017 but slightly dropped to 28.7 learners in 2018. Bitou recorded the highest (30.6) learner-teacher ratio within the District, while Hessequa (26.9) recorded the lowest. The Central Karoo District recorded the highest overall rate of all the districts (30.3) while, at 26.4, the Cape Winelands District had the lowest.

2.3.3 Grade 12 Drop out rates

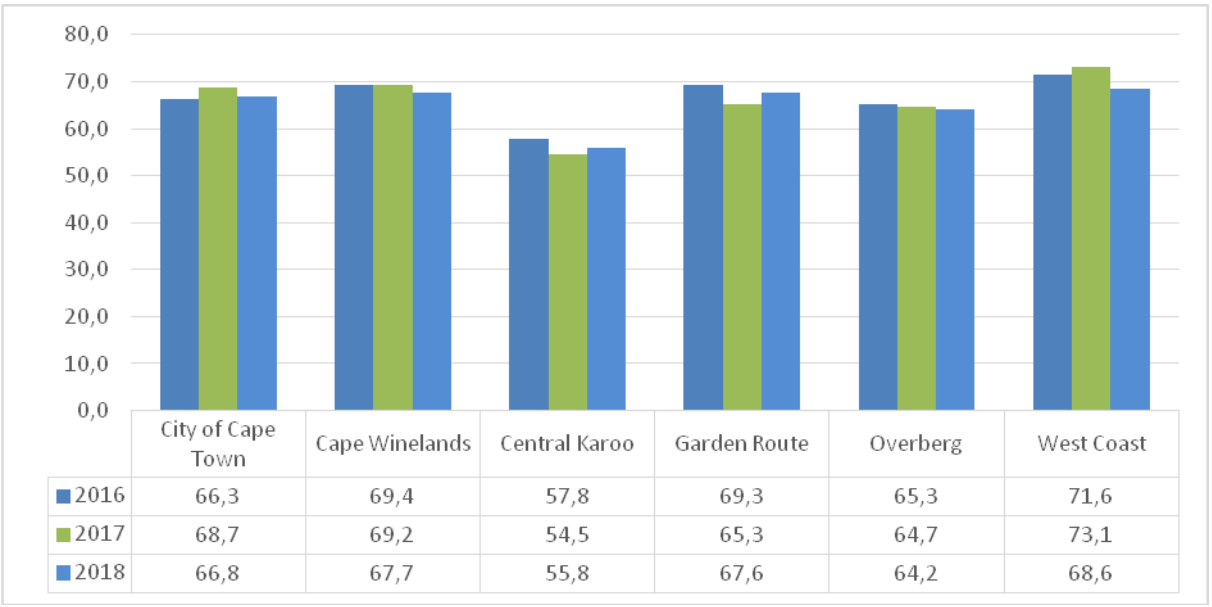
The grade 12 drop-out rate for learners within the Garden Route and Central Karoo Education District worsened from 30.1 per cent in 2015 to 32.2 per cent in 2016 and further to 36.0 per cent in 2017. The grade 12 drop-out rate for learners within the Garden Route District in 2017 was highest in Bitou, at 44.5 per cent which had shown a sharp increase in comparison with the 26.9 per cent in 2015 and 25.9 per cent in 2016 of the previous years. The lowest 2017 rate was within the George area, decreasing from 31.8 per cent in 2015 down to 31.2 per cent in 2017. Drop-outs are influenced by a wide array of socio-economic factors including unemployment, poverty and teenage pregnancies.



	West Coast	Cape Winelands	Overberg	Garden Route and Central Karoo	Metro Central	Metro East	Metro North	Metro South
2015	28.8	28.6	35.0	30.1	29.1	35.4	31.5	33.3
2016	28.4	30.6	34.7	32.2	31.4	35.3	32.9	34.7
2017	26.9	30.8	35.3	36.0	26.5	35.6	30.6	30.8

2.3.4 Learner Retention

The learner retention rate is influenced by a wide array of factors, including economic influences such as unemployment, poverty/ very low household income/ indigent households, as well as social concerns such as teenage pregnancies. Being able to retain learners is essential for positive education outcomes and as such when considering education outcomes/results, retention rates should be kept in mind.

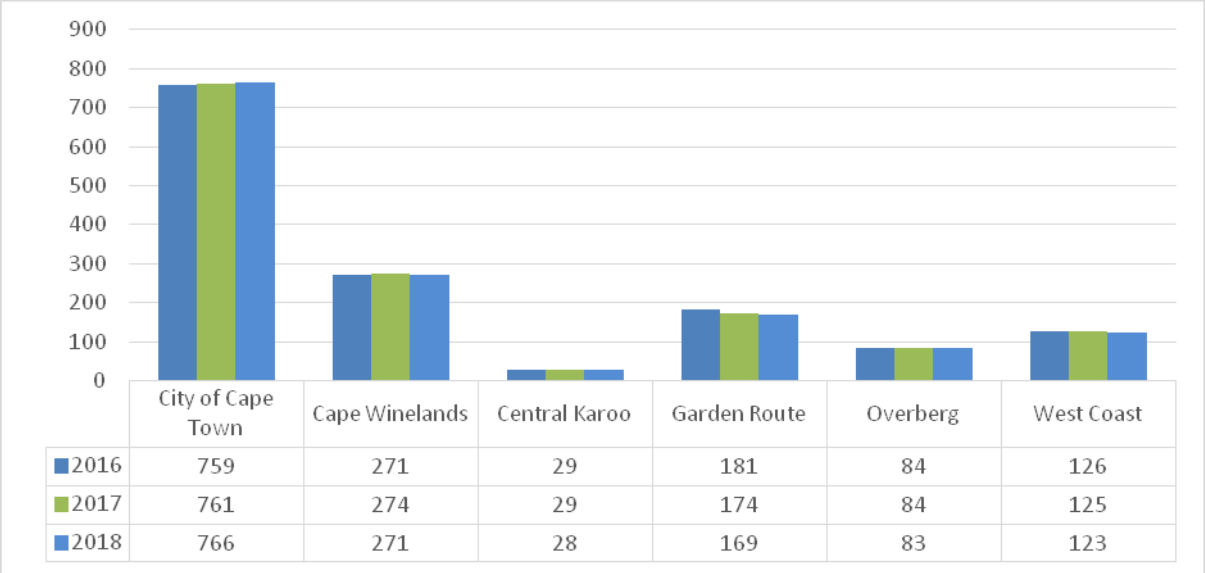


	City of Cape Town	Cape Winelands	Central Karoo	Garden Route	Overberg	West Coast
2016	66,3	69,4	57,8	69,3	65,3	71,6
2017	68,7	69,2	54,5	65,3	64,7	73,1
2018	66,8	67,7	55,8	67,6	64,2	68,6

The learner retention rate for the Garden Route District municipal area fluctuated between 2016 and 2018 dropping from 69.3 per cent in 2016 to 65.3 in 2017, but increasing again to 67.6 per cent in 2018.

2.3.5 Education Facilities

The availability of adequate education facilities such as schools, FET colleges and schools equipped with libraries and media centres could affect academic outcomes positively.

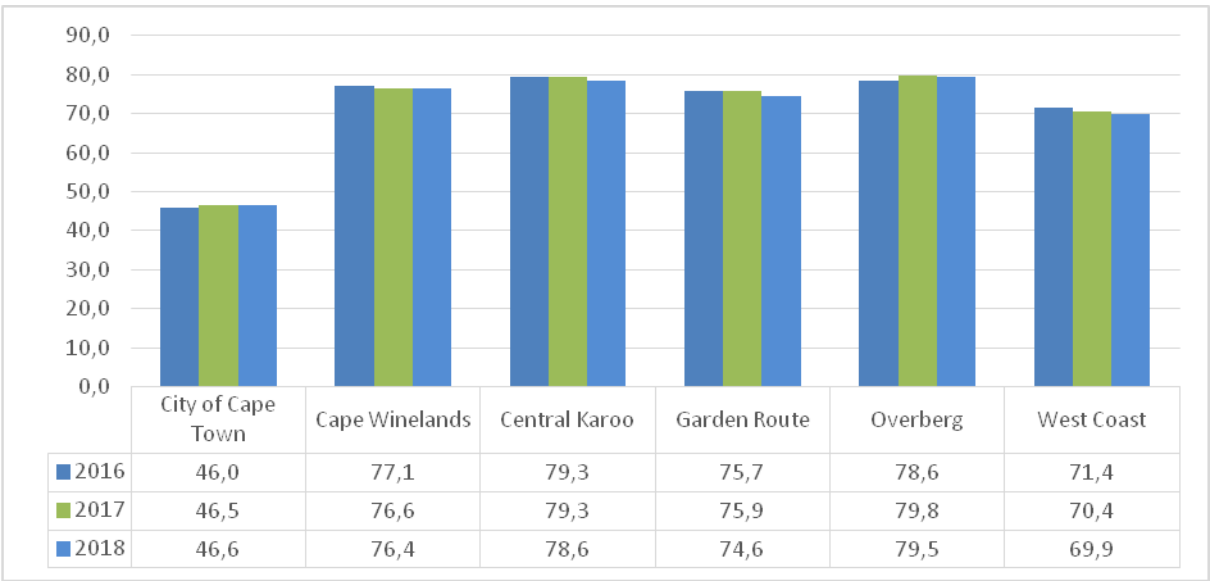


	City of Cape Town	Cape Winelands	Central Karoo	Garden Route	Overberg	West Coast
2016	759	271	29	181	84	126
2017	761	274	29	174	84	125
2018	766	271	28	169	83	123

In 2018, the Garden Route District municipal area had a total of 169 public ordinary schools; the Central Karoo District at 28, had the lowest number of schools whilst, outside of the City of Cape Town, the Cape Winelands District with a total of 271, had the largest number of schools. These figures are however only indicative of the number of schools, but not of the learner capacity or number of learners at the schools.

2.3.6 No – fee schools

The proportion of no-fee schools in the Garden Route District municipal area dropped slightly from 75.7 per cent in 2016 to 74.6 per cent in 2018.

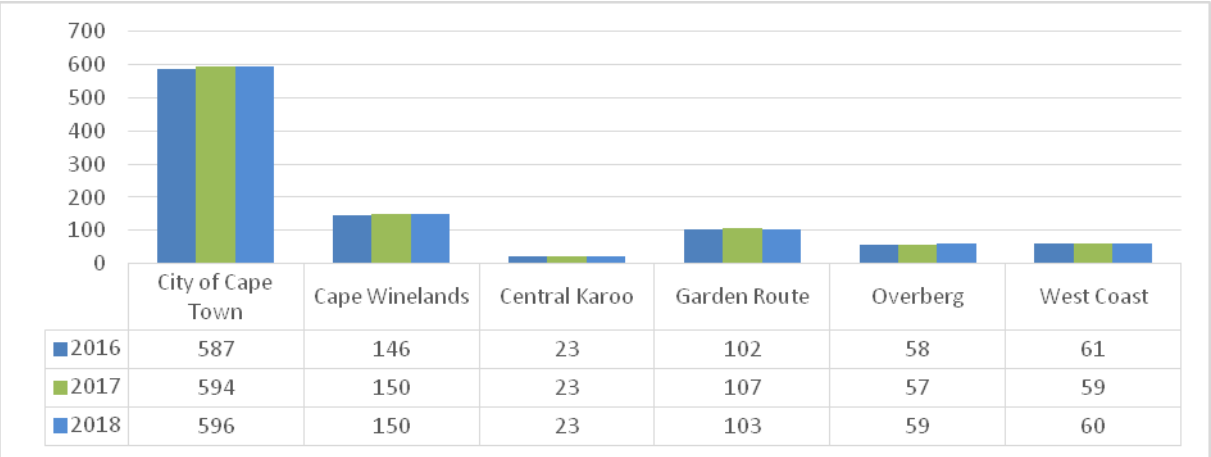


	City of Cape Town	Cape Winelands	Central Karoo	Garden Route	Overberg	West Coast
2016	46,0	77,1	79,3	75,7	78,6	71,4
2017	46,5	76,6	79,3	75,9	79,8	70,4
2018	46,6	76,4	78,6	74,6	79,5	69,9

Outside of the City, the variance in the proportion of no fee schools between districts was about 10 percentage points, ranging from a low of 69.9 per cent in the West Coast District and a high of 79.5 per cent in the Overberg District; for the Garden Route District it was 74.6 per cent.

2.3.6 Schools with libraries

The presence of school libraries together with library staff are said to have a positive impact on student achievement.

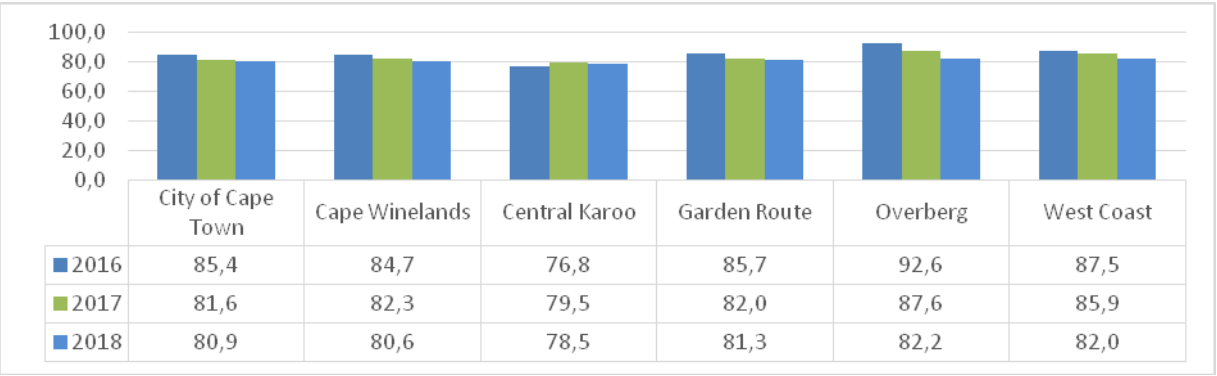


	City of Cape Town	Cape Winelands	Central Karoo	Garden Route	Overberg	West Coast
2016	587	146	23	102	58	61
2017	594	150	23	107	57	59
2018	596	150	23	103	59	60

Within the Garden Route District municipal area, the number of schools equipped with libraries increased slightly from 102 in 2016 to 103 in 2018.

2.3.7 Education Outcomes

Education remains one of the key avenues through which the state is involved in the economy. In preparing individuals for future engagements in the broader market, policy decisions and choices in the sphere of education play a critical role in determining the extent to which future economic and poverty reduction plans may be realised. This section considers the matric pass rate within the Garden Rout District municipal area. This particular statistic is vital as it impacts learner access to higher education institutions in order to broaden access employment opportunities.



	City of Cape Town	Cape Winelands	Central Karoo	Garden Route	Overberg	West Coast
2016	85,4	84,7	76,8	85,7	92,6	87,5
2017	81,6	82,3	79,5	82,0	87,6	85,9
2018	80,9	80,6	78,5	81,3	82,2	82,0

The Garden Route District's matric pass rate dropped from 85.7 per cent in 2016 to 82.0 per cent in 2017, falling even further to 81.3 per cent in 2018. Between 2016 and 2018 the matric pass rates have generally declined across the Province.

2.4 Health

Health is another major factor contributing to the general quality of life in the Garden Route municipal area. It is therefore important to monitor the public health facilities as well as a variety of factors such as Human Immunodeficiency Virus (HIV)/Acquired Immunodeficiency Syndrome (AIDS) or Tuberculosis (TB) and general topics that affect the community, like maternal health. This Socio-economic Profile provides the basic statistics concerning these issues. Since this profile focuses on the public health facilities, private facilities are not included.

2.4.1 Health Care Facilities

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

Area	PHC Clinics		Community Health Centres	Community Day Centres	Hospitals		Treatment Sites	
	Fixed	Non-fixed			District	Regional	ART Clinics	TB Clinics
Garden Route District	32	37	0	7	6	1	51	86
Western Cape	190	177	11	62	33	5	283	448

In terms of healthcare facilities, the Garden Route District municipal area had 69 primary healthcare clinics (PHC) in 2018, which comprises of 32 fixed and 37 mobile clinics as well as 7 community day centres. In addition, there are 6 district hospitals, one regional hospital, as well as 51 antiretroviral treatment clinics/ treatment sites and 86 tuberculosis clinics/ treatment sites.

2.4.2 Emergency Medical services

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

In 2018 the Garden Route District had 2.0 ambulances per 10 000 population. Within the Province, the City, with 3.4 had the highest number of operational ambulances per 10 000 population while the Central Karoo District with 0.5 had the lowest number of operational ambulances per 10 000 population. It is worth noting that this number only refers to Provincial ambulances and excludes all private service providers.

2.4.3 HIV/AIDS

HIV/AIDS is amongst the top ten causes of death in the Western Cape Province accounting for 8 per cent of deaths in 2016. HIV/AIDS management is crucial given its implications for the labour force and the demand for healthcare services.

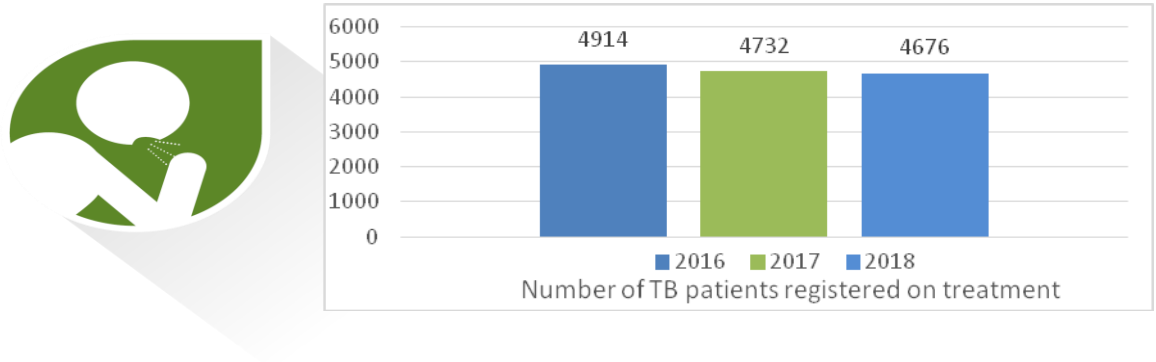
Access to antiretroviral treatment extends the lifespan of many who would otherwise have died prematurely. In 2018, there were 51 ART clinics/treatment sites in the Garden Route District municipal area. The table below indicates trends in ART in the Garden Route District as well as in the Western Cape as a whole.

Area	Registered patients receiving ART		Number of new ART patients	
	2017	2018	2017	2018
Garden Route District	21 577	23 317	3 478	3 009
Western Cape	254 744	275 174	45 021	40 623

The Garden Route District's total registered patients receiving ARTs increased significantly between 2017 and 2018 (increase of 1 740 patients). The number of new antiretroviral patients fell by 469, from 3 478 to 3 009 between 2017 and 2018. This could be an indication that the number of HIV infections is decreasing or an indication that less people are being tested and receiving access to HIV treatment.

A total of 275 174 registered patients received antiretroviral treatment in the Western Cape in 2018 compared to 254 744 registered patients in 2017. The Garden Route District, with 11 255 registered patients, represents 8.5 per cent of the patients receiving ART in the Western Cape.

2.4.4 Tuberculosis(TB)



Tuberculosis (TB) is closely linked to HIV and AIDS. Tuberculosis accounted for 7.6 per cent of the premature deaths in the Province in 2016.

In 2018, the Garden Route District experienced a decline in TB cases from 4 732 in 2017 to 4 676 in 2018. The Garden Route District, with 4 676 TB patients represents 11.4 per cent of the

Province's total patient load. The TB patients are treated in 86 TB clinics or treatment sites across the Garden Route District municipal area.

2.4.5 Child Health

Income poverty and inequality remain prevalent in South Africa, leaving many households without sufficient resources to meet their needs. Pregnancy and childbearing further marginalise vulnerable women and children by reducing income-generating potential. The South African government recognises the importance of providing support to children living in impoverished households through the Child Support Grant, administered by the Department of Social Development.

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

Area	Immunisation rate under 1		Acute malnutrition-child under 5		Neonatal mortality rate		Low birth weight	
	2017	2018	2017	2018	2017	2018	2017	2018
City of Cape Town	72,6	71,6	1,2	1,1	9,1	9,6	13,9	13,9
West Coast District	54.3	59.1	1.7	2.1	9.2	6.4	13.4	13.8
Cape Winelands District	58,9	61,8	4,7	4,4	9,5	9,3	16,0	15,8
Overberg District	75,0	79,5	1,4	1,5	4,2	7,2	12,3	13,0
Garden Route District	61,1	65,7	2,7	1,5	11,4	9,0	17,8	16,4
Central Karoo District	73,0	71,3	5,6	3,8	19,9	12,1	21,9	23,4

The **immunisation rate** in the Garden Route area has been generally low, but has increased and from 61.1 per cent in 2017 to 65.7 per cent in 2018.

The **number of malnourished children** under five years in Garden Route District in 2017 was 2.7 per 100 000 persons, improving to 1.5 in 2018.

Neonatal mortality rate (NMR) (per 1 000 live births) in the Garden Route area has improved from 11.4 in 2017 to 9.0 in 2018. An improvement in the NMR may indicate progression in new-born health outcomes.

The **low birth weight** indicator declined slightly from 17.8 per cent in 2017 to 16.4 per cent in 2018.

2.4.6 Maternal Health

Area	Maternal mortality rate		Delivery rate to women under 20 years		Termination of pregnancy rate	
	2017	2018	2017	2018	2017	2018
City of Cape Town	58	66	9,7	9,6	1,1	1,2
West Coast District	25	71	16.6	16,2	0,4	0,4
Cape Winelands District	51	91	13,4	14,2	0,6	0,7
Overberg District	28	51	13,8	14,7	0,5	0,5
Garden Route District	81	55	15,0	15,9	0,6	0,6
Central Karoo District	97	188	17,4	17,7	0,0	0,0

The **maternal mortality rate** in the Garden Route District is 55 deaths per 100 000 live births in 2018, significantly down by 32.1 per cent from 81 deaths per 100 000 live births in 2017.

The **delivery rate to women under 20 years** has increased slightly between 2017 and 2018 in Garden Route District from 15.0 to 15.9 per cent.

The **termination of pregnancy rate** in the Garden Route District area remained unchanged at 0.6 per cent for 2017 and 2018.

2.5 Poverty

This section shows living conditions and economic circumstances of households in the Garden Route District municipal area based on most recent data including Global Insight and Quantec. Economic theory suggests that when an economy prospers its households are expected to enjoy an improved standard of living. On the contrary, a declining economy tends to lower the standards of living of people. This section uses indicators in terms of GDP per capita, income inequality and the human development index to show the current reality of households residing in the Garden Route District municipal area.

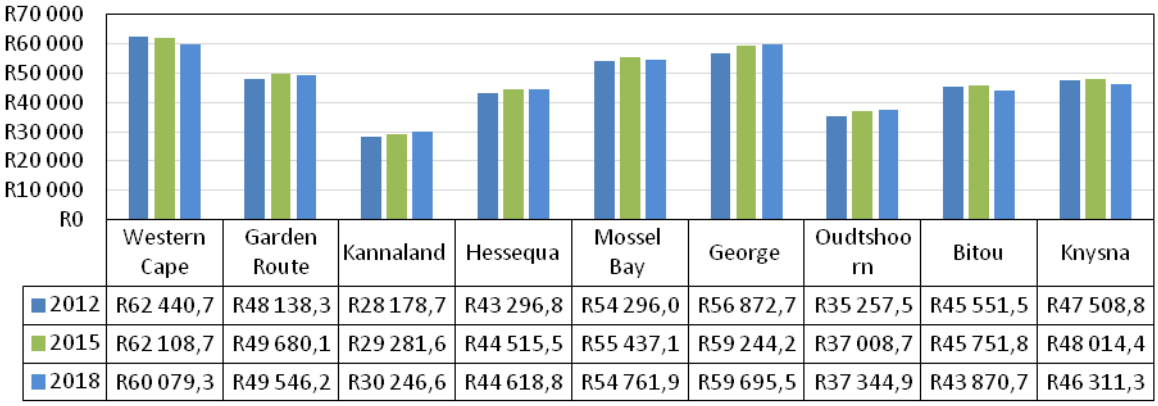
One key feature emerging from the research evidence is that South Africa has made progress in reducing poverty since 1993, with real earnings at the lower end income

groups increasing. But, as the diagnostic overview explains, "per capita income growth is only one indicator of a region's wellbeing. It tells us how much income there is to share, but does not communicate the distribution of that income." In South Africa, as Professor Murray Leibbrandt from Saldru points out, income shares are stacked towards the top 10%, with the lowest 5% of the population getting hardly any of the income. This is a major sign of the growing inequality in our country. Despite this widening gap between the rich and the poor, social grants like the child support grant have undeniably had a significant impact on the lower and middle-income groups. The deteriorating financial health of households and individuals under the weight of economic pressures, specifically between 2011 and 2015, has resulted in an increase in the poverty levels, according to the Poverty Trends in South Africa report released by Statistics South Africa in 2017. The report cites rising unemployment levels, low commodity prices, higher consumer prices, lower investment levels, household dependency on credit, and policy uncertainty as the key contributors to the economic decline in recent times. These recent findings indicate that the country will have to reduce poverty at a faster rate than previously planned.

According to the report the categories of people vulnerable to poverty remained to be African females, children 17 years and younger, people from rural areas, and those with no education. Inflation-adjusted poverty lines show that food poverty increased from R219 in 2006 to R531 per person per month in 2017. The lower-bound poverty line has increased from R370 in 2006 to R758 per person per month in 2017 while the upper-bound poverty line has increased from R575 in 2006 to R1 138 per person per month in 2017.

2.5.1 GDPR per capita

An increase in real GDPR per capita, i.e. GDPR per person, is experienced only if the real economic growth rate exceeds the population growth rate. Even though real GDP per capita reflects changes in the overall well-being of the population, not everyone within an economy will earn the same amount of money as estimated by the real GDPR per capita indicator.

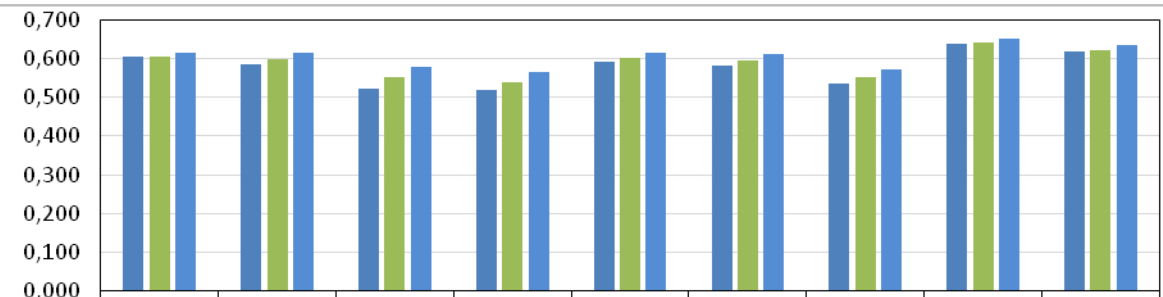


	Western Cape	Garden Route	Kannaland	Hessequa	Mossel Bay	George	Oudtshoorn	Bitou	Knysna
2012	R62 440,7	R48 138,3	R28 178,7	R43 296,8	R54 296,0	R56 872,7	R35 257,5	R45 551,5	R47 508,8
2015	R62 108,7	R49 680,1	R29 281,6	R44 515,5	R55 437,1	R59 244,2	R37 008,7	R45 751,8	R48 014,4
2018	R60 079,3	R49 546,2	R30 246,6	R44 618,8	R54 761,9	R59 695,5	R37 344,9	R43 870,7	R46 311,3

At R49 546 in 2018, Garden Route District's real GDPR per capita of R49 546 was second highest (to Cape Winelands' R50 717) of the Districts (outside of the metro); well short of the Province's R60 079. Within the District, GDPR was highest in George Municipality (R59 696) and lowest in Kannaland Municipality (R30 247).

2.5.2 Income inequality

The National Development Plan (NDP) has set a target of reducing income inequality in South Africa from a Gini coefficient of 0.7 in 2010 to 0.6 by 2030. Income inequality in the Garden Route District has worsened between 2012 and 2018, with the gini coefficient increasing from 0.585 in 2012 to 0.614 in 2018.

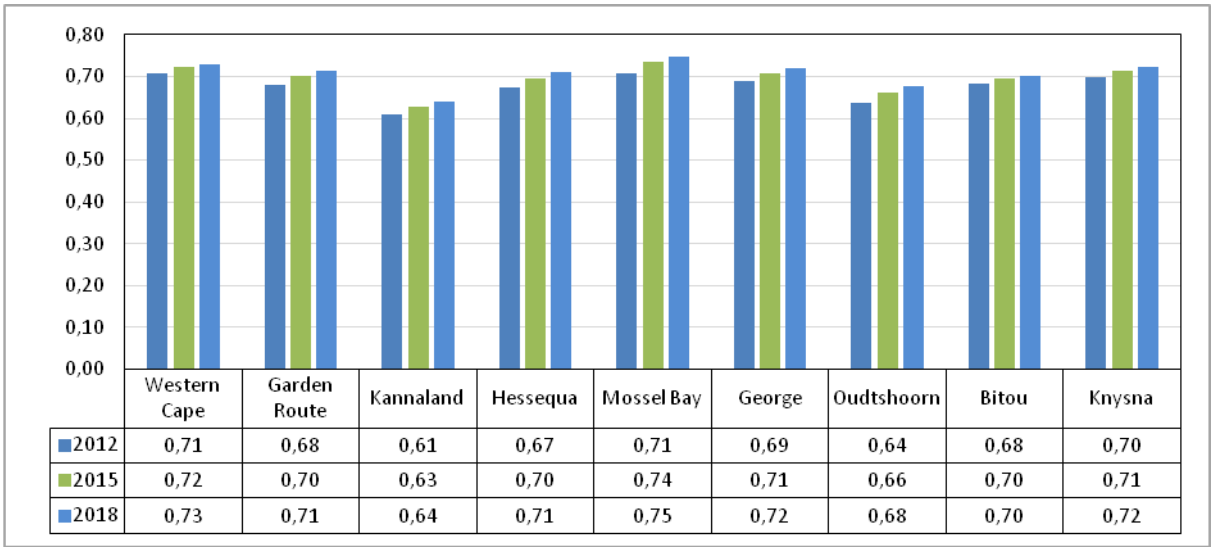


	Western Cape	Garden Route	Kannaland	Hessequa	Mossel Bay	George	Oudtshoorn	Bitou	Knysna
2012	0,604	0,585	0,524	0,518	0,592	0,583	0,536	0,639	0,618
2015	0,606	0,597	0,553	0,539	0,602	0,596	0,553	0,641	0,623
2018	0,614	0,614	0,579	0,564	0,615	0,613	0,572	0,653	0,637

It is indicated that in 2012, the Garden Route's gini (0.585) was still below that of the Province (0.604). However, by 2018, inequality levels in the Garden Route District were the same as that of the Province indicating faster growth in inequality levels within this District. Bitou had the highest inequality levels in the District, with a gini of 0.653 and Hessequa the lowest with a gini of 0.564.

2.5.3 Human Development

The United Nations uses the Human Development Index (HDI)[1] to assess the relative level of socio-economic development in countries. Indicators used to measure human development include education, housing, access to basic services and health indicators. Per capita income is the average income per person of the population per year; per capita income does not represent individual income within the population. The life expectancy and infant mortality rates are other important criteria for measuring development.



	Western Cape	Garden Route	Kannaland	Hessequa	Mossel Bay	George	Oudtshoorn	Bitou	Knysna
2012	0,71	0,68	0,61	0,67	0,71	0,69	0,64	0,68	0,70
2015	0,72	0,70	0,63	0,70	0,74	0,71	0,66	0,70	0,71
2018	0,73	0,71	0,64	0,71	0,75	0,72	0,68	0,70	0,72

There has been a general increase in the HDI of the Garden Route District as well as for the Western Cape (shown above between 2012 and 2018). The District's HDI has increased from 0.68 in 2012 to 0.71 in 2018, sitting below the Province's 0.71 in 2012 and 0.73 in 2018.

2.6 Basic Service Delivery

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

This section uses Statistics South Africa's Community Survey 2016, Statistics South Africa's Non-Financial Census of Municipalities (2015 to 2018) as well as information by Quantec Research to reflect on the most recent household information and services trends.

[1] The HDI is a composite indicator reflecting education levels, health, and income. It is a measure of peoples' ability to live a long and healthy life, to communicate, participate in the community and to have sufficient means to be able to afford a decent living. The HDI is represented by a number between 0 and 1, where 1 indicates a high level of human development and 0 represents no human development.

2.6.1 Access to services and housing

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

The table below indicates access to housing and services (2016) in the Garden Route District Municipal area. With a total of 189 345 households, 85.7 per cent had access to formal housing.

Community Survey 2016	City of Cape Town	West Coast District	Cape Winelands District	Overberg District	Garden Route District	Central Karoo District	Western Cape
Total number of households	**1 264 849**	**129 862**	**236 006**	**91 835**	**189 345**	**21 980**	**1 933 876**
Formal main dwelling	1 032 497	111 389	191 077	75 105	162 325	21 498	1 593 891
	81,6%	85,8%	*81,0%*	81,8%	85,7%	97,8%	82,4%
Water (piped inside dwelling/ within 200m)	1 261 875	125 336	232 605	89 905	183 441	20 893	1 914 055
	99,8%	96,5%	*98,6%*	97,9%	96,9%	95,1%	99,0%
Electricity (primary source of lighting)	1 193 110	120 155	228 650	87 910	178 646	21 345	1 829 816
	94,3%	92,5%	96,9%	95,7%	94,3%	97,1%	94,6%
Sanitation (flush/ chemical toilet)	1 236 000	122 205	218 483	86 890	181 973	20 979	1 866 531
	97,7%	94,1%	92,6%	94,6%	96,1%	95,4%	96,5%
Refuse removal (at least weekly)	1 110 231	108 311	192 974	79 961	168 079	19 964	1 679 520
	87,8%	83,4%	81,8%	87,1%	88,8%	90,8%	86,8%

Access to water, electricity and sanitation services were however higher than this at 96.9 per cent, 94.3 per cent and 96.1 per cent respectively while household access to refuse removal services was at 88.8 per cent. Electricity and sanitation access was on par with that of the Western Cape Province, while water services access was slightly above and refuse removal services being slightly below.

2.6.3 Housing and municipal services

Access to decent formal housing is regarded as a basic human right and an important indicator of the level of human development within an economy. The table below presents a more recent picture of the different types of dwellings for households living within the Western Cape Districts in 2018 (Quantec Research, 2018).

Dwellings within Western Cape, 2018

	Western Cape	Cape Metro	West Coast District	Cape Winelands District	Overberg District	Garden Route District	Central Karoo District
Dwelling type	**Number**	**Number**	**Number**	**Number**	**Number**	**Number**	**Number**
House or brick structure on a separate stand or yard	1 162 550	700 565	95 324	154 503	63 890	131 752	16 516
Traditional dwelling/hut/structure made of traditional materials	8 705	4 334	722	1 340	1 078	1 150	81
Flat in a block of flats	146 382	125 150	2 207	12 830	1 998	4 046	151
Town/cluster/semi-detached house (simplex, duplex or triplex)	150 400	121 244	5 111	13 322	3 036	6 186	1 501
House/flat/room, in backyard	26 929	18 607	1 609	2 738	1 039	2 568	368
Informal dwelling/shack,	321 611	238 814	12 154	34 034	12 534	23 733	342
Room/flatlet not in backyard but on a shared property	15 679	11 762	858	1 433	389	1 156	81
Other/unspecified/NA	17 507	9 668	1 457	2 611	1 587	2 045	139
Total	**1 849 766**	**1 230 145**	**119 443**	**222 812**	**85 551**	**172 636**	**19 179**

In the Western Cape, a house or brick structure on a separate stand or yard represents 79.8 per cent of all dwellings; the Garden Route District municipal area is significantly above the Provincial proportion at 76.3 per cent.

In terms of informal dwellings, the proportion in the Province is 17.4 per cent; at 13.7 per cent, the proportion of informal dwellings in the Garden Route District is the third lowest of the Districts, after the Central Karoo District with the lowest proportion at 1.8 per cent and the West Coast District's proportion at 10.2 per cent.

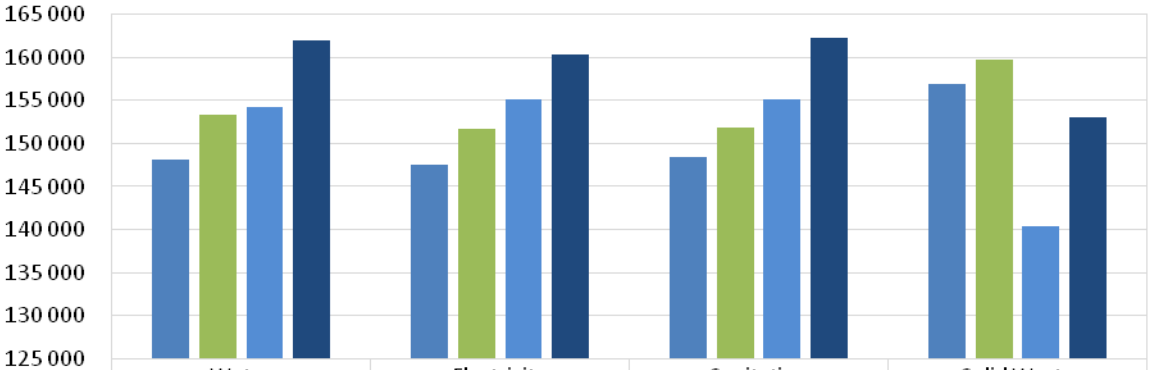
Municipal services

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

The figure below illustrates the access to basic services in the Garden Route District municipal area between 2015 and 2018 as indicated through Statistics South Africa's Non-Financial Census of Municipalities[2].

[2] Consumer/billing units are used as the unit of measurement. An entity to which the service is (or would be) delivered, and which receives one bill if the service is billed, alternatively known as a delivery point. (This concept is often referred to as a household by municipalities, but this is not strictly correct, as households and consumer units do not coincide one to one, particularly in blocks of flats, on stands where there are multiple households in the same dwelling, or in additional dwellings, such as garden flats, backyard rooms, etc., and in the case of public taps.)

Access to basic services in Garden Route District Municipality, 2015 – 2018



	Water	Electricity	Sanitation	Solid Waste
2015	148 059	147 576	148 400	156 899
2016	153 307	151 695	151 827	159 725
2017	154 268	155 126	155 095	140 446
2018	162 063	160 353	162 271	153 041

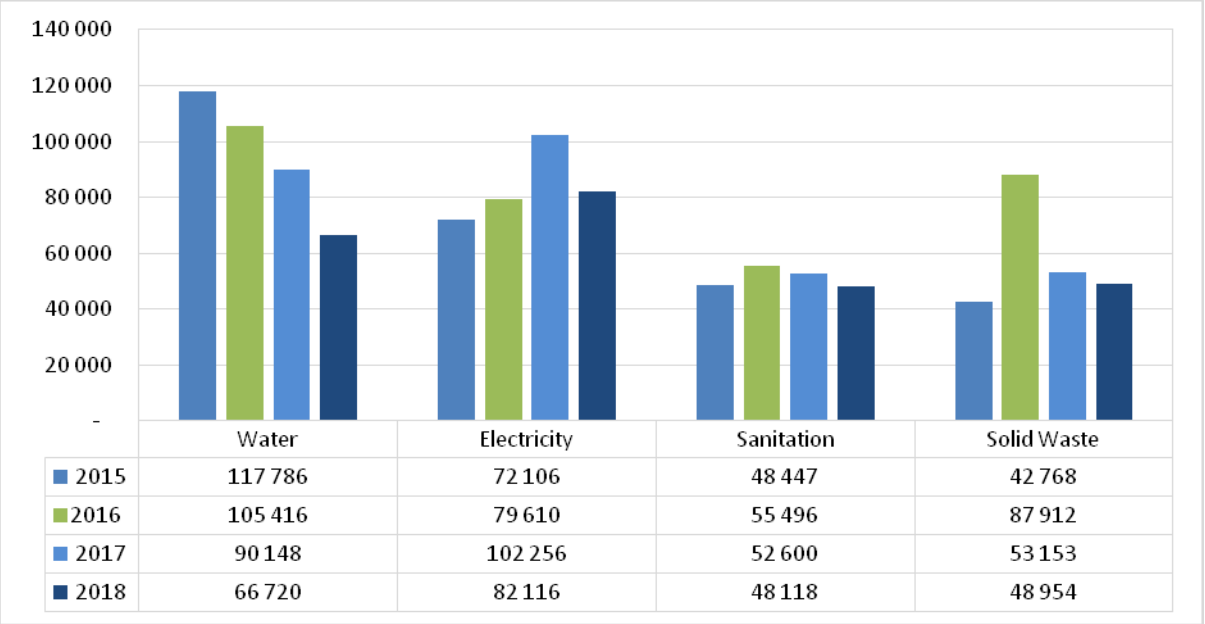
Source: Non-financial Census of Municipalities, Stats SA; Quantec Research, 2018

In 2018, sanitation services represented the largest number of consumer units at 162 271; this is followed closely by water at 162 063 and electricity at 160 353. In 2018, solid waste removal services had the lowest number of consumer units at 153 041.

Between 2015 and 2018, the number of consumer units has grown for water, electricity and sanitation services. Between 2016 and 2017 there was a sharp fall in solid waste removal services; this picked up again sharply between 2017 and 2018. The largest increase between 2015 and 2018 was recorded for access to water services, where 14 004 additional consumers had access to this service compared to 2015. Access to sanitation services also increased substantially by 13 871 consumer units while an additional 12 777 consumer units had access to electricity services.

The figure below illustrates access to free basic services. Indigent households qualify for free basic water, electricity, sanitation and waste removal services. In 2018, the Garden Route District had a total of 47 372 indigent households; 2 094 more households than compared to 2017.

Access to free basic services in Garden Route District Municipality, 2015 – 2018



	Water	Electricity	Sanitation	Solid Waste
2015	117 786	72 106	48 447	42 768
2016	105 416	79 610	55 496	87 912
2017	90 148	102 256	52 600	53 153
2018	66 720	82 116	48 118	48 954

Source: Non-financial Census of Municipalities, Stats SA; Quantec Research, 2018

Even though there has been an increase in indigent households between 2017 and 2018, over the same period access to free basic services declined significantly across all services. The largest decline (between 2017 and 2018) was recorded for water and electricity services (22 428 and 20 140 households respectively); sanitation and solid waste removal services decline by 4 482 and 4 199 households respectively.

2.7 Safety and Security

The South African Police Service and Stats SA published the country's crime statistics for 2018/19, showing which how criminal activity has changed in the past financial year.

The 2018/19 financial year saw increases in all contact crimes, including murder, sexual offences, attempted murder, assault with intent to cause grievous bodily harm, common assault, common robbery and robbery with aggravating circumstances.

Over the last year, 21,002 people were murdered across the country, up by 686 from 2017/18. The most common causes of murder were misunderstandings/arguments, followed by domestic violence and gang-related killings. According to the 2018/19 crime stats, the murder rate increased by a staggering 3.4 per cent compared to the previous financial year. Most of these murders were committed between Saturday and Sunday, suggesting that weekends are the most violent and deadly periods in South

Africa. The 2018/19 crime statistics indicate that there were 3 974 murders in the Western cape. The murder rate is currently at 59.4 per 100 000 people.

Sexual offences have, according to SAPS and Stats SA, shot up by 4.6 per cent in 2018/19 compared to the previous financial year. SAPS and Stats SA further revealed that a total of 52 420 sexual offences were reported in this observed financial year, an increase of 3 212 compared to 2017/18.

Data from the 2018/19 crime stats shows that Nyanga and Delft, appear as two of the most dangerous areas of residence in South Africa. Both these Cape Town settlements feature prominently in crimes such as murder, rape, car hijacking, house robbery and cash-in-transit heists. Nyanga is the top murder hot spot in the country, with 289 murder cases reported in the past financial year. This is followed by Delft, which had 247 reported cases and Khayelitsha came in third with 221 cases.

The data depicted in the following section was sourced from the 2018/19 Crime Statistics released by SAPS and Stats SA in September 2019. Incidence of crime per 100 000 were calculated using actual crime and estimated population figures provided by the Department of Social Development.

The information relating to crash fatalities were sourced from the Department of Transport and Public Works

2.7.1 Murder



Municipal Area		2016/17	2017/18	2018/19
Actual Number	**Garden Route District**	181	183	215
	Western Cape	3 311	3 729	3 974
Per 100 000	**Garden Route District**	30	29	35
	Western Cape	51	56	59

The 2018/19 crime statistics released by SAPS and Stats SA indicate that the number of murders in South Africa has increased by 3.4 per cent to over 21 002 cases recorded in 2018/19. This gives

South Africa a rather alarming figure of 58 murders a day. Within the Western Cape Province, murders have increased by 245, from 3 729 to 3 974, in 2018/19.

Within the Garden Route District area, the number of murders increased from 183 in 2017/18 to 215 in 2018/19; the murder rate (per 100 000 population) increased from 29 in 2017/18 to 35 in 2018/19. At the same time the murder rate for the Province increased from 56 in 2017/18 to 59 in 2018/19. Although, within the District, the actual number of murders was highest in George (96), the highest murder rates per 100 000 population, were for Kannaland (49) followed by Mossel Bay (48).

2.7.2 Sexual offenses



Municipal Area		2016/17	2017/18	2018/19
Actual Number	**Garden Route District**	1 037	1 046	1 059
	Western Cape	7 115	7 075	7 043
Per 100 000	**Garden Route District**	170	168	172
	Western Cape	110	107	104

Definition: *Sexual offences includes rape (updated to the new definition of rape to provide for the inclusion of male rape), sex work, pornography, public indecency and human trafficking.*

The rate of sexual offences in South Africa is amongst the highest in the world. With respect to the crime statistics released by SAPS and Stats SA, sexual offences in South Africa increased by 4.6 per cent in 2018/19 compared to the previous financial year. SAPS and Stats SA further revealed that a total of 52 420 sexual offences were reported in this observed financial year, an increase of 3 212 compared to 2017/18. In 2018/19, there were 1 059 sexual offences in the Garden Route District area; when comparing to the Province, at 172, the Garden Route District's sexual offences rate (per 100 000 population) was significantly higher than the Province's 104.

2.7.3 Drug related offenses



Municipal Area		2016/17	2017/18	2018/19
Actual Number	Garden Route District	10 931	10 809	7 330
	Western Cape	107 379	117 157	81 344
Per 100 000	Garden Route District	1 787	1 733	1 192
	Western Cape	1 657	1 769	1 203

Definition: *Drug-related crimes refers to the situation where the perpetrator is found to be in possession of, under the influence of, or selling illegal drugs.*

According to the 2018/19 crime statistics, the Western Cape Province has the highest rate of drug related in the country at 1 203 per 100 000 population. However, the 2018/19 stats showed figures have declined since 2017/2018. In 2017/18, 36.2 per cent of all drug-related crimes in South Africa occurred in the Province, however, this year, the Province's proportion declined slightly, recording 35.0 per cent of the country's drug-related crime.

Drug-related crime within the Garden Route District area dropped significantly in 2018/19, from 10 809 cases in 2017/18 to 7 330 cases in 2018/19. The Province's drug related offences also decreased sharply in 2018/19, from 117 157 in 2017/18 to 81 344 in 2018/19. When considering the rate per 100 000 population, with 1 192 crimes per 100 000 population in 2018/19, the Garden Route District area is below that of the Province's rate of 1 203.

2.7.4 Driving under the influence



Municipal Area		2016/17	2017/18	2018/19
Actual Number	Garden Route District	1 441	1 739	1 745
	Western Cape	12 895	12 776	12 561
Per 100 000	Garden Route District	213	250	193
	Western Cape	199	193	186

Definition: *Driving under the influence (DUI) refers to a situation where the driver of a vehicle is found to be over the legal blood alcohol limit. This is a crime detected through police activity rather than reports by members of the public.*

Despite concerted efforts by government our roads are still considered amongst the most dangerous in the world. The number of cases of driving under the influence of alcohol or drugs in the Garden Route District area shows a slight increase of 6, from 1 739 in 2017/18 to 1 745 in 2018/19. This translates into a rate of 193 per 100 000 population in 2018/19, which is just above that of the Province's 186 per 100 000 population.

2.7.5 Residential Burglaries



Municipal Area		2016/17	2017/18	2018/19
Actual Number	Garden Route District	5 654	3 616	3 278
	Western Cape	46 043	42 662	39 418
Per 100 000	Garden Route District	1 239	1 174	1 107
	Western Cape	710	644	583

Definition: *Residential burglary is defined as the unlawful entry of a residential structure with the intent to commit a crime, usually a theft.*

The 2018/19 crime statistics released by SAPS and Stats SA indicate that the number of residential burglaries in the Western Cape decreased by 3 244 from 42 662 in 2017/18 to 39 418 in 2018/19. Residential burglary cases within the Garden Route District area declined from 3 616 in 2017/18 to 3 278 in 2018/19. Within the broader Province, there was also a decrease in residential burglaries from 42 662 in 2017/18 to 39 418 in 2018/19. At 1 107, the Garden Route District's rate per 100 000 population is well above that of the Province's 583.

2.7.6 Fatal Crashes



Area	2015	2016	2017
Garden Route District	99	116	111
Western Cape	1 187	1 234	1 244

Definition: *A crash occurrence that caused immediate death to a road user i.e. death upon impact, flung from the wreckage, burnt to death, etc.*

Fatal crashes involving motor vehicles, motorcycles, cyclists and pedestrians within the jurisdiction of the Garden Route District has increased from 99 to 116 between 2015 and 2016, but declined again in 2017 to 111. The number of fatal crashes in the broader Western Cape Province increased by 87 between 2015 and 2016 and by a further 10 to a total of 1 244 in 2017.

2.7.7 Road user fatalities

Area	2016	2017	2018
Garden Route District	127	137	132
Western Cape	1 410	1 379	1 387

Definition: *The type of road user that died in or during a crash i.e. driver, cyclist,*

passengers, pedestrians.

According to a recent study, the majority of road fatalities in Africa fall within the working age cohort - between the ages of 15 – 44 years – whilst three out of four fatalities were found to be male (Peden et al., 2013). The untimely death of these primary breadwinners therefore impacts directly upon not only the livelihood of family structures, but deprive society of active economic participants that contribute towards growth and development. The socio-economic impact of such road fatalities has proven to be particularly devastating in South Africa where the majority of road users hail from poor and vulnerable communities.

The number of road user fatalities declined in the Garden Route District area in 2018, compared to the previous year. Fatalities for 2018 totalled 132 while in 2017 the total was 137. Comparative figures for the Province indicates a slight increase in the overall number of road user fatalities in the Western Cape, increasing from 1 379 in 2017, to 1 387 in 2018.

2.8 Economy

Economic activity within municipal boundaries is important as it shows the extent of human development and the living standards of communities. Although municipalities have no power to increase or decrease taxes in order to stimulate economic activity, there are few levers that local government authorities have control over to contribute to economic performance, including, among others, procurement of goods and services, job creation through expanded public works programmes as well as creating an enabling environment for small businesses.

The ability of households to pay for services such as water, electricity, sanitation, and refuse removal depends on income generated from economic activities. A slowdown in economic activity may result in job losses and inability of households to pay for services, leading to reduced municipal revenues. Data on macroeconomic performance, especially the information on sectoral growth and employment, is useful for municipalities' revenue and expenditure projections

2.8.1 Economic Sector Performance

In 2017, the Garden Route District economy was dominated by the finance, insurance, real estate and business services (R10.733 billion; 24.9 per cent), wholesale and retail trade, catering and accommodation (R7.811 billion; 18.1 per cent) and manufacturing sectors (R6.312 billion; 14.6 per cent). Combined, these top three sectors contributed R24.856 billion (or 57.6 per cent) to the Garden Route District's economy, estimated to be worth R43.153 billion in 2017.

Garden Route District GDPR performance per sector, 2008 - 2017									
Sector	Contribution to GDPR (%) 2017	R million value 2017	Trend		Average Real GDPR growth (%)				
			2008 - 2017	014 – 2018e	2014	2015	2016	2017	2018e
Primary sector	6,1%	2 638,9	2,2%	-0,1%	6,3%	-2,4%	-7,5%	8,4%	-5,1%
Agriculture, forestry & fishing	5,8%	2 483,6	2,3%	-0,1%	6,3%	-2,6%	-7,9%	8,8%	-5,2%
Mining & quarrying	0,4%	155,4	0,7%	1,4%	6,8%	0,0%	0,6%	1,9%	-2,4%
Secondary sector	24,0%	10 349,5	1,1%	0,4%	1,0%	0,3%	0,7%	-0,3%	0,2%
Manufacturing	14,6%	6 312,2	1,4%	0,8%	0,8%	0,4%	1,4%	0,1%	1,1%
Electricity, gas & water	3,1%	1 318,7	-1,3%	-0,9%	-1,2%	-2,0%	-2,7%	0,3%	1,0%
Construction	6,3%	2 718,6	1,6%	-0,2%	2,4%	1,0%	0,2%	-1,8%	-2,8%
Tertiary sector	69,9%	30 164,6	2,7%	2,0%	2,8%	2,3%	1,9%	1,5%	1,5%
Wholesale & retail trade, catering & accommodation	18,1%	7 811,1	1,9%	1,0%	1,5%	2,1%	1,8%	-0,6%	0,4%
Transport, storage & communication	10,0%	4 305,2	2,7%	2,3%	4,0%	1,6%	1,8%	1,9%	2,4%
Finance, insurance, real estate & business services	24,9%	10 732,8	3,7%	3,1%	3,5%	3,8%	2,9%	3,2%	2,3%
General government	10,2%	4 382,6	2,1%	0,2%	2,5%	-0,4%	-0,5%	-0,8%	0,3%
Community, social & personal services	6,8%	2 933,0	1,7%	1,3%	1,6%	1,1%	1,7%	1,5%	0,6%
Total Garden Route District	100,0%	43 153,1	2,3%	1,5%	2,6%	1,5%	1,0%	1,5%	0,8%

The 10-year trend shows that the finance, insurance, real estate and business services sector, also the largest sector in the District, registered the highest average growth rate (3.7 per cent), followed by the transport, storage and communication section (2.7 per cent and the agriculture, forestry and fishing sector (2.3 per cent). The wholesalesale and retail trade, catering and accomodation and manufacturing sectors, the second and third largest respectively, registered modest growth of 1.9 per cent and 1.4 per cent respectively between 2008-2017. Growth in the agriculture, forestry and fishing sector experienced a postive growth rate of 8.8 per ecent in 2017, showing some recovery from the following the contractions experienced in 2015 and 2016, however it is estimated to contract again by 5.2 per cent in 2018. Although there was moderate overall growth was in 2017 (1.5 per cent), it is estimated that growth in 2018 had fallen back to 0.8 per cent.

2.8.2 Labour

This section highlights key trends in the labour market within the Garden Route District municipal area, starting with employment data per sector, a breakdown of current skill levels in the labour force as well as the unemployment rates.

The wholesale and retail trade, catering and accommodation sector contributed the most jobs to the area in 2017 (55 985; 24.7 per cent), followed by the finance, insurance, real estate and business services sector (39 233; 17.3 per cent) and the community, social and personal services (35 255; 15.5 per cent) sector. Combined, these three sectors contributed 130 473 or 57.5 per cent of the 226 789 jobs in 2017.

Garden Route District employment growth per sector 2008 – 2017									
	Contribution to employment (%)	Number of jobs	Trend		Employment (net change)				
Sector	2017	2017	2008 - 2017	2014 – 2018e	2014	2015	2016	2017	2018e
Primary sector	**12,5%**	**28 346**	-10 307	1 217	-1 152	5 202	-1 170	-1 123	-540
Agriculture, forestry & fishing	12,4%	28 154	-10 292	1 218	-1 156	5 190	-1 171	-1 122	-523
Mining & quarrying	0,1%	192	-15	-1	4	12	1	-1	-17
Secondary sector	**16,1%**	**36 545**	339	2 100	930	253	395	400	122
Manufacturing	8,9%	20 235	-252	895	257	355	-168	463	-12
Electricity, gas & water	0,4%	884	244	62	23	29	26	14	-30
Construction	6,8%	15 426	347	1 143	650	-131	537	-77	164
Tertiary sector	**71,4%**	**161 898**	35 618	17 312	4 212	5 216	308	4 916	2 660
Wholesale & retail trade, catering & accommodation	24,7%	55 985	11 573	6 480	793	2 318	143	2 640	586
Transport, storage & communication	4,2%	9 481	3 330	640	303	629	-751	388	71
Finance, insurance, real estate & business services	17,3%	39 233	12 514	7 664	1 492	1 964	1 016	1 307	1 885
General government	9,7%	21 944	2 763	37	1 023	-551	272	-852	145
Community, social & personal services	15,5%	35 255	5 438	2 491	601	856	-372	1 433	-27
Total Garden Route District	**100,0%**	**226 789**	**25 650**	**20 629**	**3 990**	**10 671**	**-467**	**4 193**	**2 242**

Several sectors experienced net job losses over the years between 2014 and 2018, with the agriculture, forestry and fishing sector shedding the many jobs especially in 2014, 2016 and 2017. This could possibly be attributed to the effects of the prolonged drought in the District.

The sectors which reported the largest increases in jobs between 2014-2018 were the finance, insurance, real estate and business services sector (7 664), which showed consistent growth over each of the years during this period; wholesale and retail trade, catering and accommodation sector (6 480) and the community, social and personal services sector (2 491).

The majority of workers in the Garden Route District labour force in 2017 were semi-skilled (41.1 per cent), while 28.2 per cent were skilled.

Garden Route District: Trends in formal labour force skills				
Formal employment by skill	Skill level contribution (%)	Average growth (%)	Number of jobs	
	2017	2014 - 2018e	2017	2018e
Skilled	**28,2**	**3,6**	45 370	46 811
Semi-skilled	**41,1**	**2,4**	66 942	68 293
Low skilled	**30,8**	**2,2**	50 902	51 141
Total Garden Route	100.0	2,7	163 214	166 245

The growth in skilled employment (3.6 per cent) was fastest over the period 2014 – 2018, compared with semi- and low skilled employment. With the strong growth in skilled employment, further capacitation of low-skilled and semi-skilled workers is crucial to maintain a steady supply of skilled labour to the area.

Unemployment Rates for the Western Cape (%)											
Area	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018
City of Cape Town	14,8	16,2	17,5	17,7	17,9	18,0	18,4	19,1	20,3	21,2	21,0
West Coast	6.8	8.2	9.6	10.0	9.7	9.2	9.8	8.6	9.6	10.5	10.7
Cape Winelands	6,9	8,1	9,4	9,6	9,4	8,9	9,3	8,3	9,1	9,6	9,5
Overberg	6,6	8,0	9,5	9,8	9,6	9,2	9,6	8,6	9,7	10,2	10,1
Garden Route	13,1	14,2	15,4	15,3	15,1	14,6	14,6	14,1	15,1	15,4	15,2
Central Karoo	20,5	21,4	22,3	22,1	21,6	20,9	21,0	19,6	20,5	21,2	20,7
Western Cape	12.7	14.0	15.4	15.5	15.6	15.5	15.9	15.9	17.1	17.8	17.7

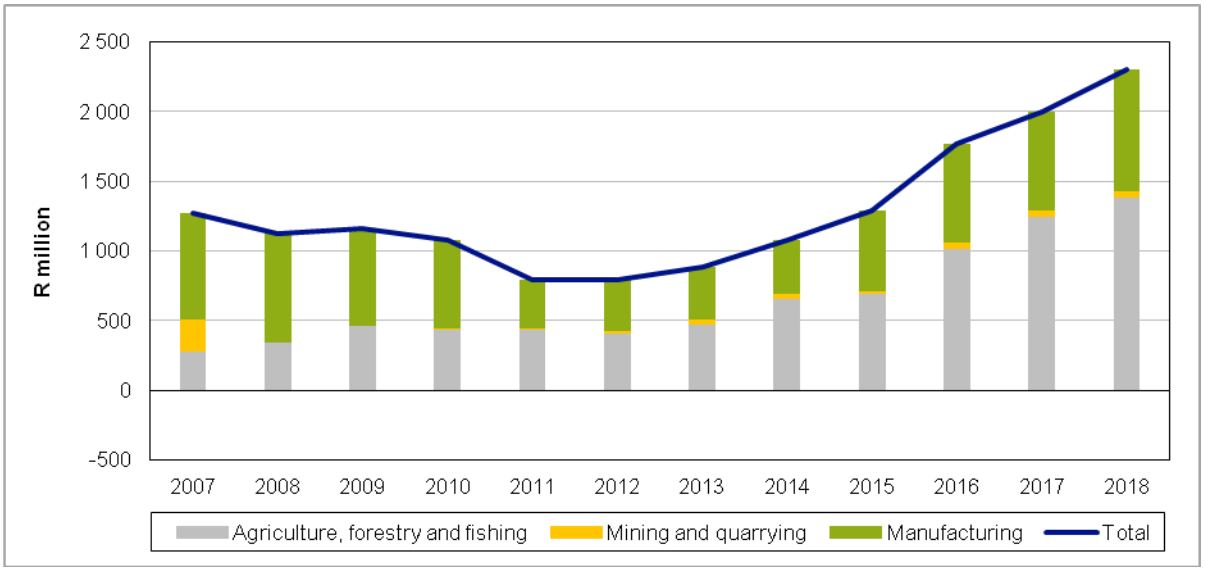
The unemployment rate[3] in the Garden Route District has been rising steadily since 2015, falling back slightly to 15.2 per cent in 2018. This is much slightly lower than the Provincial rate of 17.7 per cent. Unemployment remains a key challenge for the Garden Route District area, with rising population numbers. Up-skilling of the labour force, implementation of levers such as local economic development strategies are all key in order to increase potential employment opportunities and boost economic growth in the area.

2.8.3 International trade dynamics

The figure below indicates the balance of trade in the Garden Route District municipal area between 2007 and 2018. The manufacturing sector was initially the primary driver of the trade surplus experienced in the region over the reference period, but in the last years it has been overtaken by the agriculture, forestry and fishing sector. Since 2012, the trade surplus has been on the rise, reaching R2.3 billion in 2018.

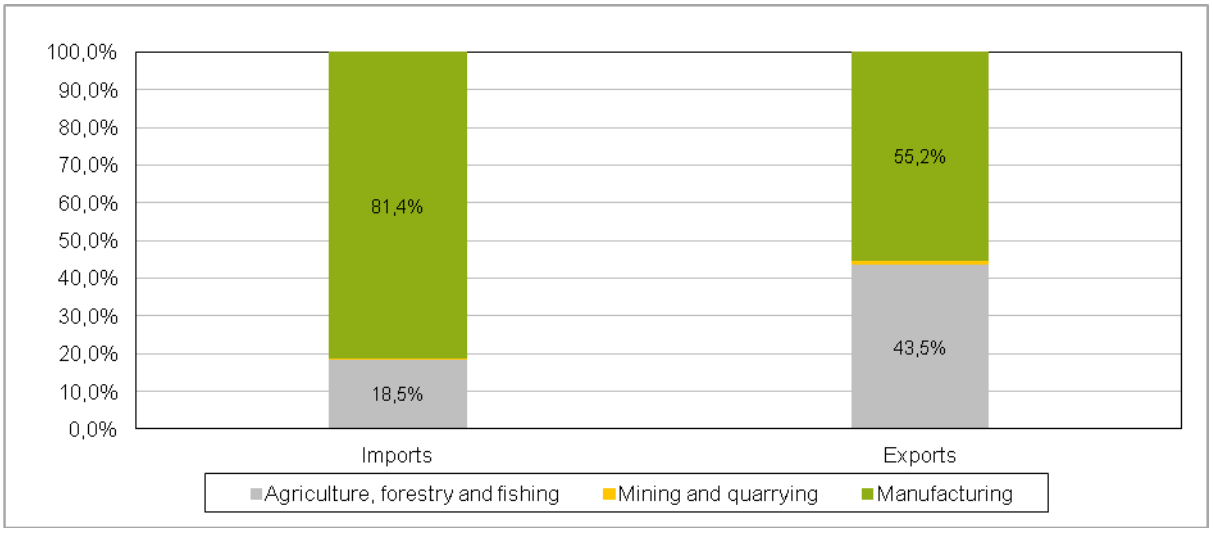
[3] Narrow definition: Percentage of people that are able/willing to work, but unable to find employment. In turn, broad definition refers to people that are able to work, but not actively seeking employment. Broad definition is more difficult to accurately measure/calculate.

Garden Route District trade balance, 2007 – 2018



The manufacturing sector accounted for 81.4 per cent of all imports into the area, while the agriculture, forestry and fishing sector accounted for 18.5 per cent. Exports were composed mostly of goods from the manufacturing sector (55.2 per cent), with the agriculture, forestry and fishing sector accounting for a larger share (43.5 per cent) of export revenue.

Garden Route District sectoral trade distribution, 2018 (imports/exports)



Valued at R1.5 billion in 2018, imports into the Garden Route are from across the globe, with little concentration in one country. With a value of R228.1 million in 2018, the main sources of imports in the GRD are machinery and mechanical appliances, such as water filtering and purification equipment, refrigerators and freezers, and other mechanical equipment and parts thereof from three main trading partners: China, Germany and Italy.

Total exports from the GRD amounted to R3.8 billion in 2018 and were mainly driven from the agriculture, forestry and fishing sector. With a value of R1.2 billion in 2018, citrus fruit was the top export from the District to its main trading partners: China, Saudi Arabia and Hong Kong. Other top-performing products in the District were raw hides and skins (other than furskins) and leather to the value of R494.9 million, which were mainly exported to the United States, France and Italy.

2.9 Public Infrastructure Spend

The role of infrastructure is widely analysed as very important to both households and firms: availability and quality of infrastructure result in different decisions to invest and may influence migration, business establishment location. Infrastructure services are used as final consumption items by households and as intermediate consumption item for firms. Availability of infrastructure services significantly influences development of regions and countries. It is the reason why the level and quality of infrastructure have direct effect on business productivity and growth, and different investments to infrastructure capital form inequality between regions and countries. The impact of infrastructure investments on country development is an important issue for strategic and development country policy management especially during the period of economic transition.

2.9.3 Provincial Infrastructure Spend

Provincial infrastructure spend within the geographical boundaries of the Garden Route District municipal area will amount to ***R1.163 billion*** across the 2019/20 MTEF.

Garden Route District: Provincial Infrastructure Investments, 2019/20 MTEF (R'000)				
Vote	**2019/20**	**2020/21**	**2021/22**	**Total**
Transport and Public Works	296 710	552 794	313 550	1 163 054
Total	**296 710**	**552 794**	**313 550**	**1 163 054**

All of the provincial infrastructure spend will be directed towards the transport and public works function (R1.163 billion across the 2019/20 MTEF) mostly for maintenance and repair and refurbishment and rehabilitation; smaller allocations are also towards upgrades and additions.

2.9.2 Municipal Infrastructure Spend

As per schedule A5 in the approved 2019/20 budget, the Municipality's capital budget will amount to ***R19.883 million*** across the 2019/20 MTREF.

Garden Route: Capital Budget, 2019/20 MTREF (R'000)				
Functional Classification	**2019/20**	**2020/21**	**2021/22**	**Total**
Governance and Administration	2 073	3 000	3 430	**8 503**
Community and Public Safety	4 700	3 800	2 730	**11 230**
Economic and Environmental Services	150	–	–	**150**
Trading Services	**–**	**–**	**–**	**–**
Energy Sources	–	–	–	**–**
Water Management	–	–	–	**–**
Waste Water Management	–	–	–	**–**
Waste Management	–	–	–	**–**
Total	**6 923**	**6 800**	**6 160**	**19 883**

In the Garden Route District, community and public safety (R11.230 million across the 2019/20 MTREF or 56.5 per cent or total MTREF expenditure) accounts for a relatively large proportion of municipal capital expenditure as per budget schedule A5 of the adopted Budget 2019/20. Together with the governance and administration (R8.503 million or 42.8 per cent), it makes up almost the entire capital budget

2.10 Agri Workers information

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

2.10.1 Education levels

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

The table above outlines the overall education levels of the farm workers in the district. It illustrates that 9.40% of the household members have completed matric, while less than 1% of the household members have a tertiary qualification. 44 % of household members had not gone further than primary school. Extensive skills training are therefore a priority for GRDM.

2.10.2 Distance travelled to school

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

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

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

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

Garden Route District: At a Glance

Demographics

Population Estimates, 2019; Actual households, 2016

Population	Households
622 664	189 345

Education 2018

Matric Pass Rate	81.3%
Learner Retention Rate	67.6%
Learner-Teacher Ratio	28.5%

Poverty 2018

Gini Coefficient	0.614
Human Development Index	0.71

Health 2018

Primary Health Care Facilities	Immunisation Rate	Maternal Mortality Ratio (per 100 000 live births)	Teenage Pregnancies - Delivery rate to women U/18
69	65.7%	55	15.9%

Safety and Security

Actual number of reported cases in 2018/19

Residential Burglaries	DUI	Drug-related Crimes	Murder	Sexual Offences
3 278	1 745	7 330	215	1 059

Access to Basic Service Delivery

Percentage of households with access to basic services, 2016

Water	Refuse Removal	Electricity	Sanitation	Housing
96.9%	88.8%	94.3%	96.1%	85.7%

Road Safety 2018

Fatal Crashes	
Road User Fatalities	132

Labour 2018

Unemployment Rate (narrow definition)

15.2%

Socio-economic Risks

Risk 1	Slow economic growth
Risk 2	Financial sustainability
Risk 3	Low income/ unemployment

Largest 3 Sectors

Contribution to GDP, 2017

Finance, insurance, real estate and business services	Wholesale and retail trade, catering and accommodation	Manufacturing
24.9%	18.1%	14.6%

THE IMPACT OF COVID-19 ON INTEGRATED DEVELOPMENT PLANNING

Background

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

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

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

COVID – 19 pandemic has affected adversely on planning programmes of the district, our IWMP, which is under review, has to comply with certain protocols on waste management. The Growth and Development strategy has been adjusted to cater for the impact of COVID-19 pandemic. The long financial plan has to take into account the changed circumstances economical and otherwise.

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

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

There are fundamental areas that we ought to look at for the sustainable future of our district such as, sustainable energy security, power production and reticulation,

sustainable food security and better livelihoods, District food bank and formal human settlement to better the lives of the people. On the 1st of June 2020, the 1/3 of our staff will return back to work and all necessary arrangements have been put to place for their safety.

Garden Route District Municipality Interventions

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

There are Special COVID 19 DCF meetings of the Garden Route District, meeting every Friday, among the issues on the table include, challenges in providing service delivery as the results of lockdown, also to get updates about the number of infections for each municipal area within the district. Garden Route District Municipality established a district command centre which meet once a week to discuss the status of the outbreak in the region. This team comprises of all municipal managers in the district, GRDM disaster management team and executive managers of the Garden Route District Municipality.

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

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

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

The overall purpose of the Business Continuity workstream is to develop a recovery strategy for the district, addressing issues of business rescue, support and building of business resilience. Sector experts and relevant support organisations/development agencies, are currently creating advisory hubs who will create an approach specific to

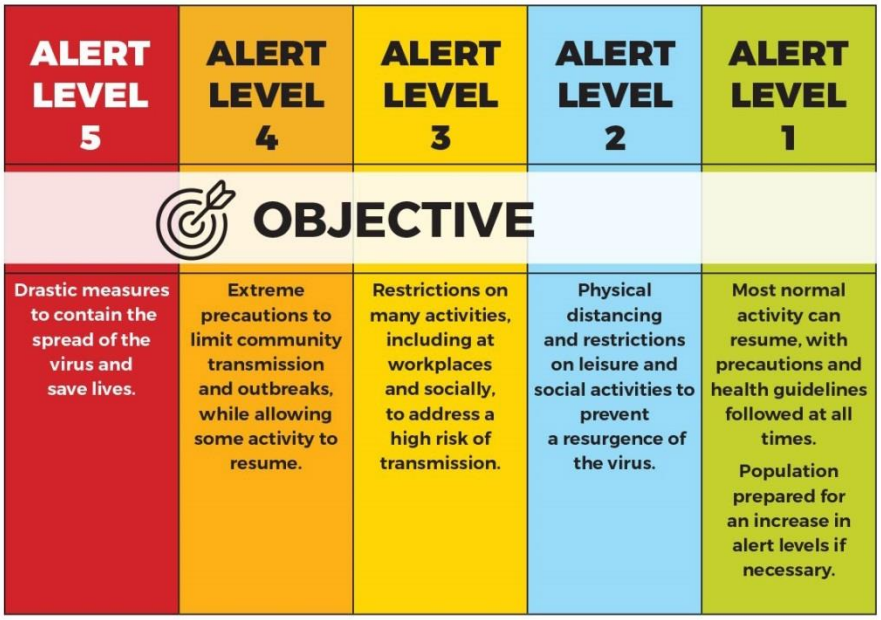
the Garden Route. Lessons from others around the globe will be incorporated into the approach. Business sectors will be incorporated into existing forums in the region to ensure that all voices are heard and continuous support and programmes are inclusive.

National Risk Adjustment Strategy

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

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

Summary of Alert Levels



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

COVID-19 came as an earthquake to shake the foundations of many institutions. It has become paramount for the district to gear and position itself in this new reality and to show agility and resilience to not do business as usual but to rather identify opportunities to work smarter and implement development initiatives faster.

CHAPTER THREE (3)
SPATIAL PLANNING

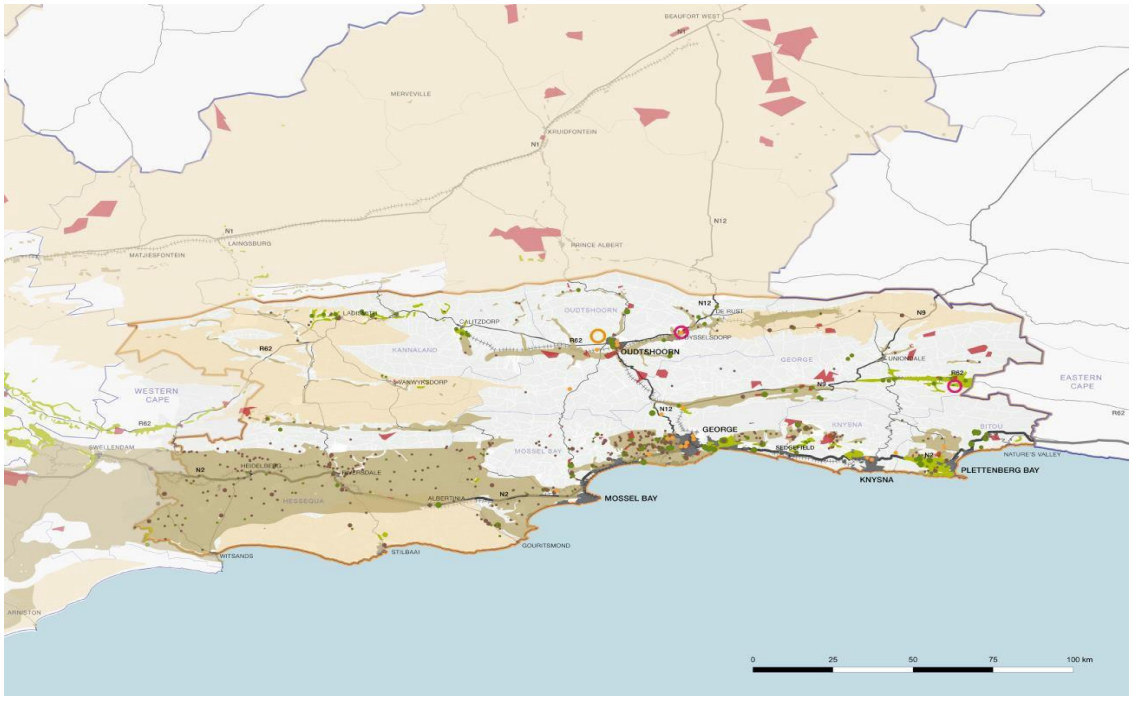
CHAPTER 3: SPATIAL PLANNING

3.1 Agriculture

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

Agricultural Implications for Garden Route

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



accompanied by a Monitoring and Evaluation Plan.

Map1: Spatial mapping of agricultural resources in Garden Route

3.2 Aviation

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

Aviation Implications for Garden Route

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

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

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

3.3 Disaster Risk Management

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

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

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

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

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

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

Disaster Risk Implications for Garden Route

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

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

The main areas of attention are:

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

3.4 Air Quality Management

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

Industry in GRDM includes, but is not limited to:

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

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



Picture: Air pollution incident in GRDM

3.4.1. District Air Quality Management

The World Health Organisation (WHO) estimated that 9 out of every 10 people globally do not have access to clean air. Furthermore, based on 2016 data, 4.2 million deaths annually were due to poor ambient air quality, and 3.8 million due to poor indoor air quality. To improve air quality and reduce greenhouse gas emissions, the Department

of Environment, Forestry and Fisheries published a number of regulations. The National Climate Change Response White Paper (DEFF, 2011), provides that South Africa will integrate climate change considerations into health sector plans to "reduce the incidence of respiratory diseases and improve air quality through reducing ambient particulate matter, ozone and sulphur dioxide concentrations by legislative and other measures to ensure full compliance with the National Ambient Air Quality Standards by 2020. In this regard, the use of legislative and other measures that also have the co-benefit of reducing greenhouse gas emissions will be prioritised".

3.4.2 Legislative Framework

- The Constitution of the Republic of South Africa, 1996.
- National Environmental Management: Air Quality Act, 2004 (Act 39 of 2004),
- The National Environmental Management Act, 1998 (Act 107 of 1998)
- Applicable sections of, Local Government: Municipal Systems Act, 2000 (Act 32 of 2000)
- Local Government: Municipal Structures Act, 2005 (Act 117 of 1998)
- The Municipal Finance Management Act, 2003 (Act 56 of 2003)
- Promotion of Administrative Justice Act, 2000 (Act 3 of 2000)
- National Ambient Air Quality Standards 24 December 2009 (GN 1210 of GG No. 32816)
- National Ambient Air Quality Standard for Particulate Matter with Aerodynamic Diameter less than 2.5 micron metres (PM2.5) 29 June 2012 (GN 486 of GG No. 35463)
- List of Activities which Result in Atmospheric Emissions which have or may have a Significant Detrimental Effect on the Environment, including Health, Social Conditions, Economic Conditions, Ecological Conditions or Cultural Heritage 22 November 2013 (GN 893 of GG No. 33064)
- Amendments to the List of Activities which Result in Atmospheric Emissions which have or may have a Significant Detrimental Effect on the Environment, including Health, Social Conditions, Economic Conditions, Ecological Conditions or Cultural Heritage12 June 2015 (GN 551 of GG No. 38863)
- National Dust Control Regulations 01 November 2013 (GN 827 of GG No.36974)
- Declaration of a small boiler as a controlled emitter and establishment of emission standards 01 November 2013 (GN 831 of GG No. 36973)

- Declaration of Small-scale Char And Small-scale Charcoal Plants as Controlled Emitters and Establishment of Emission Standards 18 September 2015 (GN 602 of GG No. 39220)
- Regulations Prescribing the Format of the Atmospheric Impact Report 02 April 2015 (GN 747, as amended by GN R284)
- National Atmospheric Emission Reporting Regulations 02 April 2015 (GN 283)
- Regulations Prescribing the Atmospheric Emission Licence Processing Fee1 1 March 2016(GN 250 of GG No. 39805)
- Regulations for the Procedure and Criteria to be followed in the Determination of an Administrative Fine in terms of Section 22a of the Act 18 March 2016 (GN 332 of GG No. 39833)
- Air Quality Offsets Guideline 18 March 2016(GN 333 of GG No. 39833)
- National Environmental Management: Air Quality Act (39/2004): National Greenhouse Gas Emission Reporting Regulations 3 April 2017 (GN 275 of GG No. 40762)

3.4.3 Vision and Mission Statement

VISION

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

MISSION STATEMENT

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

3. 4.3 Emissions Inventory

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

Pollutant	Tons per annum
Total particulate matter	1 057
Sulphur dioxide (SO_2)	837

Nitrogen oxides (NOx)	4 288
Carbon monoxide (CO)	4 784
Carbon dioxide (CO_2)	1 589 847
Total hydrocarbons (THC)	3 378
Methane (CH_4)	22 219
Odorous compounds	51

Summarised Emissions Inventory for GRDM

3.4.4 Air Quality areas of concern in the GRDM

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

--Bitou: PM10 Particulate matter

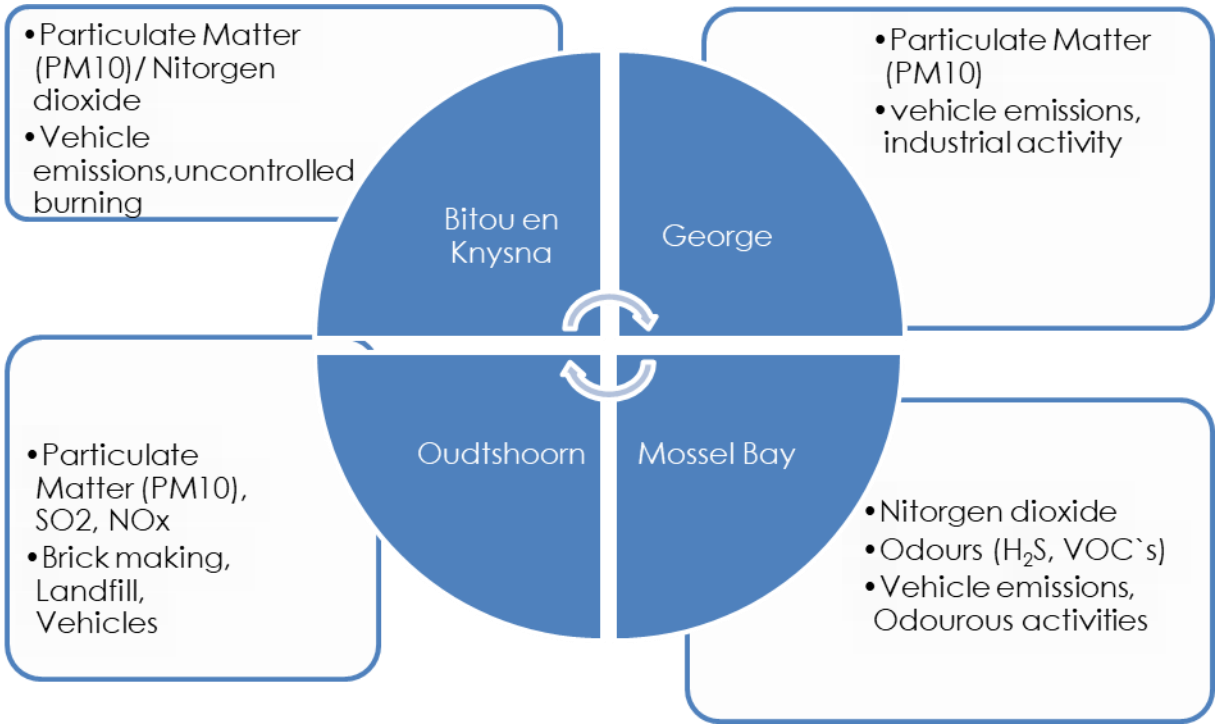
--Knysna: Nitrogen dioxide

--George: PM10 Particulate matter

--Mossel Bay: Nitrogen dioxide and odours

--Oudtshoorn: PM10 Particulate matter, sulphur dioxide and nitrogen dioxide

The problem areas are shown graphically below and form the basis of LAQS's recommendations for project-based air quality monitoring actions. The pollutants involved all pose health risk problems, the exception being odours. At the estimated concentrations the odorous compounds do not pose a health risk, but are a nuisance, impacts on quality of life and tourism. The health risks of PM10 particulates, SO_2 and NO_2 have been researched extensively and are summarised as follows:



3.4.5 Strengths

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

3. 4.6 Weaknesses

- Budgetary constraints- lack of capital funding for monitoring equipment.
- Lack of dedicated air quality units at B-authority level.
- Too much reliance on the District Air Quality unity by some of the B-authorities.
- High cost of monitoring.
- Lack of proper weather data (weather stations) in all area within the district's jurisdiction

- Lack of communication from Town Planning Department re new developments. This is causing human settlements adjacent to industrial activity.
- Fragmentation of Air Quality Services.
- Limited Licence fees due to Regulated fee structure for Atmospheric Emissions Licence Applications.

3.4.7 Goals and objectives

Goal	Task	Timeframe	Operational Budget per annum	Capital budget
Goal 1: Ensure effective and consistent AQM, linked to climate change				
Objective 1.1 Create awareness of AQMP implications	• Present the AQMP to GDRM Council for acceptance, approval and inclusion in IDP • Distribute the action plan to the applicable GRDM departments to gain insight and buy-in • GRDM must assist each B-municipality and liaise with Provincial Department to ensure AQMP's are adopted and included in IDP's.	• 3 months • 6 months • 6 months	Operational (salaries/ transport)	
Objective 1.2 Promote cooperation amongst all spheres of municipal government	• Western Cape Government and GRDM must initiate discussions with each B-municipality to ensure each B-municipality know their responsibility in terms of air quality management • Share annual industry emission survey reports with relevant municipal AQO. • Continue to include municipal AQO's in discussions and planning where problems exist • Forge closer cooperation between GRDM and B-municipalities in all aspects relating to air quality management • Compile a list of air quality monitoring equipment available at each municipality with	• Immediate • 3 months • Ongoing • 1 year • 6 months	Operational (salaries/ transport)	

	the view of sharing equipment as and when necessary			

Goal	Task	Timeframe	Operational Budget per annum	Capital budget
Objective 1.3 Strengthen and build capacity in AQM, compliance and enforcement	• Assist municipal AQOs with the interpretation of air quality reports emission reports. • Training sessions on the use of air quality monitoring equipment with municipal AQO's must be included at the GRDM's AQOFM. • Establish a comprehensive disperion modelling system in cooperation with the B-municipal AQO's • Plan together to acquire the necessary weather data for dispersion modelling • Develop best practices guideline for industry and municipal AQO's as a frame of reference for new technology which could reduce emissions	• 1 year • 1 year • 2 months • 6 months • 1 year	Operational R20 000 (Professional fees)	
Objective 1.4 Develop institutional mechanisms to improve air quality and climate change response	• Finalise the collaborator online emission inventory reporting system (COEI) and launch the platform • Provide training (in the form of SOP's) to industry, business and municipal AQO's to	• 1 year • 1½-2 years • 2 years • 2 years • 3 years	Professional fees R50 000 System maintenanc e- R24 000 per annum	

	ensure the effective utilisation of the COEI. • Encourage the municipal AQO's buy-in and participation to ensure business owners make use of the COEI system. • Use dispersion modelling to manage available air space effectively • Use available tools, i.e. COEI system, dispersion modelling and best practice guides to advise industry and businesses on new and existing developments.			
Objective 1.5 Develop, implement and maintain air quality management systems	• Inititate and coordinate short-term air quality monitoring projects (where applicable) to verify the dispersion modelling results in potential problem areas • Enforce licensed industry's reporting on the National Atmospheric Emission Inventory System (NAEIS) • Conceptually develop pollution prevention plans, based on the outcomes of dispersion modelling and air quality monitoring programs as and when necessary	• 1½-2 years • 1½-2 years • On-going	R60 000	
Goal	**Task**	**Timeframe**	**Operational**	**Capital**

			Budget per annum	budget
Objective 1.6 Ensure adequate funding for the implementation of AQM by municipalities	• Assist municipal AQO's (where necessary) to plan air quality budget submissions and assist with the coordination of resources between municipalities • Plan with municipal AQO's for purchase of air quality monitoring equipment which could be shared between municipalities (i.e. 4 mini-vol's in GRDM could be rotated between municipalities, the same with vehicle exhaust monitors) • Budget for a panel of specialists to review GRDM industries and develop a best practices framework as reference tool • Budget for a comprehensive dispersion modelling facility to be housed and operated by GRDM, but accessible to all municipalities	• 6 months • 1 year • 2 years • 2 years	Operational (salaries/ transport)	R2 million over 5 years R180 000 Dispersion model
Goal 2: Ensure effective and consistent compliance monitoring and enforcement				
Objective 2.1 Improve air quality compliance monitoring and enforcement	• Develop customised air pollution control plans as and when required • Update and review the emission inventory during the NAEIS submission period and highlight concerns for further investigation	• 4 years • On-going • On-going	Operational (salaries/ transport)	

	• Implement AEL review processes in line with legislation			
Objective 2.2 Promote continuous improvement in respect of industry air quality compliance	• Attending of training programmes for district officials on approved emission survey technology • Provide a reference framework to industry with approved emission survey methodology	• 1 year • 2 years	R 20 000	
Objective 2.3 Develop and implement air quality regulatory processes	• Based on short term air quality assessments, amendments to the emission limits may be required. Liaise and coordinate amendments to Section 21 through Provincial and National structures • Assist local authorities with the incorporation of emission limits for fuel-burning appliances in their by-laws.	• 3-5 years • 2 years	Operational (salaries/ transport)	

Goal	**Task**	**Timefr ame**	**Operat ional Budget per annum**	**Capital budget**
Goal 3: Continually engage with stakeholders to raise awareness with respect to AQM and climate change response				
Objective 3.1	• Coordinate and assist with DEFF's EACs and municipal	• 1 year	R76 00 0 per	

Develop comprehensive education and communication mechanisms, strategies and programmes with respect to AQM and CCR	AQO's to develop and roll out a campaign to ascertain the types and quantity of fuel used in households • Use the household fuel information to refine the emissions inventory and dispersion model • Continue with the GRDM Clean Fires campaign and health risk associated with illegal burning • Assist local authorities with the development of a communication channel between fire departments and air quality officers	• 2 years • 1 year • 1 year	annum	
Goal 4: Support air quality and CCR programmes, including promoting and facilitating the reduction of Greenhouse gas emissions				
Objective 4.1 Reduce ozone depleting substances and Greenhouse gas emissions, in line with National and International	• Identify largest contributors of greenhouse gas emissions within GRDM though the emission inventory • Engage with largest contributors to reduce greenhouse gas emissions through best practice framework where applicable. • Assist local authorities to amend municipal by-laws to	• 6 months • 1 year, ongoing • 3 - 5 year	Operational (salaries/ transport)	

requirements	effect emission limits on unlicensed industries that emit greenhouse gases, e.g. small boilers • Partake in National and Provincial projects aimed at setting GHG emission limits on unlicensed fuel-burning appliances.	s • 3 - 5 years		



Picture1: Air pollution in Mossel Bay

3.5 Engineering and Bulk Services

Water

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

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

Sanitation

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

Energy

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

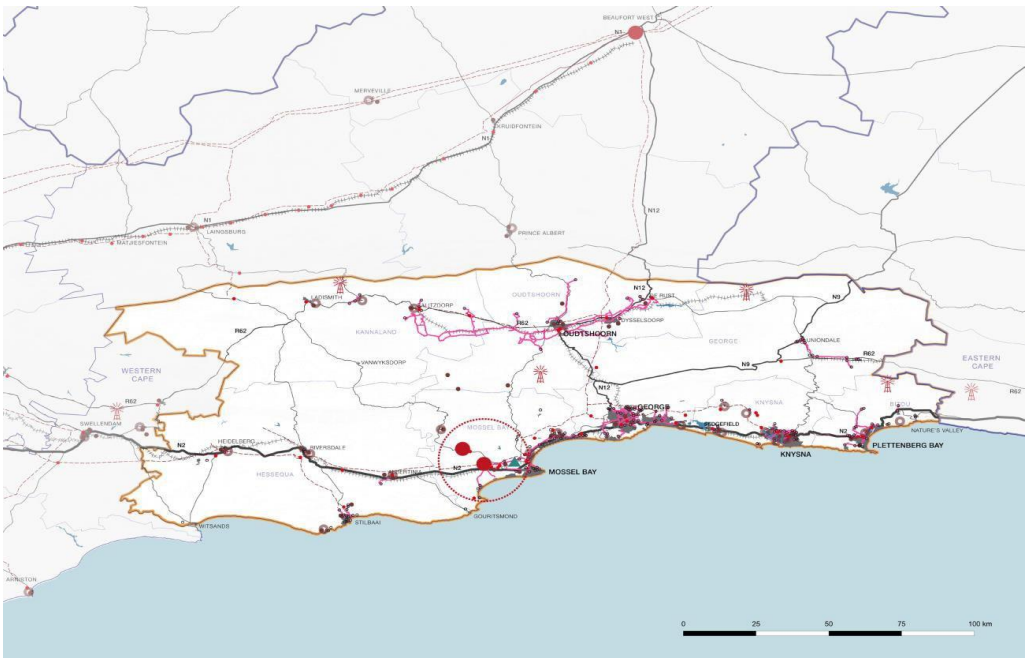
Waste Management

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

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

Bulk Infrastructure Implications for Garden Route

The SDF must guide infrastructure investment and initiate proposals with regard to issues of water security, sanitation and waste management. Emphasis should be placed on using renewable energy resources. This can include a policy on sustainable building designs to improve energy efficiency in buildings through design standards. The SDF needs to identify how spatial considerations can contribute to the integration of development with growth. Green development principles are underpinned by the notion of self-reliance. Rather than "creating more supply" (such as water), the SDF needs to recognise water capacity as a real limiting factor. This implies a radical shift in thinking about how and where to accommodate growth so that it is generative and cyclical rather and wasteful and linear. New ways of integrating development with infrastructure must be embraced to secure a sustainable future for municipal finances, citizens and the economy.



Map: Status Quo of Garden Route Bulk Engineering Services

3.6 Environment and Landscape

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

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

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

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

Environment and Biodiversity Implications for Garden Route

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

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

3.7 Business, Industry and Tourism

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

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

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

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

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

Business, Tourism and Industry Implications for Garden Route

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

It is necessary to consider an economic development strategy that ensures that the settlements work in collaboration to grow their niche industries and entrench complementarity between settlements.

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

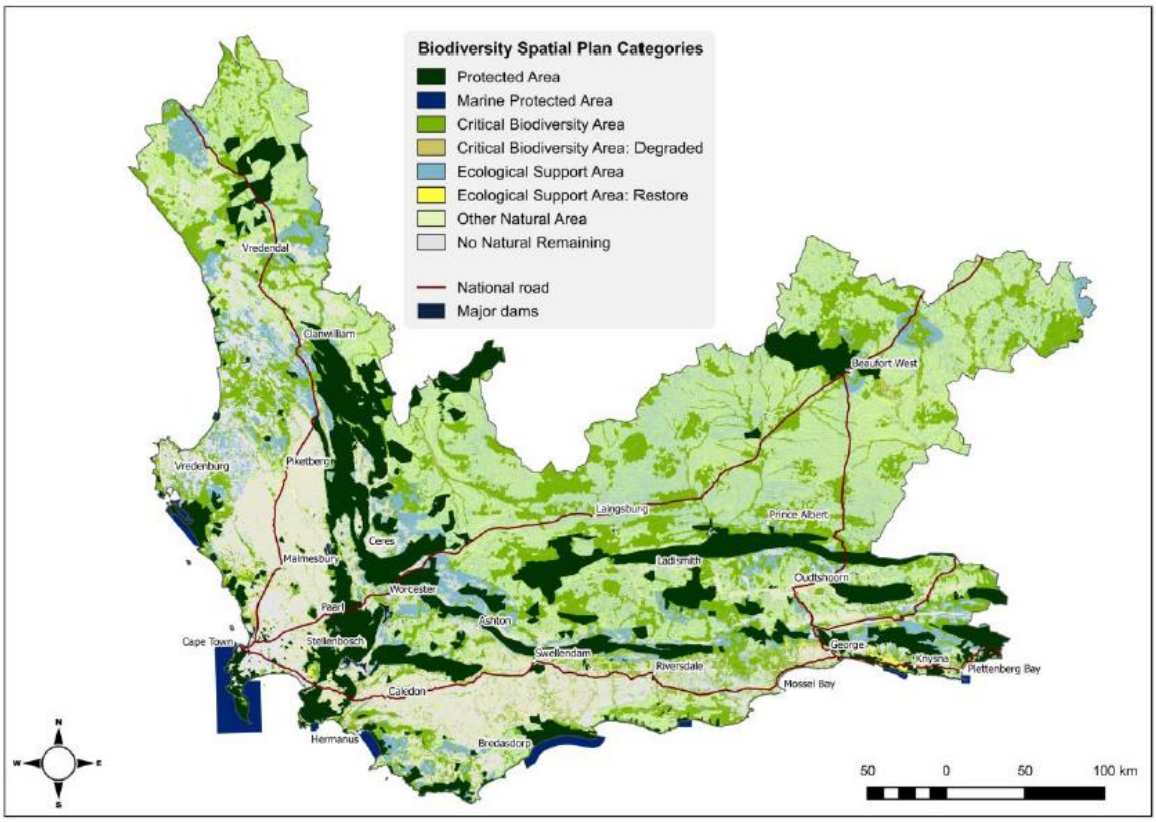
The contribution of informality to the broader economic vitality of the region must be better understood in terms of the informal public transport, food security and waste reduction, recycling and diversion sectors.

3.8 Biodiversity Management

3.8.1 Introduction

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

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



Biodiversity is crucial to ecosystem health, and healthy ecosystems are central to human well-being. Healthy ecosystems interlinked with working landscapes and other open spaces form the ecological infrastructure of the district and are the foundation for clean air and water, fertile soil and food. These natural ecosystems are however under pressure from land use change and related processes causing degradation, as well as invasive alien species. Accelerated climate change (resulting in increasing temperature, rising atmospheric CO^2 and changing rainfall patterns) is exacerbating these existing pressures.

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

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

Shrinking of optimal bioclimatic habitats with warming and potential drying;
Changes in ecosystem structure and composition in response to modification of environmental conditions;

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

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

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

Change to climate variable	Vulnerability Details
Higher mean temperatures	• Increased evaporation and decreased water balance; • Increase wild fire danger (frequency and intensity). •
Higher maximum temperatures, more hot days and more heat waves	• Increased heat stress in fauna and flora species; • Extended range and activity of some pests and disease vectors; • Habitat and range shifts; • Species extinction. •
Higher minimum temperatures, fewer cold days and frost days	• Shifts in flowering, pollination and fruit/seed production; • Extended range and activity of some pests and disease vectors; • Habitat and range shifts; • Species extinction.

Change to climate variable	Vulnerability Details
General drying trend in western part of the country	• Decreased average runoff affecting stream flow, aquatic ecosystems and species breeding patterns; • Loss of essential ecosystem functioning and services of aquatic ecosystems such as wetlands, rivers, estuaries and lakes; • Decreased water quality; • Increased fire danger (drying factor).
Intensification of rainfall events	• Increased flooding and soil erosion; • Damage to sensitive ecological areas such as river banks and buffer zones. • Increased pressure on disaster relief systems; • Increased risk of death to fauna and flora species; • Negative impact on breeding cycles and lowered productivity.
Increased mean sea level and associated storm surges	• Salt water intrusion into ground water and coastal wetlands; • Increased storm surges leading to coastal flooding, coastal erosion and damage to coastal infrastructure; • Increased impact on estuaries and associated impacts on fish and other marine species.

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

3.8.2 Background

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

There are substantial research reports highlighting the negative impacts that human interference is already having; and will continue to have way into the future; on the natural environment, i.e. loss of biodiversity and ecosystems and their associated goods and services, particularly those regulatory services that reduce our risk to climate related disasters. Degraded waterways, wetlands, and coastal dunes that have lost their natural

buffer capacity will increase susceptibility of the society's (which are often poor communities) and infrastructure that are in close proximity to those ecosystems to impact related risks.

There is an urgent need to reverse the *continuing degradation or loss of biodiversity and functioning ecosystems within the Garden Route district.* 'Sustaining our ecosystems and using natural resources efficiently' is one of the strategic focus areas of the Garden Route DM.
South Africa is a signatory to the Convention on Biological Diversity (CBD) (1992), which gives an obligation to the Garden Route District Municipality to:

- Protect species and ecosystems that warrant national or local protection, including:
  - ecosystems that are threatened, important for maintaining key ecological or evolutionary processes and/or functions, ecosystems that contain rich biodiversity or large numbers of threatened or endemic species, with social, economic, cultural or scientific value;
  - species and communities of species that are threatened, related to domesticated or cultivated species, and/or have medicinal, agricultural or other economic, social, cultural or scientific significance;
  - genotypes with social, scientific or economic significance.
- Use indigenous biological resources sustainably; and
- Share the benefits of biodiversity equitably.

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

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

The Garden Route District Municipality is committed in investment options and biodiversity protection interventions to reduce the negative impacts on the receiving environment. Various risk assessments were done by provincial and district disaster

management centres and private institutions such as SANTAM that are also used to guide the municipality on prioritisation of key initiatives and actions that are aimed at protecting and monitoring the district's unique and high biodiversity status.

3.8.3 Legislative Framework

- **Constitutional Mandate**

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

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

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

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

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

- that the disturbance of ecosystems and loss of biological diversity are avoided, or, where they cannot be altogether avoided, are minimised and remedied;
- that the development, use and exploitation of renewable resources and the ecosystems of which they are part do not exceed the level beyond which their integrity is jeopardised;
- that a risk-averse and cautious approach is applied, which takes into account the limits of current knowledge about the consequences of decisions and actions
- that negative impacts on the environment and on people's environmental rights be anticipated and prevented, and where they cannot be altogether prevented, are minimised and remedied; and
- that equitable access to environmental resources, benefits and services be pursued to meet basic human needs and ensure well-being. Special measures may be taken to ensure access by categories of persons disadvantaged by unfair discrimination

Section 2(4)(p) states that the costs of remedying pollution, environmental degradation and consequent adverse health effects and of preventing, controlling or minimising

further pollution, environmental damage or adverse health effects must be paid for by those responsible for harming the environment.

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

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

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

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

The Act, amongst others, provides the framework for biodiversity management and planning, comprising a national biodiversity framework, bioregions and bioregional plans, and biodiversity management plans and agreements. Threatened and protected ecosystems (section 52) have been listed (December 2011) and activities or processes within those ecosystems may be listed as 'threatening processes', thus triggering the need to comply with the NEMA EIA regulations.

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

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

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

The objectives of this Act falls within the framework of the National Environmental

Management Act, and include the protection and conservation of ecologically viable areas representative of South Africa's biological diversity and its natural landscapes and seascapes in order to:

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

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

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

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

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

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

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

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

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

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

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

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

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

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

The Act recognises the inclusion of 'conservation, rehabilitation or protection of the natural environment, including flora, fauna or the biosphere' as approved public benefit activities for purposes of section18A (1) (a) of the Income Tax Act (GN 403 of 26 April 2006). [In order to qualify as a 'public benefit organisation' under this Act and thus qualify for tax exemptions or reductions, the organisation must, amongst others, be a trust or association of persons, be incorporated under Section 21 of the Companies Act, register as a non-profit organisation under the Non-profit Organisations Act, and the organisation's sole objective must be to carry on a 'public benefit activity'.]

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

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

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

The Mineral and Petroleum Resources Development Act (MPRDA) governs mining and prospecting in South Africa, and contains a number of environmental provisions. The Act ensures the sustainable development of South Africa's mineral resources, within the framework of national environmental policies, norms and standards, while promoting economic and social development.

Section 37(1) of the MPRDA provides that the environmental management principles listed in Section 2 of the National Environmental Management Act (No. 107 of 1998) (NEMA) must guide the interpretation, administration and implementation of the environmental requirements of the MPRDA, and makes those principles applicable to all prospecting and mining operations. Section 37(2) of the MPRDA states that "any prospecting or mining operation must be conducted in accordance with generally accepted principles of sustainable development by integrating social, economic and

environmental factors into the planning and implementation of prospecting and mining projects in order to ensure that exploitation of mineral resources (Wetland Offsets Guideline 2014).

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

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

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

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

3.8.4 Existing Policies, Strategies, Plans and Reports

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

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

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

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

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

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

Chapter 5 of the National Development Plan (NDP) builds on the National Strategy for Sustainable Development, which defines sustainable development as: "*the process that*

is followed to achieve the goal of sustainability. Sustainable development implies the selection and implementation of a development option, which allows for appropriate and justifiable social and economic goals to be achieved, based on the meeting of basic needs and equity, without compromising the natural system on which it is based".

Chapter 5 of the NDP makes an implicit case for biodiversity offsets:
"The biodiversity and ecosystems in conservation areas are national assets. Long-term planning to promote biodiversity and the conservation and rehabilitation of natural assets is critical, and should be complemented by a strategy for assessing the environmental impact of new developments as an important component of overall development and spatial planning. Where damage cannot be avoided or mitigated, and where the social and economic benefits justify the development, a commensurate investment in community development and the rehabilitation and conservation of biodiversity assets and ecosystem services is required."

- **National Biodiversity Framework (2009)**

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

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

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

- **Wetland Offsets Guideline (2014)**

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

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

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

threatened ecosystems and species to minimize the risks of species extinction.

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

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

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

3.8.5 Garden Route DM Climate Change Structures

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

Forum/Committee	Frequency
Provincial Freshwater Forum	Quarterly
Garden Route Biosphere Reserve Board Meetings	Quarterly
Garden Route Infrastructure Forum	Quarterly
Garden Route DM Water Services Forum	Quarterly

3.8.6 Biodiversity Management Projects Implemented by the Garden Route District Municipality

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

- That the cumulative impact of development authorization and land use change does not:
    - result in the loss of CBA's or jeopardize the ability to meet South Africa's targets for biodiversity conservation;
    - lead to ecosystems becoming more threatened than 'Endangered; and/or
    - cause a decline in the conservation status of species and the presence of 'special habitats.
- That the conservation efforts arising from the development application process, and contributing to improved protection of South Africa's unique species and ecosystems in perpetuity, are focused in areas identified as priorities for biodiversity

conservation. Particular emphasis is on consolidation of priority areas and securing effective ecological links between priority areas; and

- That the ecosystem services provided by affected biodiversity and on which local or vulnerable human communities - or society as a whole - are dependent for livelihoods, health and/or safety, are at minimum safeguarded, and preferably improved.

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

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

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

The Regulations on the management of Listed Alien and Invasive Species under the National Environmental Management: Biodiversity Act [hereafter termed "NEMBA"] were promulgated on 1 August 2014 as Regulation Gazette No. 10244 in Volume 590 of the South African Government Gazette (Publication No. 37885). These regulations came into effect on 1 October 2014. (They are annexed to this report as Annex 1.)
In Chapter 4, "National Framework Documents", Section 8, entitled "Invasive Species Monitoring, Control and Eradication Plans", states *inter alia* that "The Minister must - (a) within one year of the date on which these regulations come into effect, develop guidelines for the development of Invasive Species Monitoring, Control and Eradication Plans for Listed Invasive Species as contemplated in section 76 of the Act".

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

NEMBA Sections 75 and 76 are very specific in terms of who must develop these Invasive

Species Monitoring, Control and Eradication Plans, what the plans must include and how they should be implemented, *i.e.*:

"Control and eradication of listed invasive species

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

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

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

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

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

"Invasive species control plans of organs of state

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

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

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

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

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

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

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

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

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

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

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

The Garden Route District Municipality have complied with this legislative requirement in

drawing up an Garden Route DM Alien Vegetation Control Plan, 2015. This plan is to be revised during the 2018/19 financial year in order to ensure it incorporates the latest information as well as to also include alien animal, bird, insect and micro-organism species control.

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

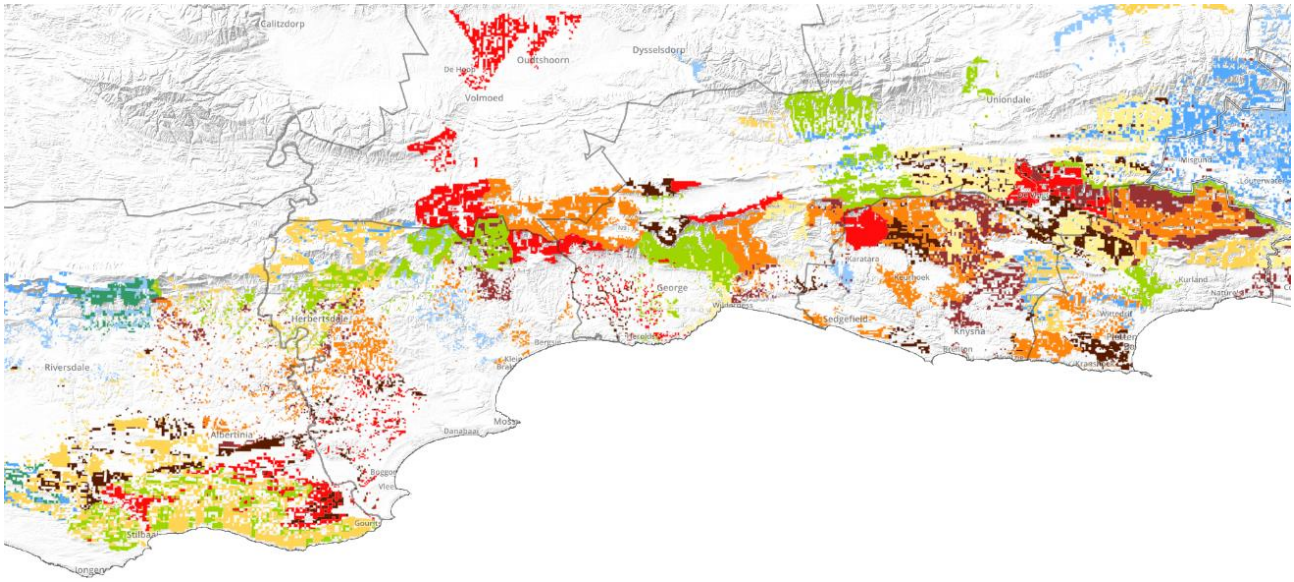


Figure 2: The extent of invasive alien species throughout the Garden Route District (indicated in red).

Garden Route District Municipality Wetland Strategy and Implementation Plan

– **Environmental Impact Assessments and Authorisation Process**

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

Land-use decisions that lead to land cover change as well as all decisions where the mitigation sequence is applicable are should monitored by the municipality. Garden Route DM is guided by the following legislative guidelines when commenting on all EIA applications: the National Environmental Management Act, 107 of 1998 Environmental Impact Assessment (EIA) regulations (2014), the Guideline on Need and Desirability (2014), the Minimum Requirements for Biodiversity in EIAs (draft 2016), the Wetland Offsets - A best-practice guideline for South Africa (SANBI and Department of Water

Affairs, 2014), Mining and Biodiversity Guideline - Mainstreaming Biodiversity in the Mining Sector, 2013 and any applicable national and provincial legislation.

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

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

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

Project	Current Sub-Projects	Future Possible Sub-Projects
areas		

3.8.7 Location of the Project

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

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



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

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3.8.8 Project Objectives

The CMP review and updating process have the following objectives:

- The review and update of the current plan to incorporate legislative changes, policies and emerging issues;
- To review the relevancy of objectives as in the current CMP and update where applicable;
- To conduct a public participation process across the Garden Route district in order to include the participation of all relevant stakeholders as well as all the local municipalities within the district;
- To produce a detailed report on the public participation process that was followed, as well as the outcomes, and include it in the CMP;

- To produce a Coastal Management Implementation Plan for the Garden Route District Municipality covering all its sectional and departmental involvements, that sets out realistic project goals and strategies as well as timeframes for these; to be included in the CMP.

CHAPTER FOUR (4)
SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT

CHAPTER 4: BULK INFRASTRUCTURE DEVELOPMENT

4.1 Bulk Infrastructure Development

4.1.1 Legislative Requirement(s)

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

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

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

- **The Constitution of the Republic South Africa** assign municipality's executive authority and right to administer local government functions laid out in Schedule 4 Part B which includes electricity reticulation

- **The National Energy Regulator Act, 2004 (Act 40 of 2004)** establishes a single regulator to regulate the electricity, piped-gas and petroleum pipeline industries

- **The Electricity Regulation Act (ERA), 2006 (Act 4 of 2006) and as amended in 2007 -** defines electricity reticulation as the "trading or distribution of electricity and includes services associate therewith". Empowers the Minister /or regulator to establish norms and standards, KPIs and for municipalities to ring-fence their EDI financial statements

- **National Energy Act, 2008 (Act 34 of 2008)** was promulgated to ensure that diverse energy resources are available to the South African economy in sustainable quantities and at affordable prices in support of economic growth and poverty alleviation. The Act takes into account environmental management requirements and interactions among economic sectors. It provides for the development of the IEP and the formation of the South African National Energy Development Institute (SANEDI)

- **Energy White Paper of 1998** identifies the need for demand-side management and the promotion of energy efficiency in South Africa. Appropriate and supportive energy policies are required to attain the energy efficiency and conservation targets embodied in the IRP framework

- **Integrated Resource Plan (IRP) 2010** outlines the planning, sourcing and quantities of electricity sources contributing to the country's generation mix. The document indicates how much capacity and from what sources they will come, taking into consideration technology costs, present and future, expected demand trajectories and the country's climate change mitigation commitments. The IRP itself is based on the broader Integrated Energy Plan (IEP)

- **National Energy Efficiency Strategy (NEES) 2005, (as amended in 2008)** sets out a national energy efficiency target of at least 12% by 2015

- **Integrated Energy Plan (IEP)** provides direction to the country's broader energy needs. The policy seeks to ensure diversity of energy supply as well as security. This policy combines the objectives of the country's climate change, energy supply and energy demand plans and aspirations

- **Carbon taxes (2016)** proposed by the National Treasury will be implemented, commencing in 2017 at a rate of R120 per ton of carbon dioxide equivalent (CO2e) on direct emissions, increasing by 10% per annum until 2020. Taxfree allowances of between 60% and 95% will be provided, based on trade exposure, fugitive emissions, carbon budgets compliance and other factors (National Treasury 2016a)

- **Municipal Systems Act (Act 32 of 1998)** defines municipality as service authority with the right to decide who will distribute electricity in its area and may appoint a suitable service provider in terms of a service delivery agreement

- **Energy mandatory reporting (2015)** is required for all energy users consuming above 180 TJ per annum. Energy consumption data needs to be submitted to the DoE. Companies using 400 TJ or more per annum are required to submit a detailed energy management plan. The reporting requirement is applicable to all forms of energy

- **Other relevant Electricity Policies**

- Electricity Pricing Policy
- Free Basic Electricity Policy
- Free Basic Alternative Energy Policy

* Recently, a number of **policy updates** have been noted, which provide incentives and supporting mechanisms for increased uptake in the energy sector:

- **Electricity Regulations**

Electricity Pricing Policy (EPP) GN1398 19 December 2008

- **The Municipal Finance Management Act (Act 56 of 2003)** deals with the imposition of tariffs and also makes reference to the "setting" of municipal tariffs by municipalities

- **Occupational Health and Safety Act (Act 85 of 1993)** provides for the health and safety of persons at work and for the health and safety of persons in connection with the use of plant and machinery; the protection of persons other than persons at work against hazards to health and safety arising out of or in connection with the activities of persons at work; to establish an advisory council for occupational health and safety; and to provide for matters connected therewith

- **The Municipal Fiscal Powers and Functions Act (Act 12 of 2007)** regulates the levying of municipal surcharges

- **Revision of electricity licensing regulations:** Specifies facilities that may/may not require licenses

- **Local municipal guidelines:** Small-scale embedded generation (SSEG) rules and regulations developed to support market growth.

- **Release of national smart metering standard:** A national smart meter specification was released by Eskom in October 2016 after two years of work with industry stakeholders, large metros and Eskom, and allows all municipalities to specify a similar smart meter, affording manufacturers adequate demand to manufacture locally, and in doing so reduce the cost of smart meters

- Examples of relevant **key standards** for the energy sector are also noted below:
  - SANS 10400-XA: 2011 with SANS 204 (construction standards).
  - SANS 941 - Energy efficiency of electrical and electronic apparatus.
  - SANS 151 – Fixed electrical storage water heaters.
  - SANS 941 – Energy performance and labelling of electrical & electronic apparatus.
  - SANS 1544 – Energy performance certificates for buildings.
  - SANS10106 – Installation of solar hot water systems.
  - SANS 50010 – Measurement and verification of energy savings.
  - SATS 1286 – Local goods, services, works: measurement & verification of local content.
  - VC9004 – Compulsory specification for integral and close-coupled domestic solar water heaters, and thermal collectors for domestic solar.
  - VC9006 – Compulsory specification for hot water storage tanks for domestic use.

- VC9008 – Compulsory specification for energy efficiency and labelling of electrical and electronic apparatus.

4.1.2 Structures and committees in places

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

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

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

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

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

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

closest to the end users. Municipalities are responsible for a large portion of electricity distribution in SA

4.1.3 Policies and Strategies

Not Applicable

4.1.4 Alignment with provincial and National Objectives/Goals

The **National Development Plan (NDP)** - Vision 2030 set key targets, including producing sufficient energy at competitive prices, ensuring access for the poor, while reducing CO_2 per unit of power and that SA need to transition to a more energy efficient and lower carbon economy at a pace that makes sense for us.

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

These intertwined dynamics have radical implications for local municipalities that are compelled to re-define their role in the electricity value chain and adapt their funding and operating models" and SALGA goes on to make a core proposition in their Strategic Framework (2017-2022) that "The electricity distribution business model is under threat and must evolve. Inaction and business as usual is not an option and SALGA proposes that Municipalities should move away from having a monopoly provider of energy and take up its role as managers of grid and energy services.

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

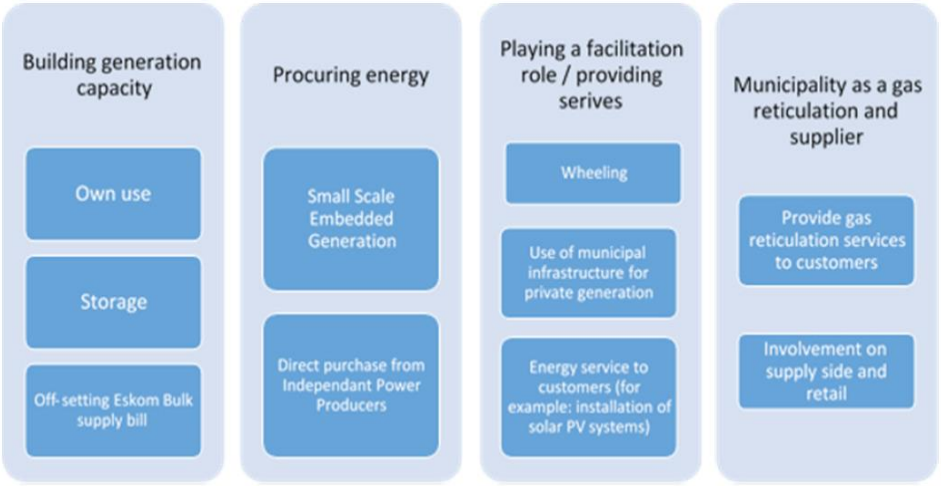
Game changer 1: Small Scale Embedded Generation (SSEG) in terms of which Municipalities are encouraged to adopt a model of providing energy services to their customers, which can include the installation of solar panels and storage to domestic customers

Game changer 2: Municipalities generating or buying their own electricity – in terms of which SALGA is advocating for policy / legislation reviews to ensure that Municipalities can buy power from a range of suppliers so that Municipalities can generate their own electricity and the Country Energy Plans and Integrated

Resources Plans must include the participation of Municipalities and pronounce how they will be involved in the country's future energy landscape

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

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



Examples of some new business models for municipalities identified through prospective studies and international exchanges

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

4.1.5 Projects and Programs

Project/Program	Objective
EEDSM application for R25m Grant Funding 2019/2020 : Consolidated application submitted by Garden Route District Municipality (on behalf of Garden Route District Municipality & Knysna Local Municipality	Retrofit Garden Route DM & Knysna LM's relevant buildings & street lights to reduce energy consumption

Garden Route Green Energy Summit (in collaboration with Green Cape)	Engage with a wide range of relevant Key Stakeholders relating to "Green Energy" to unpack opportunities and constraints in terms of Green Energy initiatives in Garden Route District in order to define the role and focus of Garden Route DM going forward

4.1.6 Challenges

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

4.1.7 Objectives

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

4.1.8 Strategic risk(s)

- Lack of attendance of the planned Garden Route Green Energy Summit by key stakeholders
- National Minister of Energy / ESKOM is promoting the "nuclear" agenda and seem to be opposed to Green Energy initiatives

4.2 Waste Management

4.2.1 Introduction

The Manager of Waste Management for the Garden Route District is Mr M Hubbe. He is supported by the District Waste Management Officer. Mr J Gie has been appointed to fill this position. The implementation of the objectives set out in the implementation plan will be the responsibility of the mentioned staff in collaboration with the Waste Management Officers of the B-Municipalities where applicable.

Chapter 3 of the Waste Act states that:

10.(3) Each municipality authorised to carry out waste management services by the Municipal Structures Act, 1998 (Act No. 117 of 1998), must designate in writing a waste management officer from its administration to be responsible for co-ordinating matter pertaining to waste management in that municipality.

(4) A power delegated or a duty assigned to a waste management officer by virtue of subsection (3) may be sub-delegated of further assigned by that

officer to another official in the service of the same administration, subject to such limitations or conditions as may be determined by the municipality.

(5) Waste management officers must co-ordinate their activities with other waste management activities in the manner set out in the national waste management strategy established in terms of section 6 or determined by the Minister by notice in the Gazette.

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

Section 84 of the Municipal Structures Act divide the functions and powers of municipalities and the GRDM is bestowed with all the functions and powers relating to solid Waste disposal sites and particularly relating to:

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

4.2.2 Legislative Requirement(s)

- List the legislative prescripts guiding your specific section;
- Constitution of South Africa 1996;
- National Environmen3tal Management Act, 107 of 1998;
- National Environmental Management: Waste Act, 59 of 2008 as amended;
- Local Government: Municipal Structures Act, 117 of 1998 as amended;
- Local Government: Municipal Systems Act, 32 of 2000 as amended;
- Local Government: Municipal Finance management Act, 56 of 20013
- Environmental Conservation Act, 73 of 1989;
- The Western Cape Health Care Waste Management Act, 6 of 2010 as amended;
- Garden Route District Municipal Waste Management By-Law 7818 of 01 September 2017.\

4.2.3 Structures and committees in places

Internal

- **Environmental Services Sectional Meeting**: Environmental Services Managers meet on a monthly basis to reflect on activities for the previous and following

month in their individual sections.

- **Community Services Portfolio Committee**

External

- **Garden Route District Waste Managers Officers Forum**: Waste Management Officers of the seven B-Municipalities meet on a quarterly basis to discuss waste management issues, activities, policies, legislation and implementation of regional projects. Waste Management Officers of Garden Route District Municipality lead the meetings.
- **Western Cape Provincial Waste Managers Officers Forum**: Waste Management Officers of all the municipalities in the Western Cape meet on a quarterly basis to discuss waste management implementation according to applicable legislation. The Waste Management Officers of the Department of Environmental Affairs and Development Planning lead the meetings

4.2.4 Policies and Strategies

Policy name	DC number	Approved on
Garden Route District Municipal Waste Management Policy.	DC 194/07/17	31 July 2017
Garden Route Integrated Waste Management Plan	DC 789/01/15	30 January 2015

4.2.5 Projects and Programs

Project/Program	Objective	Date from - date to
Regional Landfill Facility	Landfill Facility available to Mossel Bay, George, Knysna, Bitou Municipalities and in future to Oudtshoorn and Hessequa Municipalities.	O1 January 2014 – 31 Jujly 2020
Waste Minimisation Education and Awareness Program	Make crèche, school educators and the general publicaware of waste minimization activities to educate learners to minimize waste.	01 July 2017 – ongoing
Garden Route District Municipal Office Recycling Program	Garden Route DM officials to be aware and actively participating as an example to the residents of the Garden Route district.	01 January 2016 ongoing
Garden Route Organic Waste Opportunities and solutions Project	To source and implement alternative technologies that will	01 April 2017 – ongoing

	be implemented by the private sector for green waste, wood waste, abattoir waste and sewage sludge.	
Implementation of Alternative Waste Management Technologies at the Regional Landfill facility. Assist Local Municipalities to complete waste characterisation studies.	To source and implement alternative technologies to be implemented by a Public Private Partner to accommodate waste tyres, used hydrocarbons and wet organic waste.	01 January 2014 – until implementation
Waste Characterisation Studies in each of the Local Municipal Areas	To determine the composition of their waste generated to implement waste minimization programs and to plan specific waste management activities.	01 July 2017 – ongoing
Home Composting Pilot Projects	Implementation of pilot project in the Local Municipalities to indicate the potential organic waste minimisation at home can have on diverting organics from landfill and save on transport and landfill cost	01 July 2018 – ongoing

4.2.6 Challenges

As per Integrated Waste Management Plan 2014, in order to achieve a sustainable integrated waste management system, the municipalities in the Garden Route District must address the gaps identified in their Integrated Waste Management Plans urgently and effectively.

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

- *Providing recycling infrastructure and implementing minimisation programmes or appoint service providers to assist in a recycling program in the municipal areas.*

- *The lack of comprehensive public awareness regarding sustainable waste management.*

  The majority of the general public (households, businesses and industry) are not aware of proper waste

  management practices, detrimental environmental and health effects of waste or waste minimisation practices that can be implemented.

With lack of public awareness and education, the understanding of a sustainable waste management system will be lacking and public littering will increase. With no realisation of the actual impact of waste on the environment, there would be no reason to be environmentally responsible. The environment will be poisoned by uncontrolled waste which will affect the public at large. An uninformed public will also not participate in waste avoidance and recycling efforts, causing pressure on landfill airspace requirements, hence more landfills need to be constructed to the detriment of the environment.

- *Lack of knowledge and experience regarding alternative technologies*

The public sector requires experience and knowledge regarding alternative technologies in order to evaluate and implement where appropriate and feasible as alternatives to landfilling to save on landfill management and transport cost.

- *Lack of information regarding waste generation types and volumes*

The lack of waste generation information and statistics must be addressed in order to allow proper planning in terms of collection, handling and disposal of the generated waste. Minimisation statistics are also required. This applies to the private and public sectors.

The municipalities have little data on the generators of special wastes within the municipal boundaries or on the destination or disposal method of these wastes.

With lack of information regarding waste generation types and volumes, no control can be exercised over the generators of these wastes and where it is disposed, possibly illegally.

- *Collection Fleet – Age, Condition, Aesthetics, Type*

Collection vehicles in the Garden Route municipalities, as is the case in almost all South African municipalities, are kept in service long after the end of their economic lives. Collection vehicles help in creating the public's perception of waste management and need to be aesthetically pleasing.

Some vehicles are likely operating beyond their effective lifetimes. These vehicles need to be evaluated to ensure that they are still cost effective and efficient. If not, they need to be replaced.

- *Lack of monitoring of facilities.*

Waste management facilities must be regularly monitored and audited to comply with permit requirements or to ensure that they are operated in line with best practice up until permits have been acquired where needed.

If waste management sites are not monitored, the possibility of the environment being contaminated increases significantly. The greatest threat is water being polluted.

- *Lack of disposal airspace.*

Some of the disposal sites in the Garden Route District are nearing capacity. The District is in the process of establishing a regional landfill facility which will serve the local municipalities of Bitou, Knysna, George and Mossel Bay. Disposal airspace will become an urgent requirement for Mossel Bay, George, Knysna and Bitou Municipalities from the 2015/2016 financial year onwards.

Inaccurate calculation of figures regarding remaining airspace results in improper planning for alternatives to dispose of waste in the future.

- *Lack of household hazardous storage*

There is a lack of facilities for the acceptance and storage of household hazardous waste.

- *Waste Management By-Laws.*

The Garden Route Integrated Waste Management Forum compiled generic integrated waste management by-laws that must be incorporated into the local municipal by-laws. These new by-laws will address facets of waste management which were not addressed in previous by-laws.

- *Tariffs.*

In most (if not all) municipalities, the tariff structure for the use of waste disposal services is unclear and only escalated annually.

If tariffs aren't determined based on sound scientific principles and calculations then it is not economically sustainable or publicly acceptable.

- *Rural areas and farms.*

Remote areas in the Municipalities should have access to waste disposal. Where collections in these areas are not feasible for the Municipality, an agreement can be made with e.g. the farm owners to be able to dispose their waste at the Municipal sites at lowered fees. Illegal sites (if any) must be closed.

- *Increased cost associated with clean-up of illegal dumping.*

- *Operation of waste facilities without a waste license.*

The main waste management concerns in the Garden Route District Municipality itself are as follows;

- *Insufficient source of income.*
  The Garden Route District Municipality at this stage has no income source except the equitable fund received from the National Government which is not efficient to fund all official mandates given by legislation to the District Municipality. Grant funding is also not available to the District Municipality to fund infrastructure urgently needed in the area. The District Municipality is also not in a position to assist municipalities financially as is legally expected from them. Government, National and Provincial must urgently investigate the income base of District Municipalities to allow them to implement their legal mandate.

  District Municipalities, given the necessary resources, can assist National, Provincial and local municipalities to enhance waste services on such a scale that healthy and environmentally sound waste management services are in place for the different district municipal areas. Implementing certain waste management services on a district level not only ensures uniformity of services in the area, but is definitely more practically implementable and cost effective. The current available resources limit the District in exercising its functions in terms of solid waste management.

- Role of District Municipalities regarding legal functions according to Local government legislation in so far as it relates to waste management functions.
- By in on regional approach of waste management service from B-Municipalities on Senior Management and Political level.
- Establishment of Regional Landfill Facility.
- Implementation of a Regional Waste Management Minimisation Strategy for the Garden Route District that will guide municipalities on minimisation management action implementation locally but with a regional approach.

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

No.	Action	Priority	Timeframe	Budget	Funding source	Responsibility
Goal 1: Effective waste information management and reporting						
Objective 1.1 Accurate waste information collected through GRWMIS						
1.1.1	GRDM to register all large general and hazardous waste generators on GRWMIS	Medium	2020/21	Nil. To be undertaken internally	N/A	GRDM
1.1.2	GRDM to review waste categories used on the GRWMIS. The data capturing system must be designed so that rolled up data under the broad categories listed in the National Waste Information Regulations can be reported on the IPWIS.	Medium	2021/22	Nil. To be undertaken internally	N/A	GRDM
1.1.3	GRDM to ensure the weighbridge software is compatible with the GRWMIS and IPWIS	Medium	2021/22	Nil. To be undertaken internally	N/A	GRDM
Objective 1.2 The GRWMIS fully interlinked with the IPWIS						
1.2.1	GRDM to strive to ensure the GRWMIS is linked to the SAWIS so that information uploaded to the GRWMIS is automatically	High	2020/2025	Nil. To be undertaken internally	N/A	GRDM & DEA&DP

No.	Action	Priority	Timeframe	Budget	Funding source	Responsibility
	uploaded to the IPWIS.					
Objective 1.3 The implementation status of the GRDM IWMP is regularly reviewed and the implementation status of projects is monitored.						
1.3.1	Undertake annual performance reviews of this IWMP, and send reports to DEA&DP	High	2020 - 2025	Nil. To be undertaken internally	N/A	GRDM
1.3.2	GRDM to add an item to the agenda of the quarterly waste manager forum meeting on IWMP implementation progress.	Medium	2020 - 2025	Nil. To be undertaken internally	N/A	GRDM & local municipalities
Objective 1.4 Effective internal management of waste related data						
1.4.1	Develop an inventory of all internal waste related data sets	Medium	2020/21	Nil (if undertaken internally). Up to R100,000 if undertaken externally	N/A	GRDM
1.4.2	Develop systems for effectively capturing and storing waste data sets identified in the above inventory, such that they are readily available	Medium	2020/21	Nil. To be undertaken internally. Included in above costs if undertaken externally.	N/A	GRDM
Goal 2: Improved education and awareness						
Objective 2.1 District wide waste awareness campaigns are well planned and executed. Sufficient awareness materials are available for the waste awareness campaigns						
2.1.1	Develop an annual waste awareness calendar which is aligned with awareness campaigns planned by the local	High	2020 – 2025	Nil. To be undertaken internally	N/A	GRDM & local municipalities

No.	Action	Priority	Timeframe	Budget	Funding source	Responsibility
	municipalities *(to be developed at the beginning of each financial year)*					
2.1.2	Waste awareness campaigns are to be undertaken by trained and experienced personnel	High	2020 - 2025	Appointment of two dedicated resources (~R200,000pppa)	GRDM Budget or sourced from National or Provincial Programmes	GRDM
2.1.3	The GRDM waste mascot is to be incorporated into future waste awareness materials	High	2020 - 2025	Nil. To be undertaken internally	N/A	GRDM & local municipalities
Objective 2.2 The public, business and industry are informed of what constitutes hazardous waste and how hazardous waste should be managed						
2.2.1	GRDM to undertake hazardous waste awareness programmes with business and industry. These programme should focus on the hazardous cell at the regional landfill site and inform business and industry of registration requirements and companies which are authorised to use the site	Medium	2020/21	R50,000 – cost for advertising, venues and catering for meetings/ workshops	GRDM budget	GRDM
2.2.2	GRDM in collaboration with local municipalities	Medium	2020 - 2025	TBC	-	GRDM & local municipalities

No.	Action	Priority	Timeframe	Budget	Funding source	Responsibility
	to implement a household hazardous waste management programme and service					
Objective 2.3 Waste awareness campaigns are mainstreamed at schools and all learners and educated on good waste management practices						
2.3.1	Waste awareness campaigns to be undertaken at all schools in GRDM	High	2020 - 2025	No additional labour cost if the same resources listed under 2.1.2 fulfil this role. A travel budget for waste Education Staff Members would also be required.	GRDM Budget or sourced from National or Provincial Programmes	GRDM & local municipalities
Objective 2.4 Waste awareness campaigns are audience specific and communicated using channels appropriate to the audience						
2.4.1	GRDM, in consultation with local municipalities to undertake a public perception survey on waste management to determine the public knowledge of waste management and preferred methods for engagement in terms of waste awareness (e.g. social media vs meetings vs flyers etc.)	Low	2022/23	R500,000	GRDM budget	GRDM & local municipalities
Goal 3: Improved institutional functioning and capacity						
Objective 3.1 The GRDM has sufficient well capacitated employees to undertake the district waste management role and to manage the new regional landfill site and roll out the full implementation of the GRWMIS						
3.1.1	The GRDM to review the	High	2020/21	Nil. The review of the	N/A	GRDM

No.	Action	Priority	Timeframe	Budget	Funding source	Responsibility
	current organogram and ensure it is aligned with the roles required to manage the district waste management function and the regional landfill site management.			organogram can be undertaken internally. Budget will be required to fill vacancies		
3.1.2	The GRDM to identify training needs of employees and implement training	High	2020 – 2025 (annually)	Nil. No budget will be required to identify training needs	N/A	GRDM
3.1.3	GRDM to implement the training needs of employees identified in 3.1.2	High	2020 - 2025	The training costs will be depend on identified course. An average budget of ~R10.000/ course/person should be allocated. Some courses e.g. DEA&DP courses will be free of charge	GRDM budget	GRDM
3.1.3	Implementation of the IWMP to be added as KPIs to the District Waste Manager or WMOs performance evaluation criteria.	High	2020/21	Nil.	N/A	GRDM
Objective 3.2 Information sharing is maximised in the GRDM and regular meetings are held to build relationships between the district and local municipalities						
3.2	GRDM to continue with quarterly waste management officers forum	Medium	2020 - 2025	Nil.	GRDM budget	GRDM & local municipalities

No.	Action	Priority	Timeframe	Budget	Funding source	Responsibility
	meetings					
Goal 4: Provision of efficient and financially viable waste management services						
Objective 4.1 Cost reflective tariffs are charged to local municipalities and businesses for use of the regional site						
4.1.1	Waste disposal tariffs are informed by a full cost accounting exercise, tariffs are reviewed annually to determine if they are still accurate.	High	2020/21 (reviewed annually)	Nil	N/A	GRDM
Objective 4.2 Budget is determined and allocated for the closure and rehabilitation of waste management facilities						
4.2.1	GRAP assessments of the regional landfill site are undertaken on an annual basis and an annual contribution is made into a vote for the closure and rehabilitation of the landfill sites	High	2020 - 2025	R 60,000 per annum. The cost will include a tachometric survey to determine remaining airspace		GRD
Goal 5. Increased waste minimisation and waste diversion from landfill						
Objective 5.5 The diversion of recyclables from waste destined for landfill is increased						
5.1.1	GRDM to finalise the district waste minimisation strategy	High	2020	R800,000	GRDM budget	GRDM
5.1.2	GRDM to assist KLLM and OLM with the roll out of pilot separation at source programmes	Medium	2020/21	Nil. To be undertaken in-house	N/A	GRDM
Objective 5.2 The diversion of organic waste from landfill is increased						
5.2.1	Pilot home composting programme to be rolled out in all municipalities	Medium	OLM & BLM – 2020/21 KLLM – 2021/2022	OLM & BLM – R60,000 KLLM –R30,000	GRDM and local municipalities budgets	GRDM and local municipalities
Goal 6. Improved compliance and enforcement						

No.	Action	Priority	Timeframe	Budget	Funding source	Responsibility
Objective 6.1 The regional landfill site is operated according with license conditions						
6.1.1	The GRDM to undertake internal audits to be undertaken to review the compliance status of the regional landfill site	High	2020 - 2025	Nil. To be undertaken internally	N/A	GRDM
6.1.2	All relevant GRDM employees to be trained on auditing principals to allow them to undertake internal audits	Medium	2020/21	R6,000/person/ course		GRDM
6.1.3	Annual external audits undertaken of the regional landfill site	High	2020 -2025	R40,000/ annum excluding tachomateric surveys, airspace determination and monitoring	Private partner budget	GRDM & private partner
6.1.4	GRDM to appoint an additional employee to monitor the management of the regional landfill site on a daily basis	High	2020 - 2025	R350,000/ annum	GRDM budget	GRDM
6.2 The GRDM waste management by-laws are enforced						
6.2.1	GRDM to ensure there are sufficient employees to enforce the district by-laws	Medium	2020 - 2025	R250,000/ employee		
Goal 7. Improved future infrastructure planning						
7.1 Plans are in place to guide the development of waste management infrastructure which is required to meet national and provincial waste diversion targets						
7.1.1	The GRDM to facilitate the update of the 2016 DEA&DP waste	Medium	2020/21	R1,260,000 (R180,000/ municipality)	Local municipalities	GRDM & local municipalities

No.	Action	Priority	Timeframe	Budget	Funding source	Responsibility
	infrastructure plan for the district.					

4.2.8 Strategic Risks

- No Finalisation of the regional landfill Facility will result in any facility available to Mossel bay, George, Knysna and Bitou Municipalities to dispose off the waste generated in their area of jurisdiction that will have dire consequences for the health of the residents of and the environment in the Garden Route District. PetroSA site not available from July 2018.
- Lack off good waste management practises will result in environmental degradation that will have dire consequences for the health of the residents of and the environment in the Garden Route District. It will also have a negative effect on economic growth and tourism in the Garden Route District.

4.4 2020/2021 Projects and Programmes: Roads Maintenance and Construction

Public Transport projects that are planned for 2020/2021 are the following:

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

Roads Services 2020/2021 Projects					
Reseal					
	ROADNO	RESURFACESTARTKM	RESURFACE ENDKM	RESURFACE CALC LENGTH	Ward Total KM's
Plettenberg Bay	OP07221	0.00	0.24	0.24	6.47
	MR00395	4.88	7.24	2.36	
	OP07219	0.00	1.73	1.73	
	OP07216	0.00	1.81	1.81	
	OP07235	0.00	0.33	0.33	
Oudtshoorn East	DR01668	15.22	16.68	1.46	4.01
	DR01713	0.00	2.41	2.41	
	DR01713	2.68	2.82	0.14	
Uniondale	MR00368	59.03	64.86	5.83	6.60
	TR05901	68.38	68.75	0.37	
	MR00399	0.00	0.40	0.40	
Calitsdorp	MR00363	29.26	41.14	11.88	11.88
Oudtshoorn West	DR01719	0.00	2.28	2.28	2.28
				Total	31.24
Regravel					
	Road Number	OPTION1 STARTKM	OPTION1 ENDKM	LENGTH (km)	
Riversdale North	DR01577	1.04	11.00	9.96	9.96
Oudtshoorn East	MR00369	14.40	23.24	8.84	14.06
	DR01668	10.00	15.22	5.22	
George West	DR01599	0.35	9.06	8.71	8.71
				Total	32.73
Upgrade					
	Road Number	OPTION1 STARTKM	OPTION1 ENDKM	LENGTH (km)	
Heidelberg	DR01297	6.26	7.57	1.31	
Heidelberg	DR01263	4.3	5.42	1.12	
				Total	2.43

4.5 Needs Raised By (B) Municipalities To The District

Municipality	Needs raised for the district
Bitou	• Increase water capacity • Maintenance of District Roads • Need 120 Hectares of land for correctional facility • Support with sector plans
Knysna	• Assistance to development marketing and tourism • Water security • Sport Summit
George	• Crime awareness campaigns • Small business training and support
Mossel Bay	• Electrification of informal settlement • Business training and development of SMMEs • Funding to host arts and culture development festival
Hessequa	• Road upgrades • Water assessments on Sources and quality • JPI 1_088: Upgrade Port Beaufort Road
Oudtshoorn	• Water project for Volmoed & Kliplokasie • Maintenance of district roads
Kannaland	• Water services • Business training and development of SMMEs

4.6 Provincial Infrastructure Investments for the MTEF period 2019/20 – 2021/22

A total of **15 infrastructure investment projects with a total value of R1 163, 054 billion** are reflected in the budgets of the relevant Provincial Departments for the MTEF period 2019/20 to 2021/22. For the district (including Local Municipalities), a total of **128 projects with a total value of R3 491,025 billion** are reflected.

Summary: Garden Route District (including Local Municipalities)

Department	Number of Projects	Value			
		New Infrastructure Asset	Upgrades, Additions, Maintenance, Rehabilitation	Infrastructure transfers & Other	Total Value
Education	8	89500	30000	0	119500
Environmental Affairs & Development Planning	3	0	11200	0	11200
Health	23	42390	20641	25351	88382
Human Settlements	40	0	0	1177351	1177351
Social Development	14	0	0	2229	2229
Transport & Public Works	31	10000	1926865	0	1936865
Total MTEF Period	**119**	**141890**	**1988706**	**1204931**	**3335527**

4.7 Infrastructure Investment Projects in the Garden Route District Municipality for the MTEF period 2020/2021-2022/2023

Department	Project Programme Name	Infrastructure type	Municipality	Nature of Investment	2020/21 MTEF	2021/22 MTEF	2022/23 MTEF	TOTAL 3 YEARS
Education	DTPW04/2012: Concordia PS	Mega Primary Schools	Knysna Municipality	New infrastructure assets	20000	15000	5000	40000
Education	DTPW074/2014: Diaz PS	Mega Primary Schools	Mossel Bay Municipality	New infrastructure assets	1500	0	0	1500
Education	George SS Hostel	Mega Secondary Schools	George Municipality	Upgrades and additions	1000	0	0	1000
Education	DTPW018/2015: Pacaltsdorp SS	Mega Secondary Schools	George Municipality	New infrastructure assets	3000	0	0	3000
Education	DTPW056/2014: Panorama PS N1	Mega Primary Schools	Hessequa Municipality	Upgrades and additions	5000	10000	0	15000
Education	De Waalville PS	Mega Primary Schools	Hessequa Municipality	New infrastructure assets	5000	10000	30000	45000
Education	Heatherlands HS (Die Bult)	Mega Secondary Schools	George Municipality	Upgrades and additions	1000	1000	5000	7000
Education	National Disaster Management Projects (Knysna)	Mega Secondary Schools	Knysna Municipality	Refurbishment and rehabilitation	7000	0	0	7000
Health	CH810052 : Ladismith - Ladismith Clinic - HT - Replacement	Health Technology	Kannaland Municipality	Non Infrastructure	0	200	600	800
Health	CH810190 : George - Blanco Clinic - HT - NHI upgrade	Health Technology	George Municipality	Non Infrastructure	100	0	0	100
Health	CH810191 : George - Pacaltsdorp Clinic - HT - NHI upgrade	Health Technology	George Municipality	Non Infrastructure	300	0	0	300
Health	CH810227 : Mossel Bay - Eyethu Clinic - HT - General maintenance (Alpha)	Health Technology	Mossel Bay Municipality	Non Infrastructure	0	0	500	500

Department	Project Programme Name	Infrastructure type	Municipality	Nature of Investment	2020/21 MTEF	2021/22 MTEF	2022/23 MTEF	TOTAL 3 YEARS
Health	CH810252 : Albertinia - Albertinia Clinic - HT - NHI upgrade	Health Technology	Hessequa Municipality	Non Infrastructure	300	0	0	300
Health	CH810253 : Calitzdorp - Calitzdorp Clinic - HT - NHI upgrade	Health Technology	Kannaland Municipality	Non Infrastructure	50	0	0	50
Health	CH810262 : Plettenberg Bay - Plettenberg Bay Clinic - HT - NHI upgrade	Health Technology	Bitou Municipality	Non Infrastructure	300	0	0	300
Health	CH820043 : Sedgefield - Sedgefield Ambulance Station - HT - Wash bay and general maintenance	Health Technology	Knysna Municipality	Non Infrastructure	10	0	0	10
Health	CH830067 : Mossel Bay - Mossel Bay Hospital - HT - Entrance, Admissions and EC	Health Technology	Mossel Bay Municipality	Non Infrastructure	0	0	1000	1000
Health	CH830134 : Mossel Bay - Mossel Bay Hospital - HT - NHI upgrade	Health Technology	Mossel Bay Municipality	Non Infrastructure	644	500	0	1144
Health	CH830140 : Riversdale - Riversdale Hospital - HT - General maintenance (Alpha)	Health Technology	Hessequa Municipality	Non Infrastructure	500	500	0	1000
Health	CH860007 : Knysna - Knysna FPL - HT - Replacement	Health Technology	Knysna Municipality	Non Infrastructure	0	0	200	200
Health	CH860055 : Mossel Bay - Rural District Services - HT - Office furniture	Health Technology	Mossel Bay Municipality	Non Infrastructure	300	0	0	300
Health	CI810052 : Ladismith - Ladismith Clinic - Replacement	PHC - Clinic	Kannaland Municipality	New infrastructure assets	3963	17254	100	21317
Health	CI830067 : Mossel Bay - Mossel Bay Hospital -	Hospital - District	Mossel Bay Municipality	Upgrades and additions	1033	1282	13092	15407

Department	Project Programme Name	Infrastructure type	Municipality	Nature of Investment	2020/21 MTEF	2021/22 MTEF	2022/23 MTEF	TOTAL 3 YEARS
	Entrance, Admissions and EC							
Health	CI840003 : George - George Regional Hospital - Hospital Upgrade Ph3	Hospital - Regional	George Municipality	Refurbishment and rehabilitation	1	0	0	1
Health	CI840083 : George - George Hospital - Wards R, R and R (Alpha)	Hospital - Regional	George Municipality	Refurbishment and rehabilitation	406	827	3900	5133
Health	CI840085 : George - Harry Comay Hospital - Kitchen upgrade and additions	Hospital - TB	George Municipality	Upgrades and additions	0	0	100	100
Health	CI860007 : Knysna - Knysna FPL - Replacement	Mortuary	Knysna Municipality	New infrastructure assets	476	10281	10316	21073
Health	CO810052 : Ladismith - Ladismith Clinic - OD QA - Replacement	Organisational development	Kannaland Municipality	Non Infrastructure	70	0	0	70
Health	CO860076 : George - Garden Route & Karoo District HT Hub - Infrastructure Support	Capacitation, project and SCM support	George Municipality	Non Infrastructure	705	1003	1068	2776
Health	CO860079 : George - Rural DHS Head Office HT Hub - Infrastructure Support	Capacitation, project and SCM support	Mossel Bay Municipality	Non Infrastructure	565	903	961	2429
Health	CO860080 : George - Garden Route & Karoo District Maintenance Hub - Infrastructure Support	Capacitation, project and SCM support	George Municipality	Non Infrastructure	4457	4887	4728	14072
Social Development	The Learning Tree Model Playschool	ECD Centre	Knysna Municipality	Infrastructure transfers - Current	53	0	0	53
Social Development	Siyazama Creche	ECD Centre	George Municipality	Infrastructure transfers - Current	200	0	0	200

Department	Project Programme Name	Infrastructure type	Municipality	Nature of Investment	2020/21 MTEF	2021/22 MTEF	2022/23 MTEF	TOTAL 3 YEARS
Social Development	Parkdene Creche	ECD Centre	George Municipality	Infrastructure transfers - Current	163	0	0	163
Social Development	Rosemoor Creche	ECD Centre	George Municipality	Infrastructure transfers - Current	173	0	0	173
Social Development	Pacalts Dorp Creche	ECD Centre	George Municipality	Infrastructure transfers - Current	133	0	0	133
Social Development	Kurland Educare	ECD Centre	Garden Route District	Infrastructure transfers - Current	173	0	0	173
Social Development	Bongani Pre-School	ECD Centre	Knysna Municipality	Infrastructure transfers - Current	172	0	0	172
Social Development	Lumen Christi ECD Centre	ECD Centre	Garden Route District	Infrastructure transfers - Current	193	0	0	193
Social Development	Jack & Jill Creche	ECD Centre	Garden Route District	Infrastructure transfers - Current	162	0	0	162
Social Development	Pophuis Voorskoolse Sentrum	ECD Centre	George Municipality	Infrastructure transfers - Current	162	0	0	162
Social Development	Joey's Babies ECD & Afterschool Care	ECD Centre	George Municipality	Infrastructure transfers - Current	121	0	0	121
Social Development	Lillyput Creche	ECD Centre	Knysna Municipality	Infrastructure transfers - Current	200	0	0	200
Social Development	Sonneblom Creche - George	ECD Centre	George Municipality	Infrastructure transfers - Current	146	0	0	146
Social Development	Vusisizwe Educare Centre	ECD Centre	Mossel Bay Municipality	Infrastructure transfers - Current	178	0	0	178

Department	Project Programme Name	Infrastructure type	Municipality	Nature of Investment	2020/21 MTEF	2021/22 MTEF	2022/23 MTEF	TOTAL 3 YEARS
Human Settlements	Plettenberg Bay: Bossiegif/Qolweni: 521 T/S ~~UISP~~: Stage 4	Municipal project: Planning	Bitou Municipality	Infrastructure transfers - Capital	1956	0	0	1956
Human Settlements	Plettenberg Bay: Bossiegif/Qolweni - 433 UISP Stages 1, 2 & 3	Municipal project: Top Structures	Bitou Municipality	Infrastructure transfers - Capital	17810	28300	39000	85110
Human Settlements	Plettenberg Bay: Kwanokuthula - 1360 IRDP	Municipal project: Top Structures	Bitou Municipality	Infrastructure transfers - Capital	4000	0	0	4000
Human Settlements	Plettenberg Bay: New Horizons (446)	Municipal project: Services	Bitou Municipality	Infrastructure transfers - Capital	10000	16760	26000	52760
Human Settlements	George: Thembalethu: 1749 of 4350 erven: UISP	Municipal project: Services	George Municipality	Infrastructure transfers - Capital	8000	8000	0	16000
Human Settlements	George: Metro Grounds: Erf 464 - 664 Services IRDP	Municipal project: Services	George Municipality	Infrastructure transfers - Capital	9840	39000	26000	74840
Human Settlements	George: Thembalethu PHEP: 718 T/S Phase 2	Municipal project: Top Structures	George Municipality	Infrastructure transfers - Capital	19500	13000	13000	45500
Human Settlements	George: Various DDISS	Municipal project: Top Structures	George Municipality	Infrastructure transfers - Capital	9100	3900	2600	15600
Human Settlements	George: Rosedale: Syferfontein - 3800 Services IRDP	Municipal project: Top Structures	George Municipality	Infrastructure transfers - Capital	96910	69020	54000	219930
Human Settlements	George: Blanco Golden Valley - 260 Services IRDP	Municipal project: Top Structures	George Municipality	Infrastructure transfers - Capital	6500	9360	0	15860
Human Settlements	George: Thembalethu Ext. 42 & 58: 100 T/S - PHP	Municipal project: Top Structures	George Municipality	Infrastructure transfers - Capital	2600	3900	0	6500
Human Settlements	George: Wilderness Heights: Erf 329 - 100 sites - IRDP	Municipal project: Planning	George Municipality	Infrastructure transfers - Capital	2000	7020	0	9020

Department	Project Programme Name	Infrastructure type	Municipality	Nature of Investment	2020/21 MTEF	2021/22 MTEF	2022/23 MTEF	TOTAL 3 YEARS
Human Settlements	George: Europe (505) IRDP	Municipal project: Planning	George Municipality	Infrastructure transfers - Capital	0	0	30300	30300
Human Settlements	Hessequa: Kwanokuthula: Planning 75 Sites - UISP Stages 1 & 2	Municipal project: Services	Hessequa Municipality	Infrastructure transfers - Capital	0	4500	0	4500
Human Settlements	Hessequa: Heidelberg: 88 Services - UISP Stages 1 & 2	Municipal project: Services	Hessequa Municipality	Infrastructure transfers - Capital	0	5280	0	5280
Human Settlements	Hessequa: Slangrivier: - 75 T/S - IRDP	Municipal project: Top Structures	Hessequa Municipality	Infrastructure transfers - Capital	11440	0	0	11440
Human Settlements	Kannaland: Zoar: Protea Park: 100 IRDP	Municipal project: Planning	Kannaland Municipality	Infrastructure transfers - Capital	200	6000	13000	19200
Human Settlements	Knysna: Bloemfontein: - 158 Services UISP	Municipal project: Top Structures	Knysna Municipality	Infrastructure transfers - Capital	6500	0	0	6500
Human Settlements	Knysna: Knysna Proj Vision - 2002:- 476 PHP	Municipal project: Top Structures	Knysna Municipality	Infrastructure transfers - Capital	6500	6500	6500	19500
Human Settlements	Knysna: Hornlee - 359 Services IRDP	Municipal project: Top Structures	Knysna Municipality	Infrastructure transfers - Capital	6500	0	0	6500
Human Settlements	Knysna: Ethembeni: 200 T/S - PHP	Municipal project: Top Structures	Knysna Municipality	Infrastructure transfers - Capital	5850	0	0	5850
Human Settlements	Knysna: Hlalani: 165 - PHP	Municipal project: Top Structures	Knysna Municipality	Infrastructure transfers - Capital	9260	6500	0	15760
Human Settlements	Knysna: Happy Valley: 120 T/S - PHP	Municipal project: Top Structures	Knysna Municipality	Infrastructure transfers - Capital	6500	6500	0	13000
Human Settlements	Knysna: Xolweni: 220 T/S - PHP	Municipal project: Top Structures	Knysna Municipality	Infrastructure transfers - Capital	6500	6500	0	13000

Department	Project Programme Name	Infrastructure type	Municipality	Nature of Investment	2020/21 MTEF	2021/22 MTEF	2022/23 MTEF	TOTAL 3 YEARS
Human Settlements	Knysna: White Location UISP Fire Victims Project: 150 - UISP	Municipal project: Top Structures	Knysna Municipality	Infrastructure transfers - Capital	4280	0	0	4280
Human Settlements	Knysna: Sedgefield (200) UISP	Municipal project: Planning	Knysna Municipality	Infrastructure transfers - Capital	2616	0	0	2616
Human Settlements	Knysna: Heidevallei (2300) IRDP	Municipal project: Planning	Knysna Municipality	Infrastructure transfers - Capital	2000	0	0	2000
Human Settlements	Mossel Bay: Asazani / Izinyoka - 731 T/S: UISP	Municipal project: Top Structures	Mossel Bay Municipality	Infrastructure transfers - Capital	25090	0	0	25090
Human Settlements	Mossel Bay: Kwanonqaba: Louis Fourie Corridor: 1312 Sites - IRDP	Municipal project: Planning	Mossel Bay Municipality	Infrastructure transfers - Capital	40000	1648	93508	135156
Human Settlements	Mossel Bay: Hartenbos: Sonskynvalley: Planning 616 Sites & 616 T/S - IRDP	Municipal project: Planning	Mossel Bay Municipality	Infrastructure transfers - Capital	12480	0	0	12480
Human Settlements	Mossel Bay: Informal Settlements NUSP: Planning of 1605 Sites: UISP	Municipal project: Services	Mossel Bay Municipality	Infrastructure transfers - Capital	15883	41000	41000	97883
Human Settlements	Oudtshoorn: Rosevalley - 967 - Services & 967 T/S UISP	Municipal project: Top Structures	Oudtshoorn Municipality	Infrastructure transfers - Capital	200	0	0	200
Human Settlements	Eden: Oudtshoorn: GG Kamp, Kanaal & Black Joint Tavern: 600 Sites - UISP Stages 1 & 2	Municipal project: Planning	Oudtshoorn Municipality	Infrastructure transfers - Capital	2000	6000	0	8000
Human Settlements	Oudtshoorn: Dysselsdorp: Planning 359 Sites - UISP Stages 1 & 2	Municipal project: Services	Oudtshoorn Municipality	Infrastructure transfers - Capital	37860	26000	0	63860
Human Settlements	Oudtshoorn Volmoed De Rust (280) UISP	Municipal project: Planning	Oudtshoorn Municipality	Infrastructure transfers - Capital	1900	1000	0	2900

Department	Project Programme Name	Infrastructure type	Municipality	Nature of Investment	2020/21 MTEF	2021/22 MTEF	2022/23 MTEF	TOTAL 3 YEARS
Human Settlements	Kurland (74)	Municipal project: Planning	Bitou Municipality	Infrastructure transfers - Capital	1700	2000	30000	33700
Human Settlements	Stilbaai Melkhoutfontein (600)	Municipal project: Planning	Hessequa Municipality	Infrastructure transfers - Capital	1200	42500	32500	76200
Human Settlements	Yakh'indlu PHP	Municipal project: Planning	Mossel Bay Municipality	Infrastructure transfers - Capital	3250	3250	0	6500
Human Settlements	Nuwe Rest IRDP	Municipal project: Planning	Mossel Bay Municipality	Infrastructure transfers - Capital	3250	3250	0	6500
Human Settlements	Bongolethu Mud Houses (7)	Municipal project: Planning	Oudtshoorn Municipality	Infrastructure transfers - Capital	2080	0	0	2080
Environmental Affairs and Development Planning (Cape Nature)	Goukamma Backpackers Accommodation	Nature Reserves	Garden Route District	Upgrades and additions	1500	0	0	1500
Environmental Affairs and Development Planning (Cape Nature)	Grootvadersbosch Internal Road Upgrade	Nature Reserves	Hessequa Municipality	Upgrades and additions	4500	0	0	4500
Environmental Affairs and Development Planning (Cape Nature)	Grootvadersbosch Campsite Upgrade	Nature Reserves	Hessequa Municipality	Upgrades and additions	5200	0	0	5200
Transport and Public Works	Modernisation - House De Klerk Hostel reconfiguration & upgrade(Mossel bay SSC)	Office Accommodation	Mossel Bay Municipality	Refurbishment and rehabilitation	7500	0	0	7500

Department	Project Programme Name	Infrastructure type	Municipality	Nature of Investment	2020/21 MTEF	2021/22 MTEF	2022/23 MTEF	TOTAL 3 YEARS
Transport and Public Works	Modernisation - York Park (3rd Floor & 4th Floor)	Office Accommodation	George Municipality	Refurbishment and rehabilitation	29125	34671	0	63796
Transport and Public Works	CYCC- George Outeniqua	Secure Care Centres	George Municipality	Refurbishment and rehabilitation	37300	12500	0	49800
Transport and Public Works	C822 PRMG Hartenbos-Groot Brak River	Blacktop/Tarred Roads	Mossel Bay Municipality	Refurbishment and rehabilitation	15000	0	0	15000
Transport and Public Works	ED DM regravel	Gravel roads	Garden Route district	Refurbishment and rehabilitation	22500	23625	24805	70930
Transport and Public Works	Maintenance Eden	Blacktop/Tarred Roads	Garden Route district	Maintenance and repair	80824	87735	89170	257729
Transport and Public Works	C918 PRMG Oudtshoorn-De Rust	Blacktop/Tarred Roads	Oudtshoorn Municipality	Refurbishment and rehabilitation	24000	4000	0	28000
Transport and Public Works	ED DM reseal	Resealing	Garden Route district	Refurbishment and rehabilitation	21500	22575	23705	67780
Transport and Public Works	Fancourt DM	Gravel roads	Garden Route district	Upgrades and additions	5000	40000	41000	86000
Transport and Public Works	C964.2 Mossel Bay-Hartenbos phase 2	Blacktop/Tarred Roads	Mossel Bay Municipality	Upgrades and additions	25000	130000	95000	250000
Transport and Public Works	C822 Hartenbos-Groot Brak River	Blacktop/Tarred Roads	Mossel Bay Municipality	Refurbishment and rehabilitation	0	3000	0	3000
Transport and Public Works	C993.2 Holgaten-Oudtshoorn reseal	Resealing	Oudtshoorn Municipality	Refurbishment and rehabilitation	1000	0	0	1000
Transport and Public Works	Slangrivier DM	Gravel roads	Garden Route district	Upgrades and additions	35000	0	0	35000
Transport and Public Works	C1083 De Rust-Uniondale reseal	Resealing	Oudtshoorn Municipality	Refurbishment and rehabilitation	1000	0	0	1000

Department	Project Programme Name	Infrastructure type	Municipality	Nature of Investment	2020/21 MTEF	2021/22 MTEF	2022/23 MTEF	TOTAL 3 YEARS
Transport and Public Works	C1086 Calitzdorp-Oudtshoorn reseal	Resealing	Oudtshoorn Municipality	Refurbishment and rehabilitation	1000	0	0	1000
Transport and Public Works	C1053.6 Seweweekspoort regravel	Gravel roads	Kannaland Municipality	Refurbishment and rehabilitation	17000	1000	0	18000
Transport and Public Works	C823.1 Hoekwil-Saasveld Road	Blacktop/Tarred Roads	George Municipality	Refurbishment and rehabilitation	2000	0	0	2000
Transport and Public Works	C1008.1 Calitzdorp-Oudtshoorn rehabilitation (Spa Road)	Blacktop/Tarred Roads	Oudtshoorn Municipality	Refurbishment and rehabilitation	22000	2000	0	24000
Transport and Public Works	Maintenance ED DM	Routine Maintenance	Garden Route district	Maintenance and repair	81945	86040	90345	258330
Transport and Public Works	C1047.2 PRMG Maalgaten River	Access Roads	George Municipality	Upgrades and additions	10000	25000	0	35000
Transport and Public Works	C851 Rondevlei	Gravel Road	George Municipality	Upgrades and additions	0	20000	40000	60000
Transport and Public Works	C1100 PRMG Reseal Holgaten	Resealing	Garden Route district	Refurbishment and rehabilitation	128000	0	0	128000
Transport and Public Works	C1103 PRMG Reseal Grootriver and Bloukrans	Resealing	Bitou Municipality	Refurbishment and rehabilitation	0	50000	0	50000
Transport and Public Works	C1124 PRMG Reseal Herbertsdale Albertinia Gouritz Mond	Resealing	Hessequa Municipality	Refurbishment and rehabilitation	0	45000	0	45000
Transport and Public Works	C377.1 George West Bypass	Blacktop/Tarred Roads	George Municipality	New infrastructure assets	0	0	10000	10000
Transport and Public Works	C1101 PRMG Reconstruct Waboomskraal - Holgaten	Blacktop/Tarred Roads	George Municipality	Refurbishment and rehabilitation	0	0	80000	80000
Transport and Public Works	C1047.2 Maalgaten River	Bridges	George Municipality	Upgrades and additions	0	0	1000	1000

Department	Project Programme Name	Infrastructure type	Municipality	Nature of Investment	2020/21 MTEF	2021/22 MTEF	2022/23 MTEF	TOTAL 3 YEARS
Transport and Public Works	C1104 PRMG Reseal of Meirings Poort	Resealing	Garden Route district	Refurbishment and rehabilitation	0	95000	0	95000
Transport and Public Works	C1125 Riversdal-Ladismith	Resealing	Kannaland Municipality	Refurbishment and rehabilitation	0	50000	23000	73000
Transport and Public Works	C1146 Reseal Barrington , old knysna & wilderness	Resealing	Knysna Municipality	Refurbishment and rehabilitation	0	0	60000	60000
Transport and Public Works	C1148 Reasel Knysna Lagoon	Resealing	Knysna Municipality	Refurbishment and rehabilitation	50000	10000	0	60000
TOTAL					**1091058**	**1182471**	**1061998**	**3335527**

**All amounts rounded to R'000*

4.6 CatalyticProjects

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

CHAPTER FIVE (5)
ENVIRONMENT & HEALTH SERVICES

CHAPTER 5: ENVIRONMENT & HEALTH SERVICES

5.1 Municipal Health Services

5.1.1 Legislative Requirement (s)

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

- The Constitution of the Republic of South Africa 1996
- The Municipal Systems Act, 2000 (Act 32 of 2000)
- The Municipal Structures Act, 1998 (Act 117 of 1998)
- The Municipal Finance Management Act, 2000 (Act 56 of 2000)
- The National Health Act, 2003 (Act 63 2003) and promulgated Regulations
- Health Professions Act, 1974 (Act 56 of 1974): Regulation 123 of 8 Feb 2008 Regulations defining the scope of the profession of Environmental Health: Amendment
- Tobacco Products Control Act, 1993 (Act 83 of 1993)
- The Foodstuffs, Cosmetics and Disinfectants Act and Regulations, 1972 (Act 54 of 1972) and promulgated Regulations.
- The National Building Regulations and Building Standards Act, 1977 (Act 103 of 1977)
- Hazardous Substances Act, 15 of 1973
- Garden Route District Municipality Municipal Health By-Laws
- National Environmental Management Act, 1998 (Act 107 of 1998)
- Disaster Management Act, 2002 (Act 57 of 2002)
- The Meat Safety Act, 2000 (Act 40 of 2000)
- Fertilizers, Farm Feeds, Agricultural and Stock Remedies Act, 1947 (Act 36 of 1947)
- Water Services Act, 1997 (Act 108 of 1997) : SANS 241
- National Water Act, 1998 (Act 36 of 1998)
- Children's Act and Regulations Act, 2005 (Act 36 of 2005)
- National Environmental Health Norms and Standards for premises and Acceptable Monitoring Standards for Environmental Health Practitioners, Notice 1229 of 2015
- National Environmental Health Policy, 2013
- National Environmental Health Strategy, 2016

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

5.1.2 Structures and committees in places

Municipal Health Section Structure:
Four regions:

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

5.1.3 Policies and Strategies

Policy name	DC number	Approved on
• **National Environmental Health Policy, 2013**	Notice no. 951 in Government Gazette 37112	04 December 2013
• **National Environmental Health Strategy, 2016**		

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

Standard operating procedures/ Investigation guidelines

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

5.1.4 Alignment with provincial and National Objectives/Goals

Section 24 of the Constitution of the Republic of South Africa, 1996 (No 108 of 1996) guarantees every citizen the right to an environment that is not harmful to their health and well-being. According to the Constitution of the Republic of South Africa 1996, the Local Government: Municipal Structures Act No.117 of 1998 and the National Health Act, No. 61 of 2003 it is the statutory responsibility of the District Municipality to render Municipal Health Services, which include:
1. Water Quality Monitoring
2. Food Control
3. Waste Management
4. Health Surveillance of premises
5. Surveillance and prevention of communicable diseases
6. Vector Control
7. Environmental Pollution Control
8. Disposal of the dead and
9. Chemical Safety.

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

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

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

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

OBJECTIVES	Objectives are designed within the milieu of municipal government objectives as set out in section 152(1) of the Constitution of the Republic of South Africa referring to the objectives "To promote a safe and healthy environment".
INPUTS	Identification: During routine inspections, monitoring, sampling or investigation of complaints from the community problems are identified e.g. with our regular water sampling we get traces of Escherichia, coli-form, indicating water pollution. • Evaluation: During the evaluation process we procure samples at a certain interval to determine the extent of the problem • Control: Actions include awareness, education and enforcement to control certain situations
ACTIVITIES/MISSION	To improve the environmental health status through prevention of illnesses and disease and promotion of healthy lifestyles in the Garden Route region, thereby striving to consistently improve the communities health status and their surrounding environment.
OUTPUT (WHAT WE PRODUCE OR DELIVER)	1. Water Quality Monitoring 2. Food Control 3. Waste Management 4. Health Surveillance of premises 5.Surveillance and prevention of communicable diseases 6. Vector Control 7. Environmental Pollution Control 8. Disposal of the dead and 9. Chemical Safety.
PREDETERMINED OUTCOMES	• Healthy communities • Improvement of basic services • Environmental sustainability
IMPACT	To improve unhealthy conditions: o Environmental pollution o Outbreak of communicable diseases o Spread of communicable disease

5.1.5 Projects and Programs

Project/Program	Objective	Date from - date to 2020/07/01 – 2021/06/30
Formal and Informal food traders Project	To promote the safe handling, preparation, storage and selling of foodstuffs by all food handlers (formal and informal)	Ongoing
Five keys to Safer Food	To prevent the outbreak of food-borne diseases	Ongoing
Hand washing promotion	To educate the community on the importance of hand washing and preventing the spread of disease through proper hand hygiene.	Ongoing
Hygiene program for communities using communal toilets	To make people aware of the proper and hygienic use of communal toilets.	Ongoing
Waste and Air Pollution Prevention Campaign	Preventing waste and air pollution to promote a clean and healthy environment.	Ongoing
Tobacco and tobacco products compliance training: Spaza Shops	To ensure that Spaza shops comply with relevant legislation through informative training sessions and programs, as well as the provision of necessary signage.	Ongoing

5.1.6 Challenges

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

- Municipal Health Services is a personnel driven function due to the fact that monitoring, according to the scope of practice of environmental health, form the basis of performing this function. With the additional functions of inspections at state premises, it is of critical importance to ensure that Garden Route DM complies with the South African National Norms & Standards and World Health Organisation (WHO) ratio of one Environmental Health Practitioner for every 10 000 of the population within the region. Within the next 5 years we need to perform all 9 Key Performance Areas (KPA's), however the water quality monitoring, waste management, food control, environmental pollution control and

surveillance and prevention of communicable diseases need special attention to minimize our burden of diseases and increase life expectancy within our region.

- The lawless nature of the public makes enforcement of legislation difficult. This gives rise to possible unsafe work environment for EHP's to execute their duties.

5.1.7 Objectives

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

5.1.8 Strategic risk(s)

RISK THEME	RISK DETAIL	ROOT CAUSE OF RISK
Environmental health risk	Potential health impacts/risks due to the effects of Climate Change.	Lack of funding for research. Lack of capacity to conduct research. No funding mobilization currently. Underfunded mandates. Lack of capacity to explore funding. National Government
Water borne diseases outbreaks amongst public	Non-compliance in terms of drinking water quality standards	• Poor management and failing Infrastructure. • Pollution
Communication with foreigners	Language barriers Interpreters	Spaza shop owners/ workers changing regularly.
Poor communication, cooperation and collaboration between spheres of government (National, Provincial and Local)	Hampering of service delivery due to poor cooperation and collaboration	Commitment and Communication

RISK THEME	RISK DETAIL	ROOT CAUSE OF RISK	ACTION PLAN
Non-compliance to Environmental	Shortage of staff (Ratio: Department of	• Lack of funding • Lack of capacity at	Filling of vacant posts and creation new posts

Health Legislation & National Norms and Standards	National Health - 1 EHP per: 10 000 Population)	Human Resource Department	
Poor communication, cooperation and collaboration between spheres of government (National, Provincial and Local)	Poor communication, cooperation and collaboration hamper service delivery.	Different strategies and agendas. Categorization of priorities	Establish effective communication lines. Revive Intergovernmental Task Teams.
Water quality monitoring – Drinking water – Surface water (including ocean water and groundwater) – Final effluent – Recreational water	Contaminated drinking water sources Waterborne diseases and health related diseases	• Incompetence of Officials • Poor management of water purification plants and Wastewater Treatment Plants • Poor policing of Industrial plants	a)Increase water monitoring programmes(bacteriological and chemical) b)Regular reporting to Water Services Authority and other relevant departments, stakeholders and interested and affected parties c)Increase Awareness programs d) Enforcement
Food control	Contaminated food sources (accidental or deliberate/intentional) Food-borne related diseases	Poor management and food handling practices Incompetence Ineffective education and training programmes.	a)Monitoring of food quality (bacteriological, chemical and histological) b)Increase Awareness and education programmes c) Enforcement
Waste management – Landfill sites (transfer stations, transportation, etc)	Communicable diseases and health related issues.	Poor management of landfill sites and other waste facilities	a)Increase surveillance of landfill sites and other waste facilities premises b)Increase Awareness and Education programmes c) Enforcement

Health surveillances of premises – Commercial, residential, industrial and occupied or unoccupied premises	Communicable diseases and health related. Squatting in unoccupied premises Health Nuisances and/or risk Illegal dumping	Ineffective control over vacant land and unoccupied spaces.	a)Increase surveillance of premises b) Increase Awareness and Education programmes. c) Enforcement d) Reports

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

5.2 Fire services

5.2.1 Legislative Requirement(s)

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

5.2.2 Structures and committees in places

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

5.2.3Policies and Strategies

Policy name	DC number	Approved on
Draft White Paper on Fire Services	Request for comments	N/A

5.2.4 Alignment with provincial and National Objectives/Goals

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

Goal 1:

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

Goal 2:

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

Goal 3:

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

Goal 4:

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

Goal 5:

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

5.2.5 Objectives:

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

Objective 1:

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

Objective 2:

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

Objectives 3:

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

Objective 4:

Improve the efficiency of fire service delivery through focused support and

compliance management programs.

Objective 5:

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

5.2.6 Challenges

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

- *Lack of own fire station headquarters*
  The district does not own a fire station that is considered a headquarters or a base of operations. The current fire station is a rented building that is rented at an exorbitant amount.
- *Lack of an electronic call taking and dispatching system*
  The current system of using pen and paper to record the events of an incident does not allow for the accurate recording of events.

5.2.7 Objectives

Objective of Fire and Rescue Services

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

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

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

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

In achieving the above the following strategies will be employed:

1. Empower elected political stakeholders in terms of the capabilities of the Fire and Rescue Services the as well as the requirements of the Municipal Structures Act relevant to the Fire and Rescue Services of the District.

2. To work towards the closing the implementation gap that exists between national policies. What is intended and what actually happens (local practices).

3. To align the Garden Route Fire and Rescue Services action planning to meeting the legislative requirements and as described below as part of the 5 year plan.

5.2.8 Purpose of a District Fire and Rescue Services

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

- Planning and organising programs to implement the Fire Brigade Services Act, the Municipal Structures Act and support related pieces of legislation provincially.
- Performing research, develop and plan processes for the implementation of a strategic Fire Services Framework.
- Establishing mechanisms for the development, implementation, monitoring and evaluation of District and Local standards.
- Rendering support, cooperation and administrative guidance to other spheres of government and Fire Services stakeholders.
- Advising the national, provincial and municipal structure on Fire Brigade Services issues.
- Performing Fire Services capacity building related processes and establish a Fire Services Information Management System.

5.2.9 Projects and Programs

Project/Program	Objective	Date from - date to
Fire Awareness	**Pro-Active Service**	**July 2019 – June 2020**
Community Based Fire Awareness		
Firebreak Project		
EPWP Ground Crew		
Volunteer Corps (Initiation Project		

5.2.10 Challenges

- Insufficient personnel

Current staffing levels does not allow the service to be rendered equitably across the district

- Insufficient stations

Lack of stations at all local municipalities hampers service delivery to all areas

- Old and aging fleet

The fleet is constantly being subjected to break downs and repairs due to its age and overuse.

- Insufficient and inadequate equipment

Equipment is not sufficient to maintain the service efficiently and is coupled with the inability to capture the hidden effects of fires. The use of modern technology with regard to the use of infrared and IT technology is lacking and opens the district to litigation and being unable to defend its actions at emergency incidents.

- Lack of own fire station headquarters

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

- Lack of an electronic call taking and dispatching system

The current system of using pen and paper to record the events of an incident does not allow for the accurate recording of events.

5.2.11 Strategic risk(s)

- Inability to meet the legal mandate
- Possibility of litigation
- Inability to maintain an electronic system for the recording of events. capture the hidden effects of fires. The use of modern technology with regard to the use of infrared and IT technology is lacking and opens the

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

- Lack of own fire station headquarters
  The district does not own a fire station that is considered a headquarters or a base of operations. The current fire station is a rented building that is rented at an exorbitant amount.
- Lack of an electronic call taking and dispatching system
  The current system of using pen and paper to record the events of an incident does not allow for the accurate recording of events.

CHAPTER SIX (6)
LOCAL ECONOMIC DEVELOPMENT

CHAPTER 6: LOCAL ECONOMIC DEVELOPMENT

6.1 Local Economic Development

6.1.1 Introduction

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

6.1.2 Garden Route Growth and Development Strategy (GRGDS)

Local economic development (LED) should be everybody's business, including local residents, local business people and government. LED is globally, but especially in developing countries, seen as the solution to improved quality of life, unemployment, poverty and inequality. LED is a relatively new field of research and policy formulation, planning processes and implementation plans are still evolving with various alternative theories and approaches. LED processes could achieve its promise of ensuring improved quality of life if LED strategies are formulated for effective implementation.
GRDM is approaching growth and development in a holistic nature looking at all sectors of the economy and how they are interlinked to achieve socio-economic growth. In doing this the GRDM is looking at achieving the following:

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

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

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

organisations in the matters of local government

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

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

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

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

6.1.3 Garden Route Economic Overview

Part 2 of the Garden Route situational provides an economic overview of the district. The following key aspects must be noted in preparing for the transformation of the district economy, skills development, poverty alleviation

and the minimizing of the district's unemployment levels.

The Garden Route District is the Western Cape's largest and most significant rural district. The area covers one of the country's best-known scenic tourism areas and boasts a relatively broad-based, steadily expanding regional economy. Agriculture, tourism, wholesale and retail trade, business and financial services, construction and manufacturing are key sectors of the regional economy, in terms of value addition,

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

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

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

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

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

Business, Industry and Tourism including agriculture is constrained by its location (relatively distanced from South Africa's major urban centres). This has made transport costs and transport logistics a major factor in the competitiveness of the area. The continued erosion of the natural beauty and heritage of the region caused by insensitive development and construction could threaten the appeal of the district as a tourist destination.

CBD's are declining in the district due to mall development. Investigation is needed in most towns to determine which sectors can best benefit the upliftment of the CBD's – walkability, tourism attractions, transport and safety becomes paramount. The seasonality of the tourism industry poses challenges in terms of continuity of income as well as pressure on services and resources (including water) during high season.

Direct employment at Petro SA is currently estimated at 1400 employees which is a significant reduction from the 2000 employees it used to have when the plant was operating at full capacity. However, there is uncertainty around the future of Petro SA in the regional economy. Possible further reduction will have an extended effect on the economy in Mossel Bay.

Other risks have been identified as follows:

- Link to industrial value chain
- Mismatch of skills needs and available skills
- Poor access to Internet connectivity in the region is undermining economic growth
- Decline in timber, construction and agricultural industry has impacts of job losses and staggering economic growth.

Garden Route's future economic growth will not be determined by any single, dominating sector, but its competitive advantage lies in the relative strength of several niches of the key growth sectors, in other words, the diversification of its economic base. This remains a challenge and the driving force behind the regional economic development strategy which had been developed, and has shaped the strategy document.

> In terms of the National Development Plan, the Garden Route region is defined as an area with the potential for rapid and exponential economic growth. The area has already experienced relatively rapid urbanization, land use change and economic growth over the last ten years, however, a lot of the existing potential within the key and primary sectors of the district economy, (agriculture and agri-processing, tourism, manufacturing and creative industries e.g. film, furniture design, crafts, etc.), remains unexploited.

It has been found over the years that within the approach of local

government towards economic development, one of the biggest challenges appeared to be the lack of strong and mutually beneficial partnerships to stimulate economic activity within identified growth sectors to ultimately result in business and employment opportunities for local people. Since this realization, the aim was to develop a district-wide strategy and approach that harnesses the resources, expertise, skills and networks of all relevant stakeholders in a uniform and coherent manner in order to achieve agreed objectives per economic sector.

This resulted in the fostering of new, and the evolution of existing partnerships in the region, as one of the most advantageous realities of the regional economy is that it has an active business community showing a willingness to collaborate.

At various economic discussion platforms, it also became apparent that the cause for many or most of the economic planning mistakes made can be directly attributed to an atmosphere of competition amongst local authorities. This was followed by the realization of an increasing need for the utilization of a more coordinated approach to economic development.

A shift in focus took place towards this approach, which would mainly rely on the establishment of effective partnerships based on the agreement that it is necessary to adopt a regional lens to advance innovation and economic clusters that operate across municipal boundaries.

6.1.4 The current status of economic activity in respect to growing/declining economic sectors.

6.1.4.1 Introduction

Not all industries operate in a single economic sector, as value is added throughout the product value chain. In many local economies, the economy is driven by a single industry or commodity, which has given rise to the development of towns and the expansion of economic activity as well as attracts new industries and development which adds value to the economy.
In other cases, a local area has natural elements or is strategically located to develop a sector or industry.

The aim of this Section is to highlight how economic sectors within Garden Route District function and considering the economic and employment trends identified in Chapters 1 and 2 provide further detail to the linkages between local sectors.

6.1.4.2 Sector linkages

As indicated in Section 1 and 2, the finance, insurance, real estate and business services sector; the wholesale and retail trade, catering and accommodation

sector; and the manufacturing sector are the main economic sectors in Garden Route in terms of GDPR contribution and employment.

However, the agriculture, forestry and fishing sector also contributes to Garden Route's economy in terms of employment and providing inputs that are used within the manufacturing sector. The Garden Route District has a variety of industries that contribute to economic growth and employment creation. Regarding the agriculture sector, Lucerne and livestock farming, as well as ostrich farming, are the leading industries. In terms of the manufacturing sector, dairy production, processing of ostrich meat and products, as well as gas and fuel production are the main industries. New industries such as Business Process Outsourcing (BPO) have given rise to new investment in the District and are major contributors to the finance, insurance, real estate and business services sector.

The two major value chains in the District are therefore the agriculture value chain as well as the gas and fuel industry in Mossel Bay, with the BPO industry as well as tourism providing a valuable injection.

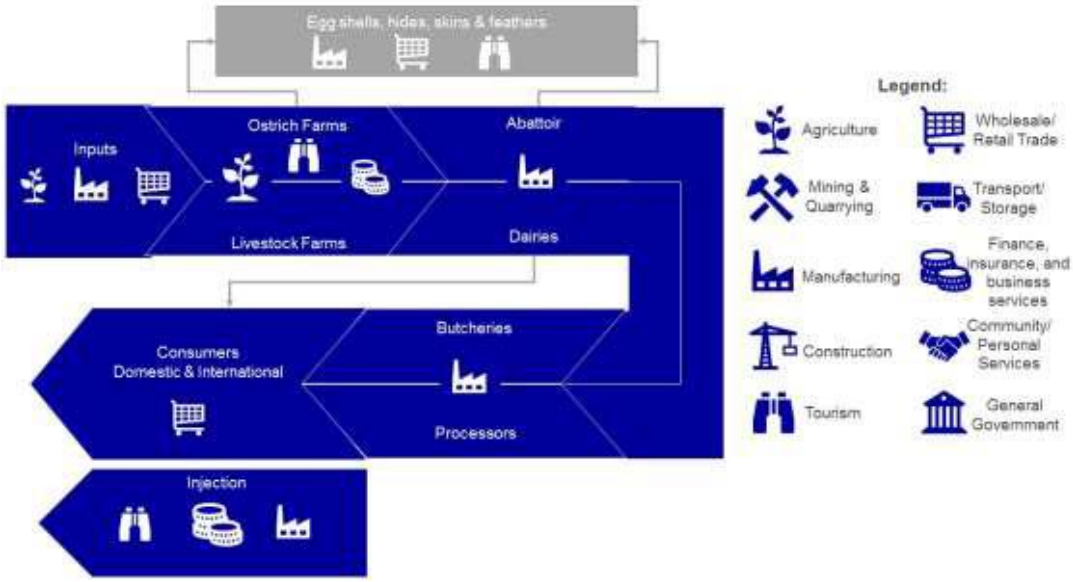


Diagram : Sectoral Linkages, Source: Urban-Econ, 2017

As indicated by the Diagram above, there are many backwards and forwards linkages between the various economic sectors in Garden Route. The analysis of this section focuses on the main economic sectors in Garden Route. These are the sectors which will negatively affect the economy if they had to disappear (i.e. ostriches, oil and gas, and ICT and BPO). The Table

below provides a summary of the linkages between the sectors as outlined in Diagram 3.1.
Table 3.1 indicates the sector linkages in more detail.

6.1.4.3 Sector Linkages Unpacked

a) Agriculture subsector

The agriculture subsector in the Garden Route District contributes R1.5 billion to the economy, with the largest agricultural sectors located in the Hessequa, George and Oudtshoorn areas. Mossel Bay has the largest fishing sector contributing R126 million to the economy in 2015. The agriculture sector also employs 19 050 people, the majority of which are low skilled. The agriculture sector consists mainly of Lucerne production, livestock production (for dairy production purposes) and ostrich farming. Main input needs in livestock farming is feed, which is dependent on maize production in other areas of the countries highlight backward linkages to other agricultural areas in South Africa. Other agricultural inputs such as fuel and machinery are also obtained locally, supporting the wholesale and retail trade sector.

b) Wholesale and retail trade subsector

The wholesale and retail sub-sector contributed R6.2 billion to the District economy, subsector employed nearly 50 000 people in the District with 49.5 per cent of workers being informally employed. The main retail nodes in the District are the Mossel Bay and George municipal areas. Inputs are purchased from within the Garden Route as well as from outside the District. Some of the companies include:

- Agrico
- Afgri
- BKB

Sector Linkages

- Kaap Agri (Agrimark)
- Moov Fuel
- Bulk Petroleum Supplies
- Open Road Petroleum
- Shell
- Chevron
- Afrox
- Mosstech
- ICT traders
- AcroTech
- National chain stores for groceries, fuel and clothing Ostrich products, dairy and goods from the oil and gas industries are also sold locally within the Garden Route District as well as across South Africa.

c) Transport and storage subsector

The transport and storage sub-sector contributes R1.7 billion to the District economy, with the George municipal area making the largest contribution to this subsector, mainly due to the George Airport and accompanying car rental service providers as well the large population making use of public transport services (52.0 per cent of workers are informally employed). The George Airport is one of the gateways for international tourists for easy access to the Garden Route, providing further linkages between the transport and storage sector and the retail subsector and the catering and accommodation sub-sector.
In terms of the agriculture sector, inputs need to be transported from service centres to the farms. However, it is mainly large logistics service providers who assist producers to transport their final products to the harbour for export, as well as to the rest of the country. Some local companies involved in this include:

- PetroSA Logistics
- Afrishore Shipping
- Moov Logistics
- Barlow World Logistics
- Lonrho
- Grindrod Petrologistics
- Grindrod Fuelogic
- Dawn Wing
- Imperial
- XPS
- Super Group

The Mossel Bay harbour is also a valuable entry point for goods in and out of the District, although the Mossel Bay harbour is mostly utilised for fishing purposes and supporting the oil and gas industry. In 2015, the harbour handled 1 050 vessels and 2.5 million tonnes of cargo, of which 98.3 per cent was bulk cargo (mostly oil products).
Manufacturing The local manufacturing sector is diverse and is depends on local resources within the different areas; 24.5 per cent of manufacturing GDPR is from food and beverage production (R1.7 billion) which is mainly dairy products, with other leading manufacturing products including beverage production (R390 million), petroleum products (R393 million) and wood and wood products (R402 million).

Sector Linkages
Local manufacturing of input products for the agriculture sector does occur, such as feed production, creating backward linkages to this sector. Some of the local companies include:

- Petro SA Gas-to-Liquid (GTL) Refinery

- Parmalat
- Clover
- Lancewood
- Nestle

d) Professional business services subsector

The business services subsector contributes R5.54 billion (14.7 per cent) to the economy of the Garden Route District and employs 14 372 people. This sector provides farmers, producers and the industrial sector with the following services:

- Real estate activities
- Renting of machinery
- Hardware and software computer consulting and data processing
- (important linkage to the BPO and ICT industry)
- Research and new technological advancements
- Legal and accounting services
- Accounting services

e) Tourism

Tourism is not a sector on its own. However, the activities of tourists are captured in a variety of sectors, such as in the retail trade, catering and accommodation and the transport, storage and communication sectors. Tourists have a variety of needs such as accommodation, restaurants, vehicles and tours creating opportunities for additional business development within the area to meet the needs of tourists. A subsector which is linked to tourism spending in the economy is the catering and accommodation subsector; this sub-sector contributed R570 million to the Garden Route District economy in 2015 and employed 7 833 people in the District. The largest proportion of this sub-sector GDPR contribution stems from the Knysna and Mossel Bay municipal areas.

Ostriches and goods and services from the ICT, BPO, and oil and gas industries within Garden Route not only contributes to the GDPR and employment of various sectors but also to creating linkages between towns inside and outside the District. The Map below indicates the main service centres and commercial nodes, as well as tourism nodes. Valuable transport routes for goods and tourists include the N2, the N12, the N9 and the R62.

f) Ostrich Production

South Africa is the world leader in ostrich production with 75 per cent of global market share.
Ostrich is characterised by three product phases, i.e. meat (70 per cent is exported fresh while 30 per cent is exported frozen); leather (for clothing, fashion and upholstery industries); and feathers (for industrial, household and

fashion); however the primary current source of income is meat and leather. Ostrich farming is more suitable in the western drier parts of the country or winter rainfall regions. The industry dominates in the Western Cape in the Klein Karoo and Southern Cape regions. Oudtshoorn is called the ostrich capital due to the number of ostriches slaughtered and the value-added products from this area. The Garden Route District has the largest number of ostriches in the Province, with 88.0 per cent of ostriches (184 955) in the Province farmed in this District. The Oudsthoorn area has the highest concentration of ostriches with 40.4 per cent (84 922) of the ostriches located in this area. (WC DOA, 2013).

The average gross value of ostrich production amounted to R370 million during 2004–2014. The low gross value in 2004 was due to an outbreak of Avian Influenza (AI) during August 2004 in South Africa. It over-recovered in 2006 due to increasing prices but declined again in 2007 due to the economic crisis and reached a peak in 2009. The drastic decreases experienced in 2010, 2011 and 2012 were due to another outbreak of AI in April 2011. However, in 2013 the gross value has picked up with an increase of 23.7 per cent from 2012 (SA DOA, 2015).

Some of the main processors of ostrich products in the area include Klein Karoo International (meat, leather and feathers), Ostriswell (leather), Mosstrich (meat), Ranco Las Plumas (feathers), South Cape Ostrich Tanning (leather).

The export quantities are far higher than import volumes although exports experienced a drastic decrease from 2011 to 2014 due to the ban of ostrich meat in the EU market. The exports reached the peak in 2009 at 7 445 tons, and this was due to the increased production reaching 8.3 million kg of ostrich during the same period (SA DOA, 2015). The ostrich industry is an important earner of foreign exchange through the export of ostrich meat, leather and feathers. Before the ban of ostrich meat and products, exports contributed approximately R1.2 billion annually (SA DOA, 2015). Before this prohibition the European Union was the largest consumer of South Africa's ostrich meat (98 per cent) and was South Africa's major export destination. The remaining 2 per cent is exported to the Far East, including Hong Kong.

g) Dairy production

In 2016, 29.8 per cent of milk producers in South Africa were in the Western Cape (MilkSA, 2016).
The Garden Route District has 350 dairies as per the previous agricultural census in the Province (WC Department of Agriculture, 2013), which accounts for 46.0 per cent of the dairies in the Province. The other major milk producing area in the Province is the Overberg District which borders the Garden Route District, with 208 dairies. In the Western Cape, the number of dairies has been declining over the past five years. However, milk production is increasing at an average annual rate of 3.4 per cent Nationally (MilkSA,

2016).

Overall, milk prices have risen significantly since 2013 an average annual rate of 13.0 per cent per annum over the three-year period; prices had rose from 348.5 cents per litre in 2013 to 431.3 cents per litre in 2015.
In the WC, there are 23 producer distributors (producers selling their produce directly to retailers) and 36 milk buyers in 2015, representing 20.0 per cent of producer distributors and 24.0 per cent of milk consumers in the Country. Milk distributors and dairy processors in the Garden Route District include Clover, Lancewood, Parmalat, Butlers Farmhouse Cheese in George and Nestle in Riversdale (Hessequa local municipality).

According to BFAP (2015), one of the main determinants of the success of the dairy industry is weather conditions, fluctuating weather conditions impact on the cost of feed as well as the productivity of cattle and grazing conditions. It can thus be expected that dairy products and prices will be affected by the drought conditions in 2015 and 2016. Another factor contributing to the volatility of the dairy industry is the perishability of the product which highlights the need for refrigerated transport and cold storage infrastructure.

h) Oil & Gas

The oil and gas sector is the fastest growing sector in South Africa, and the Western Cape is ideally placed to service growing demand. Africa produces eight million barrels of crude oil per day, equating to 10 per cent of the world's production. With its links to West Africa, well developed infrastructure and cost-effective engineering capability, the Western Cape has attracted many international exploration and oil refining organisations to its shores. Exports of oil and gas products from Africa were valued at R3.3 trillion in 2013, the highest over the period, compared to R3.2 trillion in 2012 increasing by 3.1 per cent; while exports from the Western Cape to Africa were valued at R3.6 billion in 2013 compared to R1.7 billion in 2012, increasing by 110 per cent (Wesgro, 2015). The primary oil production facilities are based in Cape Town, Saldanha Bay and Mossel Bay. Petro SA's gas-to-liquid refinery in Mossel Bay is South Africa's leading facility with a capacity of 36 000 barrels per day – equivalent to 45 000 barrels of crude oil per day.

The swing from gas to heavy condensate as feedstock for the Petro SA gas-to-liquid facility (in Mossel Bay) is central to its turnaround strategy. Local issues that have an impact on the oil and gas sector include low oil prices, increased energy costs and the lack of domestic feedstock from the offshore gas fields caused the Petro SA gas-to-liquid facility in Mossel Bay to run well below capacity and with significant losses.

Challenges in the oil and gas sector include diminishing gas resources as feedstock for a gas-to-liquid refinery, human capital development, rising

energy/electricity cost, and low oil prices.
The oil and gas industry further supports the local transport sub-sector using the Mossel Bay harbour for the transport of crude oil and other petroleum products. In 2014, 942 473 tonnes of crude oil was imported through the Mossel Bay harbour, while 770 586 tonnes of petroleum products were exported (Transnet, 2014).

6.1.5 Business Process Outsourcing

Business Process Outsourcing (BPO) can be defined as the process of contracting third-party service providers for undertaking the operations and responsibilities of a specific business process. It is associated with firms outsourcing segments of their supply chain. Ninety-nine per cent of BPO services in the Western Cape are conducted in English, followed by German (4.1 per cent) (BPESA, 2015). It is estimated that the BPO industry generates approximately R7.9 billion per annum in the Western Cape, making it a key contributor to the GDPR (Wesgro, 2015).

Most of these are BPO companies that have established offshore operations in Cape Town with BPeSA Western Cape's help. These include, Tele-performance (700 seats), ASDA (700 seats), Lufthansa (450 seats)), TeleTech (1 200 seats) and Shell (400 seats) (BPeSA, n.d.).

These are concentrated in telecommunications and technical support, retail and financial services (BPeSA, n.d.).

The major BPOs in the Western Cape is located in Cape Town (89 per cent) and George (11 per cent). The major BPO companies located in George include:

• Merchants – Asda, inet, EE that provides BPO services in customer relations management and their source market is the United Kingdom

- Solluco that provides BPO services in Customer Relations Management (and supply chain management services) and their source market is the United Kingdom

• Oakhurst Insurance that provides BPO services in knowledge processing outsourcing and their source market is South Africa.
The primary needs of BPO operations include suitable office space, skilled workers and telecommunications infrastructure.

6.1.6 Tourism

The tourism industry spans across the economic sectors, ranging from accommodation and catering, retail and wholesale, transport, manufacturing, business services and social services.
The most visited towns in Garden Route include Knysna, Plettenberg Bay,

Wilderness, Mossel Bay, George, and Oudtshoorn. Stilbaai is also a popular town for holiday homes. The most visited attractions by tourists in South Africa include the Garden Route (284 000 visitors in 2015), Karoo Ostrich Farms (144 000 visitors in 2015) and the Cango Caves (132 000 visitors in 2015). Other popular tourist destinations include the Knysna Elephant Park, Birds of Garden Route, Monkey Land, Robberg Nature Reserve, Knysna Heads, and Tenikwa Wildlife Awareness Centre.

Around 1.3 million tourists visited the Western Cape in 2015 equating to ±15.6 million bed nights (SA Tourism, 2016) and the majority of visitors to Garden Route (53.2 per cent) are domestic visitors originating from the Western Cape, Gauteng and Eastern Cape. The 45.6 per cent of visitors that originate from an overseas visit are from Germany, United Kingdom, and Netherlands. The main reason for their visit was holiday/leisure (88.8 per cent), while 0.9 per cent visits friends and family, and 3.4 per cent visit for business. The most typical length of stay is two nights (14.1 per cent) and one night (12.6 per cent). The top attractions in the West Coast for visitors are scenic drives, gourmet restaurants, and outdoor activities (Wesgro, 2015). Tourism is seasonal in the Garden Route District, with a large influx of domestic tourists in the December and January period, which provides a significant boost for local businesses during that time with an increase in demand for fuel, retail goods and services.

The sectoral linkages, as well as geographical linkages between towns and areas within Garden Route, highlights the important role that the ostrich and goods and services from ostrich farming, dairy production, BPO, and oil and gas industries play in the economy. These industries do not only generate employment and income for the agriculture and manufacturing sector but also in the transport, storage and communication sectors, the retail trade, catering and accommodation sector as well as the finance, insurance, real estate and business services sector.

Tourism activities linked to these industries are also the main injection into the local economy as well as in creating employment.

Ostriches and goods and services from the BPO, and oil and gas industries are significant contributors to direct employment in Garden Route, as well as indirect employment for numerous support industries in the area. A major challenge regarding labour is the lack of skilled labour.
At the same time, farm wage levels do not attract skilled or qualified people to undertake menial and hard work.

Smaller producers, who pay comparatively lower wages, are more exposed than the larger producers to the threat of labour shortages. The BPO/oil/gas industries consist of both low-skilled and highly skilled labour requirements, as does the ostrich and tourism industry.

6.1.7 Alignment with National and Provincial Strategies and Objectives

There are a series of cascading economic development objectives outlined by national and provincial plans and strategies. The key ones that should be taken into account when framing the Garden Route District Growth and Development strategy are:

The **National Development Plan** identifies the following specific national objectives for economic development that are relevant to the Garden Route region:

i) Economy and employment

- The unemployment rate should fall from 24.9% in June 2012 to 14% by 2020 and 6% by 2030. This requires an additional 11 million jobs. Total employment should rise from 13 million to 24m.
- The proportion of adults working should increase from 41 to 61%.
- The proportion of adults in rural areas working should rise from 29 to 40%.
- The labour force participation rate should rise from 54 to 65%.
- Gross Domestic Product (GDP) should increase by 2.7 times in real terms, requiring average annual GDP growth of 5.4% over the period. GDP per capita should increase from about from about R50 000 per person in 2010 to R110 000 per person in 2030 in constant prices.
- The proportion of national income earned by the bottom 40 percent should rise from about 6% today to 10% in 2030.
- Broaden ownership of assets to historically disadvantaged groups.
- Exports (as measured in volume terms) should grow by 6% a year to 2030 with non-traditional exports growing by 10% a year.
- Increase national savings from 16% of GDP to 25%.
- The level of gross fixed capital formation should rise from 17 to 30%, with public sector fixed investment rising to 10% of GDP by 2030.
- Public employment programmes should reach 1 million by 2015 and 2 million people by 2030.

ii) Economic infrastructure

- The proportion of people with access to the electricity grid should rise to at least 90% by 2030, with non-grid options available for the rest.

- Ensure that all people have access to clean, potable water and that there is enough water for agriculture and industry, recognising the trade-offs in the use of water.

- Reduce water demand in urban areas to 15% below the business-as-usual scenario by 2030.

- The proportion of people who use public transport for regular commutes will expand significantly. By 2030, public transport will be user-friendly, less environmentally damaging, cheaper and integrated or seamless

- Competitively priced and widely available broadband.

iii) Inclusive rural economy

- An additional 643 000 direct jobs and 326 000 indirect jobs in the agriculture, agro-processing and related sectors by 2030.

- Maintain a positive trade balance for primary and processed agricultural products.

The Western Cape **Provincial Government** has identified employment and economic growth as its first strategic goal. There are a number of priority initiatives identified to achieve this goal. The 'game-changers' that relate to economic development are focused on energy security, broadband, infrastructure, and skills development.
The economic sectors that are identified as priorities for the province are agri-processing; oil and gas; and tourism.

In light of the priorities identified by the other spheres of government, the district is currently focusing on the following priority sectors (a) oil, gas and energy; (b) tourism; (c) agri-processing; and (d) creative industries. In addition to this, partners intends to collaborate on economic infrastructure; entrepreneurship, business development and integration; and investment promotion.

6.1.8 Vision and Objectives for Garden Route Regional Economic Development

Vision

The formulation of a District Growth and Development Strategy for the Garden Route District is a priority for the 2019/20 financial year. Garden Route's current vision for LED is as follows:

"To develop a diverse, sustainable and shared regional economy through

innovation and partnerships, in order to stimulate employment and business development opportunities and increase the quality of life for all."

Objectives

The Garden Route Regional Economic Development aims to achieve the following objectives:

- Enabling an Environment for Economic growth through partnerships and collaboration
- To increase the regional competitive advantage through the potential development of key sectors
- Increase trade and investment through promotion
- Coordinate and prioritize regional economic infrastructure
- Enabling an Environment for Economic growth through procurement
- Support local Small Medium and Micro Enterprises through procurement
- Regional business retention and expansion
- Increase skills and economic development through alignment
- Support local municipalities to minimize Red Tape to promote economic development
- To increase the regional Tourism competitive advantage

6.1.9 District Economic Development Structures

- District and Local Municipal Economic Development Units
- District Economic Development Forum and District Tourism Forum
- South Cape Economic Partnership
- Western Cape Economic Development Partnership

6.1.10 Projects and Programmes

The Garden Route District Municipality is strongly moving in a direction of focusing on fulfilling its strategic enabling mandate of creating an enabling and conducive environment as well as facilitating Trade and Investment Recruitment opportunities and platforms for businesses to grow and thrive in the regional economy. As part of the outcomes of an investment readiness workshop arranged for municipalities to assess their investment readiness, the following key interventions were identified as priorities to be focused on in the

short to medium term for the district to position itself as a player within the global economy.

6.1.11 Investment Readiness Checklist was done on the:

REGION'S SECTOR ADVANTAGE

- Understanding our Spatial Development Framework has implications for business nodes and industrial development);
  - Determine the competitive advantage of our area/region
  - Determine key and emerging sectors and additional opportunities within these sectors
  - Market what our area/region offers in terms of opportunities to investors

LOCAL BUSINESS

- Compile an updated database of businesses. Number, sectors, size, challenges, needs, etc.;
- Facilitate ongoing and structured engagement with business, both formal and informal
- EXISTING businesses should be looked after to be retained for them to (1) want to expand/grow here, and (2) encourage outside businesses to invest in our area/region

MUNICIPALITIES

- Should prioritize their role and responsibility to promote economic growth through investment
- Sensitize politicians and senior officials to understand the importance of creating an enabling environment for investment
- Should have a structured approach to dealing with this investor
- Our 1)laws, 2) processes and 3) information/communication should be business friendly
- Individual Municipalities in the region to start collating responses/status of what their local enabling environment looks like
- Then this needs to be engaged and consulted with local business and relevant role-player organisations in the region for improvement

Leveraging procurement as a catalyst for Local Economic Development

The desired outcome of the Garden Route District Municipality's Supply Chain Management policy is to provide mechanism to ensure sound, sustainable and accountable Supply Chain Management and procurement of goods and services within the Garden Route District Municipality while promoting the following LED objectives:

(i) to stimulate and promote local economic development in a targeted and focused manner as per the objectives of the Growth and Development Strategy for and regional economic development in the Garden Route;

(ii) to promote resource efficiency and reduce the negative environmental impact of daily operations of the Garden Route District;

(iii) to facilitate creation of employment and business opportunities for the people of the Garden Route District with particular reference to Preferential Procurement Policy Framework Act, 2000, Preferential Procurement Regulations, 2017, and **setting specific B-BEEE rating targets for all procurement above a range as determined by council over a period of the contract.**

(iv) to promote the competitiveness of emerging contractors and small and medium businesses within the Garden Route District.

The Regulatory Environment	The Processing Environment	The Communication Environment
The Challenge: Regular review and appropriate amendment or repeal of legislation to support business and so investment *(MBM & George raised these as a key challenge). Bitou raised the key challenge of a necessary, but absent policy environment (Proc linked to ED)*	**The Challenges:** • Incomplete and non-compliant applications by local business • Complexity and non-standardised workflow in the municipality that is time-consuming and costly to investment	**The Challenge:** • Traditional communication methods are dated given a more modern, digitally-savvy client base. • Costly to business (investment) is poor communication (misunderstanding, unclear expectations, poor quality of submissions by business to compliance requirements etc.) that results in red tape – i.e. is messaging correct?
An Approach: • Assess your current regulatory environment (by-laws) and policy environment; • Check if (new) legislation is really needed? (especially where there is none) • Review existing legislation • Check if existing legislation is relevant to a changing and dynamic environment? • Interpret legislation that that does not compromise the objective of the legislation	**An Approach:** • Assess business processes and workflow that support business-facing services - noting time, cost and administrative burden efficiencies. Examples include: o BUILDING PLAN APPROVAL o PROCUREMENT o EVENT PERMITTING o ACCESS TO LAND/property for development • Render intervention support for improvement optimisation or enhancements (internal & external improvement	**An Approach:** • Establish the need of the client (and expectations) – generate appropriate content; • Exploring suitable, relevant and effective mediums/platform for engagement - embracing technology and new media (e.g. Facebook) as a means of improving systems and communications;

• Ascertain alternative business-friendly interpretations (without compromising safety, good governance, etc.) – support a pro-economic growth approach; • Lobby for the business-friendly application of the legislation; • Amend the legislation	interventions) (land-use – Jaco MBM - municipal incentive policy) • Processing-type activities that can be improved (by way of example in Application & Permitting Management) o Online or Centralise Application processing (e.g. digitise a process that may include an enhancement of an existing municipal electronic-systems) o Develop Criteria for assessing (e.g. events, municipal incentives) o Standard Operating Procedures [SOPs] o Split Application streams (e.g. different review process for complex vs, simple events) o Is multi-year Permitting/licensing process possible? o Measure Impact	• Structured and ongoing engagement with business and other stakeholders; • Better manage the Interface With 'Bus-Facing Service' Customers through information & access to Information, communication Initiatives for awareness building and developing & maintaining databases • More user-friendly communication regarding 'how-to' (e.g. guides for application & requirements); • Increased utilisation of digital platforms (e.g. email, bulk SMS, social media - WhatsApp, Twitter, Facebook, etc.;

6.1.12 The Regulatory Environment

The Challenge:

Lack of regular review and appropriate amendment or repeal of legislation that hampers business growth and development.

The Approach:

- Municipalities to assess their current regulatory environment (by-laws) and policy environment;
- Check if (new) legislation is really needed? (especially where there is none)
- Review existing legislation
- Check if existing legislation is relevant to a changing and dynamic environment?
- Interpret legislation that that does not compromise the objective of the legislation
- Ascertain alternative business-friendly interpretations (without compromising safety, good governance, etc.) – support a pro-economic growth approach;
- Lobby for the business-friendly application of the legislation;
- Amend the legislation

6.1.13 The Processing Environment

The Challenge:

- Incomplete and non-compliant applications by local business
- Complexity and non-standardised workflow within the municipality

The Approach:

- Assess business processes and workflow that support the application & approval stages of plans - noting time, cost and administrative burden efficiency areas;
- Provision of project support for improvement optimisation or enhancements (internal & external improvement interventions)
- Processing-type activities that can be improved (by way of example in Application & Permitting Management)
  - Online or Centralise Application processing *(e.g. digitise* a process that may include an enhancement of an *existing municipal electronic-systems)*
  - Develop Criteria for assessing (e.g. events)
  - Standard Operating Procedures [SOPs]
  - Split Application streams (e.g. different review process for complex vs, simple events)
  - Is multi-year Permitting/licensing process possible?
  - Measure Impact

6.1.14 The Communication Environment

The Challenge:

- Poor communication results in red tape - misunderstanding, unclear expectations, poor quality of applications/submissions, etc. (messaging incorrect);
- Traditional communication methods are dated given a more modern, digitally-savvy client base.

The Approach:

- Establish the need and expectations of the client – generate appropriate content;
- Exploring suitable, relevant and effective mediums/platform for engagement - embracing technology and new media (e.g. Facebook) as a means of improving systems and communications;
- Structured and ongoing engagement with business and other stakeholders;
- Better manage the Interface With 'Bus-Facing Service' Customers through information & access to Information, communication Initiatives for awareness building and developing & maintaining databases
- More user-friendly communication regarding 'how-to' (e.g. guides for application & requirements);
- Increased utilisation of digital platforms (e.g. email, bulk SMS, social media - WhatsApp, Twitter, Facebook, etc.;

6.1.15 Action Plan

- Garden Route DM to host internal regional workshop (e.g. DCF) with local municipalities on discussion and collation of a regional investment readiness checklist (e.g. taking above inputs, Wesgro inputs etc. into consideration) and what is needed in a potential Toolkit
- Regional investment readiness checklist endorsed at local municipal level and start assessing per checklist issue the current state of readiness
- SCEP/ Garden Route DM to engage relevant role-players (e.g. Wesgro, WCG and identified organisations) on the checklist, a toolkit and any emerging matters (i.e. a way forward)
- If the workshops agrees to this approach – set timeframes!

(heading towards a regional conference)

6.1.16 Develop An Investor Support Toolkit For Investor Needs In Terms Of The Following:

Providing:

- Certainty
- Information
- Speed
- National Incentives
- Policy Understanding

Site Identification

- Bulk Infrastructure
- Professional Services

Sector Information

- Red Tape Reduction
- Lease understanding
- Distribution support
- Immigration support
- Local Incentives
- Labour Procurement
- BEE Regulations

The key role of Investment Promotion is to:

- Ease the investment process
- Accelerate the investment process
- Provide an investor reassurance across the investment process
- Continuous assessment of municipalities in terms of the investment readiness checklist as compiled by WCEDP/SCEP in collaboration with GRDM
- The ongoing marketing of investment projects as identified through the Investment conference that took place in March 2018, as well as other additional investment projects identified for this region (refer to list of investment projects/opportunities compiled for the region)
- Vigorous marketing of the Garden Route investment prospectus.

6.1.17 Facilitating Investment Through Procurement

- There's a need to have a strategic alignment between Supply Chain and LED Strategic Objectives, and Supply Chain must abide
- LED Strategies have to define and guide specific growth objectives that deal with initiatives such as a thorough market analysis of the regional economy,
- Understanding the expenditure analysis of the regional economy in terms of goods and commodities in order to understand the spending capacity
- Utilizing the expenditure analysis to influence private sector/ investor involvement in the growth strategy

6.1.18 Key Regional Tourism Focus areas

Implementation of projects as identified in the District Tourism Strategy as approved by Council in March 2019, which includes:

- Investigation of a clear best working model for tourism in the District;
- Development of an Event strategy to coordinate events in the different towns;
- Undertaking an audit of all existing events to include current status;

- Investigating the establishment of a Destination marketing organization (DMO) for the District;
- Development of an updated brochure of tourism products (excluding accommodation/focus more on arts and crafts);
- Skills development training (SEDA etc.) Mentoring / Training based on demand SCM + LED + tourism collaboration.
- An investigation on the development of tourism routes, inclusive of all stakeholders, i.e.
- Wine & Food, Culture and Heritage etcetera, with special focus on township and rural tourism and identification of possible new routes.
- Ongoing skills development programmes including tourism and hospitality training, film industry training with special focus on vulnerable groups, to harness existing programmes addressing the triple challenge of unemployment, poverty alleviation and inequality.

6.1.19 2020/2021 Proposed District Economic Development and Tourism Projects

Name of the project	How much budget (anticipated).	When is the completion time of the project.
ECONOMIC DEVELOPMENT		
SME Support Programme	R1 500 000	June 2021
Garden Route Film Office	R250 000	June 2021
South Cape Economic Partnership	R100 000	June 2021
Regional Special Economic Zone	R4 million	June 2021
Harkerville fencing of Council property	R450 000	June 2021
Harkerville Agriculture project (EPWP – Initially 5 work opportunities for 12 months which will increase as project growths)	R206 000	June 2021
Research – Databases of all businesses in region (MOU with NMU/Stellenbosch)	R400 000	June 2021
Informal Traders Development Programme	R500 000	June 2021

Name of the project	How much budget (anticipated).	When is the completion time of the project.
TOURISM		
Cater Care	R400 000	June 2021
Gauteng Getaway	R180 000	June 2021
World Travel Market – Africa	R300 000	June 2021
Indaba	R180 000	June 2021
Tourism Marketing	R450 000	June 2021
Research – Arts and Crafts databases (MOU with NMU/Stellenbosch)	R250 000	June 2021
Support to festivals and events in the Garden (forms part of marketing the region as destination of choice)	R850 000	June 2021

6.1.20 Garden Route Growth and Development Strategy

This strategy provides a framework for growth and development planning in the Garden Route District for 2020-2040. A long-term approach to development must be sensitive to the requirements of the region and its people. However, in order to remain relevant and useful, this document is as much about approach and process as it is about defining, scoping and programming actions that respond to the most pressing regional challenges. This document can be used to:

- Establish a regional approach to the identification of economic, social and ecological risks to, and opportunities for, growth and development in the Garden Route.

- Enable growth and development aligned to a coherent spatial development vision for the Garden Route functional region, taking into account the environmental, social and economic opportunities and constraints.
- Identify regional priorities, objectives and strategies that comply with land use and bioregional planning, spatial planning, national priorities and investments, and agreed principles.
- Coordinate, integrate and align national, provincial and municipal policy and investments, including land use planning, infrastructure and economic development policy. Specifically, this document allows an integrated regional approach to address regional environmental management, regional human settlement provision, economic development, regional infrastructure, regional transport, landscape character, sense of place preservation, and heritage.
- Provide a framework for collaboration, learning and adaption, and for understanding where energy and resources are being directed in order to align actions and increase impact. This will help guide investment and development decisions and provide the framework through which municipal coordination will be facilitated in consolidating the region as a sustainable system.
- To generate alignment at a local and district level on the means of implementation and the order in which implementation needs to occur.

6.1.21 Skills Mecca

Investing in people is one of the most important investments any country can make if it wants to ensure sustainable economic growth. The Garden Route District Municipality in partnership with the B Municipalities in the region agreed to embark on the "Skills Mecca" intervention as a strategy to address the skills shortage and the high unemployment rate in the Garden Route.
The idea of a Skills Mecca originates from the Garden Route Rebuild Initiative (GRRI), which followed the devastating fires that hit the district (Knysna/Plettenberg Bay) in June 2017. Since last year's summit, municipalities in the district, in collaboration with various stakeholders, among others, the Provincial Government, progressively worked together in order to bring about and implement the Garden Route Skills Mecca concept.

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

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

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

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

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

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

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

1. Continue and accelerate collaboration and cooperation among all District skills development role players.

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

6.1.22 Challenges

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

6.1.23 Establishment of a Fresh Produce Market

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

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

The market infrastructure would allow the producers to centrally bring in their produce, subject them to cleaning, managing post-harvest pests, grading, packaging, loading and transporting to markets in the region, region, nationally and

exports if the prices are good. The proposed fresh produce markets facilities could also act as points of leverage, where market information, production information and extension services are discharged to the producers hence working towards
It is against this background that GRDM conducted a feasibility study for a fresh produce market and in discussion regarding a business model that will suit the needs of the Garden Region.

6.1. 24 Establishment of a Development Agency for the region

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

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

The Feasibility study and possible business model will be completed by April 2020.

6.2 EPWP

6.2.1 OVERVIEW

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

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

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

The key objective of the third phase of the programme is to bring together all

government, civil society and private sector stakeholders in order to, by the year 2019, create 6 million job opportunities. It is a programme that is being implemented by all three spheres of government, across four (4) defined sectors, namely:

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

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

6.2.2 Purpose

The main objective of the EPWP programme is to utilize line function budgets (capital, operations and maintenance) so that expenditure by the municipality results in increased employment opportunities and training, particularly for unemployed and unskilled labour. On 10 and 11 May 2018 the EPWP section organised a Strategic Session where all the relevant sections of Garden Route District Municipality were invited to present and discuss their respective challenges and possible solutions that relates to EPWP.

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

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

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

6.2.3 National Alignment: Garden Route District Municipal EPWP

The development role of the EPWP is clearly reflected the New Growth Path {NGP) and the National Development Plan (NDP). In both of these, EPWP is positioned as a key programme to contribute to achieving government's goals of halving unemployment and addressing gaps in the social protection system of the country. Both also recognize the need for the EPWP in the medium to long-term. In the NGP the EPWP is an important contributor in Jobs Driver (infrastructure Development) through increasing the Labour intensity of government infrastructure investments and Jobs Driver 4 (Social Capital) through expansion of the Community Work Programme. The NDP echoes the NGP in this regard and sets out an ambitious vision for the EPWP to make important contributions to both reducing unemployment.

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

6.2.4 Enhancing Social Protection

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

The impacts of the incomes earned
The impacts of participation in employment
The impacts of the assets and services delivered

An additional crosscutting dimension is the issue of process and participation as the EPWP offers opportunities for community participation at various levels.

While the different sectors and programmes of EPWP differ in a range of respects, they all share these core features and they all achieve their diverse development impacts in relation to this common set of factors. Together they make a particularly important contribution to social protection, and aspect that has not received sufficient attention in the EPWP in the past but is proposed to become an important focus in Phase 3.

6.2.5 Provincial Strategic Goals Alignment: Garden Route District Municipal EPWP

Create Opportunities For Growth And Jobs.

We are committed to creating an enabling environment to attract investment, grow the economy and create jobs by supporting high growth economic sectors.

Improve Education Outcomes And Opportunities For Youth Development

We're committed to expanding quality education across the province and providing opportunities for youth to realise their full potential.

Increase Wellness And Safety, And Tackle Social Ills

We're committed to addressing health, safety and social ills by supporting healthy communities, healthy workforce, and healthy families, youth and children.

Enable a Resilient, Sustainable, Quality And Inclusive Living Environment

We're committed to improving urban and rural areas through enhanced management of land, an enhanced climate change plan, and better living conditions for all.

6.2.6 Risk Identified Form The EPWP Section.

- Lack of prioritising the Council's resources for EPWP
- Lack of storage facilities for EPWP equipment/machinery
- Failure to secure Grant Funding to secure protocol targets
- High risk of occupational health and safety, chainsaw and Brush cutter and slashers and snake bites
- High risk possible loss of tools/equipment on sites and storages

6.2.7 EPWP Challenges

CHALLENGES	MITIGATION	RESPONSIBLE OFFICIAL
Limited Implementation Budget	GARDEN ROUTE DM commit 6 million (Alien Vegetation) to EPWP to do firebreaks on Garden Route Properties	EPWP Manager
Under-staff of EPWP Section	Engage with Management on process of new Organogram	Executive Manager: Planning and Economic Development, EPWP Manager
Mixed understanding of EPWP methodology/Institutionalisation of EPWP	The EPWP Policy was review and approve in council.	EPWP Manager
Destructive criticism from	Awareness and	EPWP Manager, IDP

stakeholders and communities	promotion of Intergovernmental Relation	Section and Communication Section

CHAPTER SEVEN (7)
GOOD GOVERNANCE

CHAPTER 7: GOOD GOVERNANCE

7.1 Internal Audit

7.1.1 Legislative Requirement

Section 165 of the Local Government: Municipal Finance Management Act, No. 56 of 2003 (MFMA), prescribes that each municipality must have an internal audit unit.

The internal audit unit of a municipality must —

(a) prepare a risk-based audit plan and an internal audit program for each financial year;

(b) advise the accounting officer and report to the audit committee on the implementation of the internal audit plan and matters relating to —

(i) internal audit;
(ii) internal controls;
(iii) accounting procedures and practices;
(iv) risk and risk management;
(v) performance management;
(vi) loss control; and
(vii) compliance with the MFMA, the annual Division of Revenue Act and any other applicable legislation; and

(c) perform such other duties as may be assigned to it by the accounting officer.

7.1.2 Structures and committees in places

The Internal Audit Unit functionally reports to the Audit and Performance Audit Committee (APAC). APAC is responsible for approving the operational plan of Internal Audit on an annual basis (preferably prior to the start of the financial year). On a quarterly basis, the Chief Audit Executive (CAE) submits progress reports on the approved plan to APAC for their consideration and input. APAC submits reports and/or recommendations directly to Council on at least a bi-annual basis.

The Internal Audit unit consists of four officials: the CAE, a Senior Internal Auditor and two Internal Auditors. Periodically, in compliance with MFMA s165(3), assistance is procured from external internal audit service providers if the municipality requires assistance to develop its internal capacity and the council of the municipality has determined that this is feasible or cost-effective.

7.1.3 Policies

The Internal Audit unit functions in terms of its approved Internal Audit Charter. The charter is reviewed/updated on an annual basis to ensure it includes the

latest applicable legislative requirements and best practice.

The APAC Charter is also reviewed on an annual basis for the reasons mentioned above. The last review was completed and approved by Council on 22 January 2018.

7.1.4 Alignment with provincial and National Objectives/Goals

Garden Route DM's Internal Audit Charter defines the service and function as follows:
Internal Audit is an independent, objective assurance and consulting activity designed to add
value and improve Garden Route District Municipality's operations. It helps Garden Route District Municipality to accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control and governance processes.
The above definition aligns to all KPA's, goals and objectives of national and provincial government talking to the establishment/promotion of good governance. Also, as is stated above, it attempts to assist management to meet its set objectives, which will then support alignment of all applicable organisational goals with those of national and/or provincial government.

7.1.5 Projects and Programs

The Internal Audit unit is responsible for the following:

(a) Develop a Risk-Based Audit Plan (RBAP), incorporating any risks or control concerns identified by management and submit the plan to the Audit and Performance Audit Committee (APAC) for review and approval.
(b) Implement the RBAP and, as appropriate, perform any special tasks or projects requested by management and approved by APAC.
(c) Advising the Municipal Manager and report to the APAC on the implementation of the internal audit plan and matters relating to:

- Internal audit;
- Internal controls;
- Accounting procedures and practices
- Risk and risk management;
- Performance management;
- Loss control;
- Compliance with the MFMA, the annual Division of Revenue Act and any other applicable legislation.

(d) Performing any other such duties as may be assigned to the unit by the Municipal Manager.

mSCOA Consulting assignment as per the definition of internal audit

quoted above, it is not only an assurance function, but can perform consulting assignments also. In this regard, APAC has approved that Internal Audit allocates a substantial amount of its time and resources to

assist the municipality in the successful implementation of the new financial system, Phoenix, which was procured by the municipality as part of the implementation of the Municipal Regulations on Standard Chart of Accounts (mSCOA).

7.1.6 Challenges

Internal Audit has an exciting and challenging role to play in attempting to add value to an organization with strong leaders and having obtained clean audit reports from the Auditor-General of South Africa in three out of the last four consecutive years. Two focus areas to enable Internal Audit to build on its past performance are:

- Capacity building of staff in the unit
- Use of technology for increased efficiency in performing its functions Council approved an additional post in the Internal Audit unit for the 2017/18 financial year, which increases the unit's resources to complete audit and consulting assignments. Continuous training of staff within the unit remains a priority to ensure that reports from Internal Audit to APAC and Management is of a high quality, with appropriate findings and recommendations to ensure that Garden Route DM remains on the successful path Council and management has set it on. Internal Audit does not currently have specialized computer software to assist in the performing of its functions. Concepts of "continuous auditing" and "data analytics" are becoming common place in Internal Audit (and Risk) Forums in the province, which forces us to consider acquiring these tools/software packages to ensure we remain effective and relevant. A very important aspect in this regard is also the linkage between risk management and internal audit – with Risk Management also currently functioning of an Excel file, as opposed to a bespoke electronic system.

The CAE will explore options of obtaining systems to increase the efficiency of planning, executing and reporting on assignments, as well as tracking the implementation of recommendations by management on findings reported to the APAC on a continuous basis through the use of appropriate software available in the market.

7.1.7 Objectives and Strategies

The unit's objective remains that of providing assurance to Council (via the Audit and Performance Audit Committee) and assisting the

organisation in meeting its objectives.
Continuous training remains a priority and in this regard the Senior Internal Auditor and one Internal Auditor are currently completing the Institute of Internal Auditors of South Africa's (IIA's) course entitled

"Professional Internal Auditor" (PIA), which is an NQF 8 level qualification.

Successful completion of this course lays the foundation for enrolling in the next and top level of qualification of the IIA, that of Certified Internal Auditor (CIA).
Internal Audit, in collaboration with Risk Management and Performance Management, will investigate options re the implementation and use of an electronic system to enhance the level and standard of service that can be provided to the municipality.
Garden Route DM successfully established a district forum for internal audit and risk management in the 2015/16 financial year. We want to further explore possibilities of supporting Internal Audit units in local municipalities in the Garden Route district.

7.1.8 Strategic risks

The main risk facing the unit, one that is continuously being mitigated through training and participation in district and provincial forums, is that of failing to provide appropriate assurance and thereby failing to add value to the organisation and/or assisting it to meet its objectives.

7.2 Risk Management

7.2.1 Legislative Requirement(s)

- Section 83 and 104 of the System act
- Section 62 of the Municipal Finance Management Act, 2003
- Public Sector Risk Management Framework
- King reports

7.2.2 Structures and committees in place

Internal

- Risk Management Committee
- Audit and Performance Audit Committee

External

- CRO/CAE District Forum

- PT CRO/CAE Forum

7.2.3 Policies and Strategies

Policy name	DC number	Approved/Adopted
Risk Management Policy	**C2**	**29 May 2018**
Risk Management Committee Charter	**APAC item: Addendum to the agenda**	**05 December 2019**

*The Risk Management Policy is under review and planned for approval at Council in May 2020.

7.2.4 Alignment with provincial and National Objectives/Goals

Garden Route District Municipality	Western Cape Government	National Government
Good Governance and IGR	Embed good governance and integrated service delivery through partnerships and spatial alignment	Good Governance and Public Participation

7.2.5 Projects and Programs

Project/Program	Objective	Date from - date to
Annual Risk Assessment	To identify risks and mitigating actions	February every year
Quarterly Risk Management Committee Meetings	To monitor mitigation and progress on risks	Quarterly (one per quarter)
Combined Assurance	Providing assurance across the board from all assurance providers on the overall performance on the Risk and Audit in the municipality	In process
Compliance with legislation	To monitor the compliance level of the municipality with all relevant gazette legislation	Monthly
Procurement of Automated Risk and Audit system	To automate the current excel based system to enhance effectiveness and provide assurance on mitigation of risks and the monitoring and reporting thereof	Implemented 1 July 2020

7.2.6 Challenges

- Capacity to ensure achievement of objectives with the rollout of the Shared Services with Kannaland Municipality. This can lead to time constraints to reach all departments in assisting them with the monitoring and evaluation of actions and mitigation of risks.
- Non-completion of PT assessment questionnaires within the organisation is still a challenge, but corrective measures have been put in place to mitigate.
- Non achievement of the rollout of the District Electronic Risk and Audit system (BarnOwl) to all B Municipalities.

7.2.7Objectives

Objectives of Risk Management Unit

- More sustainable and reliable delivery of services;
- Informed decisions underpinned by appropriate rigour and analysis;
- achievement of strategic goals as set out in the Integrated Development Plan;
- Prevention of fraud and corruption;
- Better value for money through more efficient use of resources; and
- Better outputs and outcomes through improved project and program management.
- Mitigation of risks identified per project

7.2.8 Strategic risk(s)

Strategic Objective	Risk Title	Contributing Factors	Listed Controls
Financial Viability	Financial Sustainability	- District municipality providing minimal leviable services - Expenditure growth exceeding revenue growth - Grant dependency - Limited revenue sources - Lost opportunity of rental income due to minimal or no payments of Council properties - Non recoverability of fire service accounts	- District CFO forum, District Mayoral forum - Lease agreements and lease register in place - PwC Revenue Enhancement report - Regular reporting to Council on expenditure and financial position through S52 - Revenue Enhancement Committee established - Updating of lease agreements
Inclusive District Economy	Slow economic growth in the district	- Capacity constraints within the District - Failure of B municipalities to regularly attend LED / IGR Forums; - Ineffective facilitation and coordination of district economic activities, projects and programmes across the region. - Lack of funding - Lack of investor confidence in GRDM – insufficient or ineffective investment promotion; Absence of investment incentive policies	- Growth and Development Strategy for the district. - Investment prospectus - Investment readiness workshops held as well as Business Engagements and Investment Conference as platform to launch the GR & KK as investment destination. - LED Forums (Mun's, + SEDA) - The South Cape Economic Partnership - working groups (All Mun's + Private Sector Business Chambers)

Strategic Objective	Risk Title	Contributing Factors	Listed Controls
		- Misalignment/Duplication of programs - Political instability - Slow Economic growth nationally	
Promote environmental sustainability	Ineffective Disaster Recovery	- Disaster Recovery Server Room not compliant as a recovery facility / Offsite Disaster Recovery Centre in close proximity to primary server site. - No backup compliancy checks in place - No Disaster Recovery Tests in place	- DR Policy and Action Plan / DR tests (bi-annually) - Server room is locked (no access control) / Aircon, UPS and fire extinguisher installed (no fire detection and suppression system)Included in budget process 18/19 - Weekly and monthly backup reports / store backups off-site - available for restores / testing of backups
Coordinate Bulk Infrastructure service delivery	Failure to operate the Regional Landfill site	- Bankrupt PP partner - Implementation of Waste minimisation strategies at source - Non-payment by B Muns	- Backup financial control(EdenWaste to pay GRDM) - Bylaw - Waste Management - Council resolutions - PPP contract

Strategic Objective	Risk Title	Contributing Factors	Listed Controls
Good Governance	Non Compliance with legislation and policies	- Lack of annual review of all policies of Council - Lack of funding - Lack of knowledge/understanding of processes and content - Lack of training - Outdated policy register of Council - Red tape - System failures	- Departments are informed on a weekly basis of new and/or amended legislation as well as the due dates for comments (if any)by legal section - Monthly reports to the Corporate Services Portfolio Committee of new and/or amended legislation, - Policy register updated and submitted to Mancom
Good Governance	Increased Litigation against GRDM	- Lack of compliance to Contract Management - Lack of knowledge/understanding of processes and content - Non Compliance with legislation and policies - Outdated policies review of Council - Possible litigation as a result of District fire	- Alerts to responsible contract manager of renewal/termination date of contract - Collective engagement with legal and relevant department to develop action plan to deal with specific matter - Continued training on Contract Management by the Legal section - Contracts Management Policy approved - Register of all summonses served on municipality submitted to committees of Council

Strategic Objective	Risk Title	Contributing Factors	Listed Controls
Healthy and Socially Stable Communities	Excessive alien vegetation on Council properties	- Alien infestation not being eradicated due to no Alien invasive species, monitoring, control and eradication plan - Depletion of available surface water - Excessive alien invasive plant growth in the entire district - Non maintenance of fire breaks on Council properties - Unharvestable fields/crops	- Continuing with the establishment of firebreaks around Council properties - Eradication of alien vegetation plan in plce
Financial Viability	Loss of Roads Agency Function	- Admin fee (Duplication of admin functions) - Politics - Poor performance - Provincial reason for existence	- Current SLA extended - Negotiations at DCF/MMF level - Political Intervention

Strategic Objective	Risk Title	Contributing Factors	Listed Controls
Good Governance	Regression in AGSA Audit Opinion	- Capacity of the vendor to support their client - Failure to properly administrate payments - Failure to provide credible AFS - Inconsistent application of regulation by the AGSA - Ineffective systems control procedures with regards to capturing of data - Irregular expenditure - Lack of organisational buy in - SCM related processes	- Audit action plan (OPCAR) - Phoenix support onsite - Regular GRAP meetings

7.3 Organisational Performance Management

7.3.1 Introduction

The Constitution of the Republic of South Africa, Chapter 7 of Act 108 (1996), deals exclusively with the local sphere of government and lists the objects and developmental duties of municipalities. The Municipal Structures Act Section 19 (1) states: A municipal council must strive within its capability to achieve the objectives set out in Section 152 of the Constitution‖ and Section 19(2) of the same Act stipulates: A municipal council must annually review its overall performance in achieving the objectives referred to in subsection (1). The way that local government can manage and ensure that its developmental objectives have been met, is thus through the performance management system. Government, within this governance framework, gives us the tools to execute the above objects and developmental duties.

Chapter 6 of the MSA requires local government to:

- Develop a performance management system
- Set targets, monitor and review performance based on indicators linked to the Integrated Development Plan (IDP)
- Publish an annual report on performance management for the councillors, staff, the public and other spheres of government
- Incorporate and report on a set of general indicators prescribed nationally by the Minister responsible for local government
- Conduct an internal audit on performance before tabling the report
- Have the annual performance report audited by the Auditor-General
- Involve the community in setting indicators and targets and reviewing municipal performance

7.3.2 The Benefits of Performance Management for the Municipality and Officials

- It is a system which translates the IDP into measurable objectives and target
- PMS institutionalise sound management principles ensuring effective and efficient governance
- It promotes an accountable municipal governance

- It establish and maintain a balance between the needs of employees and the requirements of the Garden Route District Municipality
- It assists employees to improve their current performance and productivity
- It improves the job satisfaction of individual employees
- It ensures job performance is linked to the overall objectives of the Municipality as per the IDP
- It identifies the potential and abilities of employees and provide focused organizational support
- It encourage good relations between employees and section heads
- It assists with decisions related to the placement, transfer and promotion of employees and rewarding of outstanding performance.

The implementation Garden Route District Municipality's IDP over the 2017/2018-2021/2022 IDP is given effect through the Service Delivery Budget Implementation Plan (SDBIP). The SDBIP is the implementation tool used to align the budget to the IDP. The focus of the SDBIP is non-financial measurable performance objectives in the form of service delivery targets and other performance indicators.

The MFMA furthermore requires a SDBIP to be based on specific targets and performance indicators derived from the IDP, thus linking the IDP, the performance management system and the budget. Section 67 of the MSA regards the monitoring, measuring and evaluating of performance of staff as a platform to develop human resources and to develop an efficient and effective culture of performance management.

7.3.4 Institutionalisation of Performance Management

Individual Performance Management forms part of the approved Performance Management Policy/Framework. It is currently under review and will be filtered throughout the organization with a set deadline of June 2021 for full implementation.

Road shows were held to do an analysis on organizational Job Descriptions and will be dealt with accordingly to use as part of the implementation process. Reports on the staff requirements/requests on Recognition and Rewards when it comes to Individual Performance are also complete.

7.4 Garden Route Service Delivery and Budget Implementation Plan

SDBIP: Top layer 2020/2021

Ref	Directorate.	Strategic Objective	KPI	Unit of Measurement	KPI Owner	Baseline	Revised Target	KPI Calculation Type	Sep-20	Dec-20	Mar-21	Jun-21
									Target	Target	Target	Target
TL1	Office of the Municipal Manager	Good Governance	Submit an OPCAR progress report to the MANCOM on a quarterly basis	Number of progress reports submitted to MANCOM quarterly	Strategic Manager	4	4	Carry Over	1	1	1	1
TL2	Office of the Municipal Manager	Good Governance	Submit the Top layer SDBIP for 2020/21 for approval by the Mayor within 14 days after the budget has been approved	Top Layer SDBIP for 2020/21 submitted to the Mayor within 14 days after the budget has been approved	Performance Manager	1	1	Carry Over				1
TL3	Office of the Municipal Manager	Good Governance	Draft the annual performance report for 2019/20 and submit to the Auditor General by 31 August 2020	Annual performance report for 2019/20 drafted and submitted to the Auditor General by 31 August 2020	Performance Manager	1	1	Carry Over	1			
TL4	Office of the Municipal Manager	Good Governance	Develop an Individual Performance Management System for the first five levels of reporting within the Organisation by June 2021	Individual Performance Management System developed by June 2021	Performance Manager	New KPI for 2020/2021		Carry Over				1
TL5	Office of the Municipal Manager	Good Governance	Review the organizational strategic risk register(top 10) and submit to Council by 31 May 2021	Reviewed organizational strategic risk register submitted to Council by 31 May 2021	Risk Officer	New KPI for 2020/2021		Carry Over				1

Ref	Directorate.	Strategic Objective	KPI	Unit of Measurement	KPI Owner	Baseline	Revised Target	KPI Calculation Type	Sep-20	Dec-20	Mar-21	Jun-21
									Target	Target	Target	Target
TL6	Office of the Municipal Manager	Good Governance	Review the Risk based audit plan (RBAP) for 2020/21 and submit to the Audit Committee for consideration by 30 June 2021	RBAP for 2020/21 reviewed and submitted to the Audit Committee by 30 June 2021	Chief Audit Executive	1	1	Carry Over				1
TL7	Corporate Services	Good Governance	Report quarterly to Council on the revision of the Human Resource Policies of the Organisation	Number of reports submitted to Council	Executive Manager: Corporate Services	New KPI for 2020/2021		Accumu-lative	1	1	1	1
TL8	Corporate Services	A Skilled workforce and Communities	Number of people from employment equity target groups that will be appointed in the three highest levels of management during the 2020/21 financial year in compliance with the municipality's approved employment equity plan	Number of people that will be appointed in the three highest levels of management in compliance with a municipality's approved employment equity plan	Executive Manager: Corporate Services	1	1	Carry Over	0	0	0	1
TL9	Corporate Services	A Skilled workforce and Communities	Spent 0.5% of personnel budget on training by 30 June 2021 (Actual total training expenditure divided by total personnel budget)	% of the personnel budget spent on training by June 2021	Executive Manager: Corporate Services	0.5%	0.5%	Carry Over				0.5%
TL10	Corporate Services	A Skilled workforce and Communities	Limit vacancy rate to 10% of budgeted post by 30 June 2021 (Number of funded posts vacant divided by number of budgeted funded posts)	% vacancy rate	Executive Manager: Corporate Services	10%	10%	Reverse Last Value				10%

Ref	Directorate.	Strategic Objective	KPI	Unit of Measurement	KPI Owner	Baseline	Revised Target	KPI Calculation Type	Sep-20	Dec-20	Mar-21	Jun-21
									Target	Target	Target	Target
TL11	Corporate Services	A Skilled workforce and Communities	Review the organisational structure and submit to Council by 30 June 2021	Organisational structure reviewed and submitted to Council by 30 June 2021	Executive Manager: Corporate Services	1	1	Carry Over				1
TL12	Corporate Services	A Skilled workforce and Communities	Compile a Fleet Management Policy for the Organisation and submit to Council for approval by March 2021	Fleet Management Policy developed and submitted to Council by March 2021	Executive Manager: Corporate Services	New KPI for 2020/2021		Carry Over			1	
TL13	Corporate Services	A Skilled workforce and Communities	Award 16 external bursaries to qualifying candidates by 31 March 2021	Number of external bursaries awarded by March 2021	Executive Manager: Corporate Services	16	16	Carry Over			16	
TL14	Corporate Services	Grow an Inclusive District Economy	Create a % of training opportunities for EPWP employees(hard labour) by June 2021	% of training opportunities created for EPWP appointees by June 2021	Executive Manager: Corporate Services	New KPI for 2020/2021		Reverse Last Value				50%

Ref	Directorate.	Strategic Objective	KPI	Unit of Measurement	KPI Owner	Baseline	Revised Target	KPI Calculation Type	Sep-20	Dec-20	Mar-21	Jun-21
									Target	Target	Target	Target
TL15	Planning and Economic Development	Grow an Inclusive District Economy	Compile a Township Economic Development Strategy and submit to MANCOM by March 2021	Implementation Plan on Township Economic Development compiled and submitted to MANCOM by March 2021	Executive Manager: Planning and Economic Development	New KPI for 2020/2021		Carry Over			1	
TL16	Planning and Economic Development	Grow an Inclusive District Economy	Create job opportunities through the Expanded Public Works Programme (EPWP) by 30 June 2021	Number of Job opportunities created through the Expanded Public Works Programme (EPWP) by 30 June 2021	Executive Manager: Planning and Economic Development	Determined after the final actual for 2019/2020		Carry Over				247
TL17	Planning and Economic Development	Grow an Inclusive District Economy	Compile and submit the final annual report and oversight report for 2019/2020 to Council by 31 December 2020	Final annual report and oversight report for 2019/2020 submitted to Council by 31 December 2020	Executive Manager: Planning and Economic Development	1	1			1		
TL18	Community Services	A Skilled workforce and Community	Job creation through the construction and operation of the Regional Landfill facility	Number of Jobs created by 30 June 2021	Executive Manager: Community Service	Determined after the final actual for 2019/2020		Accumu-lative		50		50
TL19	Community Services	Promote sustainable environmental management and public safety	Compile a strategy to address the management of emergency incidents due to inadequate equipment and submit to MANCOM by March 2021	Strategy submitted to MANCOM by March 2021	Executive Manager: Community Service	New KPI for 2020/2021		Carry Over			1	

Ref	Directorate.	Strategic Objective	KPI	Unit of Measurement	KPI Owner	Baseline	Revised Target	KPI Calculation Type	Sep-20	Dec-20	Mar-21	Jun-21
									Target	Target	Target	Target
TL20	Community Services	Healthy and socially stable communities	Raise Public Health awareness through 8 sessions with the community by 30 June 2021	Number of session held by 30 June 2021	Executive Manager: Community Service	8	8	Accumu-lative	2	2	2	2
TL21	Roads and Transport Development	A Skilled workforce and Community	Job creation through the construction and operation of the Slangrivier Project by June 2021	Number of Jobs created by 30 June 2021	Executive Manager: Roads and Transport Development	New KPI for 2020/2021		Carry Over				50
TL22	Roads and Transport Development	Financial Viability	Spent 95% of the roads budget allocation by 30 June 2021(Actual expenditure divided by approved allocation received)	% of the roads spent by 30 June 2021	Executive Manager: Roads and Transport Development	95%	95%	Last Value				95%
TL23	Roads and Transport Development	Bulk Infrastructure and Co-ordination	Reseal 31.24 km of roads by 30 June 2021	Number of km's of roads resealed	Executive Manager: Roads and Transport Development	New KPI for 2020/2021		Cary Over				31.24
TL24	Roads and Transport Development	Bulk Infrastructure and Co-ordination	Regravel 32.73 km of roads by 30 June 2021	Number of km's of roads regravelled by 30 June 2021	Executive Manager: Roads and Transport Development	New KPI for 2020/2021		Cary Over				32.73

Ref	Directorate.	Strategic Objective	KPI	Unit of Measurement	KPI Owner	Baseline	Revised Target	KPI Calculation Type	Sep-20	Dec-20	Mar-21	Jun-21
									Target	Target	Target	Target
TL25	Financial Services	Financial Viability	Financial viability measured in terms of the available cash to cover fixed operating expenditure by 30 June 2021 ((Cash and Cash Equivalents - Unspent Conditional Grants - Overdraft) + Short Term Investment) / Monthly Fixed Operational Expenditure excluding (Depreciation, Amortisation, and Provision for Bad Debts, Impairment and Loss on Disposal of Assets))	Number of months that available cash is sufficient to cover the monthly operating expenditure	Chief Financial Officer	5.2	5.2	Last Value				5.2
TL26	Financial Services	Financial Viability	Submit an Implementation Plan to MANCOM to address the financial sustainability of Eden District Municipality by December 2020	Implementation Plan submitted to MANCOM by December 2019	Chief Financial Officer	New KPI for 2020/2021		Carry Over		1		
TL27	Financial Services	Financial Viability	Achieve a current ratio of 1 (Current assets : Current liabilities)	Number of times the municipality can pay back its short term-liabilities with its short-term assets	Chief Financial Officer	1	1	Carry Over				1
TL28	Financial Services	Good Governance	Develop a Strategic Plan to address the minimization of the use of Consultants within the Department and submit to MANCOM by December 2020	Strategic Plan submitted to MANCOM by December 2020	Chief Financial Officer	New KPI for 2019/2020	Carry Over	Chief Financial Officer		1		
TL29	Financial Services	Financial Viability	The percentage of the municipal capital budget spent on capital projects by 30 June 2020 (Actual amount spent on capital projects	Number of reports submitted to Council of the % of capital budget spent by 30	Chief Financial Officer	1	1					1

Ref	Directorate.	Strategic Objective	KPI	Unit of Measurement	KPI Owner	Baseline	Revised Target	KPI Calculation Type	Sep-20	Dec-20	Mar-21	Jun-21
									Target	Target	Target	Target
			/Total amount budgeted for capital projects)(Report submitted by CFO)	June 2020								
TL30	Financial Services	Financial Viability	Financial viability measured in terms of the municipality's ability to meet its service debt obligations by 30 June 2021((Short Term Borrowing + Bank Overdraft + Short Term Lease + Long Term Borrowing + Long Term Lease) / Total Operating Revenue - Operating Conditional Grant)	% of debt coverage	Chief Financial Officer	30%	30%	Reverse Last Value				30%
TL31	Financial Services	Financial Viability/Good Governance	Compilation of the Annual Financial Statements(AFS) for the 2019/2020 financial year and submit to the Auditor General(AG) by 31 August 2020	Compilation and submission of the AFS to the AG by 31 August 20	Chief Financial Officer	1	1	Carry Over	1			

7.4 ICT

7.4.1 Introduction

The Garden Route ICT function is currently serving 340 (ICT-related) users with computer and network services within the Garden Route District Municipality.

Our coverage area consists of Garden Route DM Head Office, Roads, Health Environment, Fire stations in George, Disaster Management, Remote Offices, Calitzdorp Spa, De Hoek Resort, Swartvlei, Kraaibosch and we are also directly involved with the B Municipalities in our region with regards to Shared Services.

7.4.2 Legislative Requirement

Garden Route District Municipality must be aware of and comply with the legislative landscape applicable to their context, as well as to internationally recognized ICT standards.

The following legislation, among others has effect.

- Constitution of the Republic of South Africa Act, 1996.
- Copyright Act, Act No. 98 of 1978.
- Electronic Communications and Transactions Act, Act No. 25 of 2002.
- Minimum Information Security Standards, as approved by Cabinet in 1996.
- Municipal Finance Management Act, Act No. 56 of 2003.
- Municipal Structures Act, Act No. 117 of 1998.
- Municipal Systems Act, Act No. 32, of 2000.
- National Archives and Record Service of South Africa Act, Act No. 43 of 1996.
- Promotion of Access to Information Act, Act No. 2 of 2000.
- Protection of Personal Information Act, Act No. 4 of 2013.
- Regulation of Interception of Communications Act, Act No. 70 of 2002.
- Treasury Regulations for departments, trading entities, constitutional institutions and public entities, Regulation 17 of 2005.
- Public Administration Management Act, 2016.
- Minimum Interoperability Standards (MIOS) for Government Information ***Systems,*** 2011.

7.4.3 Structures, Functions, Roles and Responsibilities

According to the Corporate Governance of ICT Charter, structures, functions, roles and responsibilities should exist.

Structures and committees in place

The Municipal Council

The Municipal Council provide political leadership and strategic direction through:

- Determining policy and providing oversight;
- Take an interest in the Corporate Governance of ICT to the extent necessary to ensure that a properly established and functioning Corporate Governance of ICT system is in place in the municipality to leverage ICT as an enabler to the municipal IDP;
- Assist the Municipal Manager to deal with intergovernmental, political and other ICT-related Municipal issues beyond their direct control and influence; and
- Ensuring that the Municipality's organisational structure makes provision for the Corporate Governance of ICT.

Municipal Manager

The Municipal Manager provides strategic leadership and management of ICT through:

- Ensuring alignment of the ICT strategic plan with the municipal IDP;
- Ensuring that the Corporate Governance of ICT is placed on the municipality's strategic agenda;
- Ensuring that the Corporate Governance of ICT Policy Framework, charter and related policies for the institutionalisation of the Corporate Governance of ICT are developed and implemented by management;
- Determining the delegation of authority, personal responsibilities and accountability to the Management with regards to the Corporate Governance of ICT;
- Ensuring the realisation of municipality-wide value through ICT service delivery and management of Municipal and ICT-related risks;;
- Ensuring that appropriate ICT capacity and capability are provided and that a designated official at a Management level takes accountability for the Management of ICT in the municipality; and
- Ensuring the monitoring and evaluation of the effectiveness of the Corporate Governance of ICT system through the ICT steering committee.

Municipal ICT Steering Committee

Municipal ICT Steering Committee assist the Municipal Manager in carrying out his Corporate Governance of ICT accountabilities and responsibilities by ensuring the planning, monitoring and evaluation, of the municipalities:

- ICT structures.

- ICT policies.
- ICT procedures, processes, mechanisms and controls regarding all aspects of ICT use (Municipal and ICT) are clearly defined, implemented and enforced.
- ICT Change Management.
- ICT Contingency Plans.
- ICT Strategy development.
- Management of ICT Security and Data Integrity.
- The establishment of the municipalities ICT Ethical culture.
- The evaluation, directing and monitoring of ICT specific projects.
- ICT Strategic alignment, in order to align ICT with the IDP (Strategic Objectives).
- ICT Governance compliance.
- ICT Infrastructure Management.
- ICT Security.
- ICT Application Management.
- ICT Value.
- ICT Data availability and integrity.
- The evaluation, directing and monitoring of ICT processes

Risk and Audit Committee

The Risk and Audit Committee has the responsibility of:

- Performing an oversight role for the Identification and Management of ICT audit and governance compliance, and ICT Risks.

7.4.4 Policies

The following policies were reviewed and approved by Council during 2019/2020

- Municipal Corporate Governance of Information and Communication Technology Policy
- Information and Communication Technology Disaster Recovery Management Policy
- ICT Operating System Security Control Policy
- ICT Data backup and recovery Policy
- ICT Security Control Policy
- ICT User access management Policy
- Laptop Security Policy and the,
- ICT helpdesk Policy

7.4.5 Alignment with Provincial And National Objective / Goals

The Garden Route DM ICT components are active members of the:

- Western Cape ICT forum

- Garden Route regional ICT Forum
- Garden Route ICT Steering Committee
- GISSA, SAGI, PLATO
- Western Cape Spatial Information Forum
- Garden Route regional GIS forum
- SALGA ICT Innovation Workgroup

Forum name	Frequency of meetings	Forum purpose	Forum composition	Forum chairperson
Western Cape ICT managers Forum	Quarterly	Platform to engage on the ICT processes in the Western Cape inclusive of the districts & relevant local B Municipalities. Share best practices on ICT.	**ICT Role-players in the Western Cape**	Provincial Government
Garden Route regional ICT Forum	Quarterly	Platform to engage on the ICT processes in the Garden Route region inclusive of the local B Municipalities. Share best practices on ICT.	**ICT Managers Garden Route Region**	Revolving per Municipality
Garden Route regional GIS Forum	Quarterly	Platform to engage on the GIS processes in the Garden Route region inclusive of the relevant local B Municipalities. Share best practices on GIS	**GIS Officials Garden Route Region**	Revolving per Municipality
Western Cape GIS Forum	Quarterly	Platform to engage on the GIS processes in the Western Cape inclusive of the districts & relevant local B Municipalities. Share best practices on GIS.	**GIS Role-players in the Western Cape**	Provincial Government

7.4.6 Projects and Programs Align To Garden Route District Strategic Objectives

Identification of projects and programmes 2020/2021
Revisit current ICT Structures/Strategy , to bring in line with new Business Processes, Council Strategy (ICT Strategy and Implementation Plan). This is done annually.
Disaster Recovery as a Service
ICT Shared Services for the Garden Route Region; Establish high speed, secure access to Disaster Recovery Room.
Upgrading outdated Disaster Recovery Hardware Infrastructure.
Hosting Regional GIS Forum
Hosting regional ICT Forums
Geo-coding of data stored on collaborator used OHP section.
Phase out outdated operating systems (Windows 7)
Continue Paperless Agenda's as requested at Strategic Session with Councillors
Promote Video Conferencing and Teleconferencing
BI and MIS independent systems integration cross-communication (Enterprise Architecture)
GRDM Smart Region –Interconnect Project.
Implementation General Data Protection Regulations.
Data Centre Services for B Municipality's
Combination of Cellular phone Landline infrastructure , working smarter

7.4.7 ICT Business Challenges

Challenges also are separate spheres, separate budgets, disparate systems, duplicate initiatives eg. GIS, no standard web URL's for municipalities (eg. Use .com, .co.za, org.za, .gov.za), interoperability.

Existing ICT systems were not designed to share information across departments. However, software and standards to do so can usually be applied where necessary.

There is duplication of data and application systems across departments.

7.4.8 Objectives and Strategies

The Garden Route District Municipality has during its IDP development processes, committed to enhancing service delivery and engagement around citizenry. During the IDP planning processes it identified a key to its delivery is commitment to the Batho Pele

Principles, underscored by promotion of freedom and opportunity for all its citizens.

The Municipality has further identified ICT as an enabler to the delivery of the IDP delivering on its mandate. In 2015 the Department of Co-operative Governance issued a circular guiding municipalities on the adoption of a Municipal Corporative Governance of ICT Framework, which the municipality has subsequently adopted. Through the adoption of this governance framework, the municipality has further established an ICT steering committee and the adopted policies as mandated by COGTA as formally accepted policies and associated frameworks.

An ICT Strategy is been developed to guide the municipality in delivering upon the *operational plans, work effort* coupled with *capability* planning, as well as *budget estimation(s)* required to deliver upon the key initiatives as outlined towards meeting of the municipality's ICT objectives.

7.4.9 ICT Governance

The Information Communication Technology (ICT) Governance has been described as the effective and efficient management of ICT resources and processes to facilitate the achievement of municipal goals and objectives. The ICT Governance Institute describes ICT Governance as, "...the responsibility of the board of directors and executive management."

ICT Governance has risen in importance because of the widening gap between what the organisation expects and what ICT delivers. ICT has grown to be seen as a cost centre with growing benefits to the organisation ICT serves. An ICT Governance framework is meant to align ICT functions to the organisational goals, thus minimising the risk ICT introduces and ensure that there is value in ICT investments.

To enable Garden Route DM to implement the approved Municipal Corporate Governance of ICT Policy, a three-phase approach were followed:

<u>Phase 1</u>

Enabling Environment: The Corporate Governance of ICT environments are established in Garden Route DM through the adoption of the Municipal Corporate Governance of ICT Policy and its associated policies as per Council resolution;

(Done)

<u>Phase 2</u>

Business and Strategic Alignment (completion date June 2019): Garden Route DM will plan and implement the alignment between the IDP, strategic objectives, and ICT

strategy.

(Done)

Phase 3

Continuous Improvement: Garden Route DM will enter into an on-going process to achieve continuous improvement of all elements related the Governance of ICT.

(Continiuos)

7.4.10 Geographical Information Science (GISc)

GISc Strategies throughout the Republic of South Africa indicates that GISc data maintenance requires a continual and consistent data maintenance programme to be in place. This will ensure that data is available when needed, not only to support high-priority initiatives such as mSCOA but also to support routine municipal operational requirements.

The primary function of this unit is to establish and implement an integral spatial management information portal.

Current Projects

1. Integration of billing systems to monitor investment properties and valuation inconsistencies
2. Integrate with the asset management system
3. Integration of the electronic scanning and verification devices used for asset management.
4. Integration of monitoring and inspection devices used for environmental health services
5. Establishment of a data classification system for all municipal data

7.5 Communications

7.5.1 Legislative Requirement(s)

- the Code of Conduct for Municipal Employees
- the Constitution of the Republic of South Africa, 1996 (Act No. 108 of 1996)
- Section 75 of the Local Government: Municipal Financial Management Act 56 of 2003, which requires that municipalities place key documents and information on their websites, including their Integrated Development Plan (IDP), annual budget, adjustments budgets and budget-related documents and policies.
- Regulation 30 of the Municipal Financial Management Act and the Municipal

Budget and Reporting Regulations, published in Government Gazette 32141, General Notice, on 17 April 2009.

- Sections 21(a) and 21 (b) of the Municipal Systems Act, no. 32 of 2000, also oblige municipalities to convey specific documents and information to the public, displaying these files on the municipality's official website.
- the Electronic Communications and Transactions Act 25 of 2002
- the Intergovernmental Relations Framework Act, 2005
- the Department of Government Communication and Information System Policy, 2018
- the GRDM Information and Communication Technology (ICT) Policy
- the GRDM Information and Security Policy
- the GRDM Language Policy
- the Promotion of Access to Information Act 2 of 2000
- the Promotion of Administrative Justice Act, 2000, Act 3 of 2000
- the Protection of Personal Information Act 4 of 2013
- the Use of Official Languages Act, 2012 (Act 12 of 2012)

7.5.2 Structures and Committees in place

Internal

- Section 80 Portfolio Committee: Strategic Services

External

- Garden Route District Communicators' Forum
- Western Cape Government Communicators Technical Forum

7.5.3 Policies and Strategies

Policy name	DC number	Approved/Adopted
Garden Route DM Communication Policy	1086/06/16	23 June 2016
Garden Route DM 2013/14 Communications Strategy	-	26 May 2014

7.5.4 Alignment with provincial and National Objectives/Goals

Garden Route District Municipality	Western Cape Government	National Government
Good Governance and IGR	Good Governance and IGR	A developmental-orientated public service and inclusive citizenship

7.5.5 Projects and Programs

Project/Program	Objective	Date from - date to
Design, production and distribution of the	Engage and inform employees of staff-related, soft issues.	September 2019, December 2019,

Quarterly Wrap internal newsletter.		March 2020, June 2020
Design, production and distribution of an External Newsletter	Inform the public about Local Government performance and service delivery.	September 2019, December 2019, March 2020, June 2020
Events Coverage	• Creating awareness about the conferences/summits • Creating interest and influence perceptions about government's role as facilitator in economic development. • Providing accurate information to media role-players pre-and post events.	Entire financial year
Corporate Brand Guide	• Portray a unified and credible corporate identity of the organization	During the 2019/2020 financial year
Electronic Newsletters	• Aimed at informing formal and informal businesses about municipal health, waste management and air quality management	Entire financial year
Fire Season Awareness	• Inform the public about the municipality's role during fire season, the difference between district and local firefighting; municipal resources for fighting fires; causes of fires; how to prevent fires; where to report fires and emergencies, through our various platforms.	Before the end of December 2019
Multimedia Communication Activities	• Engage with the public through digital multimedia communication activities, including drone footage, interview videos, infographics, interviews etc.	Ongoing
A6 Booklet	• Inform attendees to events about the municipality's role, achievements and other details	As the need arises
Grade 12 Writing competition	• To promote the importance of water and electricity	After December 2019
Media Monitoring	• To monitor what is said about the organization, including	Within the 2019/2020 financial year

	when, where, how often.	

7.5.6 Challenges

- No Multimedia Communication Officer to produce interactive media
- No dedicated secretary for the District Communicators' Forum
- Organisational Communication Planned activities not all rolled out
- Weekly events not communicated to the Unit after it was requested

7.5.7 Objectives

Objectives of Communication and Graphic Design Section

7.5.7.1 Internal Objectives

- To provide communication guidelines to the councillors and employees of the municipality;
- To establish clear communication channels for internal support;
- To promote adherence to internal municipal protocol;
- To encourage the use and understanding of Batho Pele in one's everyday service to colleagues and the public;

- To preserve a unified culture of horizontal and vertical communication.

7.5.7.2 External Objectives

- To create an understanding of why it is essential for employees to act responsible and accountable with council's information, communication technologies and tools;
- To reach out to communities and communicate to them in the most effective ways;
- To guard against the unlawful disclosure of official information;
- To ensure that all communities of the District become active and conscious participants in local government processes and social transformation;
- To strengthen intergovernmental relations (national, provincial, sectoral and all n-municipalities in the district, including Bitou, Knysna, George, Mossel Bay, Hessequa, Kannaland and the Greater Oudtshoorn Municipalities);
- To improve and encourage good media relations;
- To establish the guidelines for using the municipality's corporate identity;
- To maintain a high level of confidence and trust in the municipality.

7.5.8 Strategic risk(s)

n/a

7.6 Records Management

7.6.1 Introduction

As legislation gives a municipality the right *to do anything reasonable necessary* to execute its powers and functions (Section 8 of the Municipal Systems Act, 2000), Auxiliary Services were established to fulfill the dream of Garden Route District Municipality to be "*the leading, enabling and inclusive district, characterized by equitable and sustainable development, high quality of life and equal opportunities for all*"

Therefore, the main reason for the existence of Auxiliary Services is to provide support service to the various departments within the district municipality with regards to those functions as stipulated below:

- Provide records and archives services to the municipality
- Provide cleaning, messenger, switchboard, reception, access control as well as reprographic services.

7.6.2 LEGISLATIVE REQUIREMENTS

- National Archives Act, Act 43 of 1996
- Protection of Personal and Information Act
- Law Enforcement Act
- Security Services Act
- Electronic Records Management Act
- Communication Act

7.6.3 STRUCTURES AND COMMITTEE IN PLACES

DEPARTMENT:	**CORPORATE SERVICES**
SECTION:	**AUXILIARY SERVICES & RECORDS MANAGEMENT**
MUNICIPAL OFFICIAL	**DESIGNATION**
Trix Holtzhausen	**Executive Manager: Corporate Services**
S. Brinkhuys	**Auxiliary/Records Management**
SECTION: ACCESS CONTROL SERVICES	
Nobuhle Rasi	**Access Control Officer**
Gideon Noni	**Access Controller**
	Switchboard Operator
SECTION: RECORDS AND ARCHIVES SERVICES	
Alvina Pikaan Gideon Joubert	**Senior Registry Clerk** **Senior Registry Clerk**
Jeremy Pieterse	**Reprographer**
Edward Hatches	Supervisor: Cleaning and Messenger Services
Leonard Mazaleni	Messenger
Jeanette Lottering Anita Jansen Berenice Windwaai Nosipho Meleni Nandipha Mtuyedwa	Workers

7.6.4 Policies

No	Policy	Review Status	Workshop Date	Date Approved by Council	Council Resolution Number
1.	Records Management Policy	Amendment	19/9/2017	22/01/2018	
2.	Security and Risk Standard Operating Procedure Policy				
3.	Telephone usage policy				
4.	Parking Policy				

7.6.5 Alignment With Provincial And National Objectives/Goals

The Record Management Forum is hosted by the Western Cape Archives and Records Services in Cape Town.

Forum name	Does it have TOR?	Is forum active?	Frequency of meetings	Forum purpose	Forum composition	Forum chairperson
Records Management Forum	Yes	Yes	Quarterly	To discuss matters related to the records and archives	Municipalities and Provincial Government	Western Cape Archives and Record Services

7.6.6 Projects and Programmes

- Annual Records Disposal Project
- Window Cleaning Operation
- Electronic Capturing of CV's
- Digital Introduction of Management and Garden Route District Municipal Services
- Fully equipped security system
- Separation of Access control and Reception
- Switchboard services-Installation of telephones in the kitchens
- Access control-Installation of Intercom

7.6.7 CHALLENGES

- Financial constraints.
- A lack of total buy-in from the municipality on Auxiliary Services implementation strategies.
- Lack of trust in record management procedures.
- Creation of sub-filing systems in the offices of staff members.
- Perception and attitude of staff members are negative towards the services rendered.
- Intercom system
- Overtime work due to late submission of agendas

7.6.8 Objectives And Strategies

VISION OF AUXILIARY SERVICES	GARDEN ROUTE VISION
Going paperless and being the best in our chosen field.	Garden Route, the leading enabling inclusive district, characterised by sustainable development, equality, high quality of life for all
STRATEGIC OBJECTIVES	**PREDETERMINED OUTCOMES**
Good governance	Implementing a digital electronic record management system. Translation of essential registers to English. Annual disposal of records. File tracking system implementation. Fully equipped security system and or improved. access control system. Schedule tasks between cleaners for Window cleaning operation. Back scanning of Records. File tracking system implementation. Appoint an Intern for capturing of Cv's.

7.6.9 Applicable Standing Operating Procedure Registers

- Registry and procedure manual
- Records control schedule
- Disposal register
- Master file plan
- Contingency plan

CHAPTER EIGHT (8)
INSTITUTIONAL DEVELOPMENT

CHAPTER 8: INSTITUTIONAL DEVELOPMENT

8. Intergovernmental Relations and Public Participation

Introduction

South Africa's democracy was built on the back of one of the most powerful examples of civic activism in modern history. The Constitution, which concretizes South Africa's democratic state, confirms citizenship as a status associated with holding rights. The National Development Plan echoes this notion and adds the notion of citizenship as an active process by including active citizenship as one of the three cogs in the wheel of development. The NDP clearly articulates that the failure of the public, civic and market sectors to work together towards long term development objectives will derail the implementation of the plan for South Africa. The absence of a vision and strong political will to engage citizens and civic actors in the development process will lead to counter- productive outcomes. The challenge facing government, political parties and civil society alike is to develop radical political vision and transformative methodologies to animate and sustain modes of active citizenship that are relevant to the developmental challenges facing our district. The state cannot act on behalf of the people, it has to act with the people.

8.1 Section 152. (1) of the Constitution of the Republic of South Africa, Act of 1996.
The objects of local government are—

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

8.1.1 Promoting community Participation in the Affairs of Local Government

It therefore becomes important for citizens to begin to understand municipal systems and processes as well as their role and function in promoting "*a citizen's voice approach*" in meeting complex socio-economic challenges, and citizen's unmet expectations through collaborative partnerships and active citizenship.

Active citizenship relates to rights, equalizing opportunities and enhancing capabilities with reference to a two way communication between government and citizens in their own spaces as well as the need to hold government to account and speak out when things go wrong (as a civic duty)

The 2017/18 – 2021/22 IDP seeks to empower communities to actively engage on developmental processes and to encourage citizen ownership of rights, obligations, equalizing opportunities as well as enhancing human capabilities.

An IDP Budget PMS Representative Forum Meeting was held on 23 January 2020. During this aforementioned meeting officials from B Municipalities presented the statuses of their Municipalities relating to IDP and Budgets. Sector Departments also presented their proposed projects and programmes for the Garden Route District jurisdiction in the 2019/2020 financial year.

8.1.2 Back-To-Basics Programme for Change: Putting People First

The undermentioned roles and responsibilities are assigned to National, Provincial and Local government in the B2B programme:

National Government

- Conducting regular citizen satisfaction surveys
- Development of community engagement plans
- Support to Thusong Centres
- GCIS communication of best practice learning opportunities

Provincial Government

- Developing community engagement plans
- Targeting hotspots/potential hotspots
- Sector department support to Thusong Centres

Local Government

- Implement community engagement plans
- Implement responsive and accountable processes for municipalities
- Functional ward committees
- Councillors report back quarterly to ward committees

- Utilise CDW's, Ward Committees and ward councillors to communicate projects earmarked for implementation
- PR Councillors to provide oversight and ensure leadership functions are performed
- Communicate plans
- Act on petitions and complaints/feedback

8.1.3 Strengthening Ward Committee Participatory System

The Department of Local Government has been leading an initiative to develop and implement a user friendly Toolkit to assist municipalities in the Western Cape with the establishment of ward committees after the Local Government Elections on 3 August 2016. The purpose of this initiative is to enhance participatory democracy through functional and effective ward committees as well as active citizen participation in governance.

The Toolkit seeks to provide guidance and support to municipalities by creating a free and fair ward committee election process. It is suggested that ward committees should be established within 90 days after the inauguration of the Municipal Council.

A ward committee and CDW summit is scheduled to take place in April 2019. One of the aims of the summit is to address any capacity challenges within the ward committee landscape.

8.1.4 Objectives

It is envisaged that the Toolkit will provide the necessary guidance in respect of the following undermentioned phases:

Pre-Establishment	Establishment	Post Establishment
Community mobilization and awareness and encouraging relevant stakeholders to participate in the ward committee establishment, e.g. sectors/organizations, NGO's and CBO's.	Municipalities must develop a schedule, with dates and the address of the venues for the establishment (information must be published)	1. Ward committees must operate under the municipal administration with the Speaker only having an oversight role;
The process of establishment must be driven administratively, in collaboration with the office of the Speaker	An independent body must be involved in the establishment of ward committees, with the assistance of the municipal public participation officials	2. Capacity building/training to be conducted immediately after establishment
The municipal guidelines must be developed	It is recommended that each block or sector must nominate 2-3 representatives; in order to expedite the filling of vacancies, in the event of possible vacancies	3. Ward Councilors must be compelled to attend training with ward committees and it should be based on the following: - Municipal processes - Roles and responsibilities of ward committees and meeting procedures
Develop process plan/time schedule (90 days)	It is advised that a minimum of 10 members to serve in the ward committee	4.Roll-out of community awareness campaigns on the roles and responsibilities of ward committees
Awareness programme Sectors/geographic/block mobilization Communication platforms (ward based and demographics)	A proposed Code of Conduct must be signed by ward committee members immediately after the their inaugurations and induction	
Establish a communication plan	Municipalities to develop a Ward Committee Database	
Publicity and registration process and WC database		

8.1.5 Current Status of Ward Committee Establishment

In accordance with the Municipal Systems Act 32 of 2000, Ward Committees are to be established within 90 days after the Local Government Elections. Hereunder is a depiction of the status of ward committee establishment as at March 2017.

Municipality	No Of Wards	Wards Established	No Of WC Members
Knysna	11	10	107
Mossel Bay	14	14	139
Oudtshoorn	13	13	130
Bitou	7	7	70
George	27	27	270
Kannaland	4	4	40
Hessequa	9	8	55

8.1.6 The IDP Process and Public Participation

An integrated development plan (IDP) is a 5 year strategic plan. It is required that every municipality has their own IDP – both at local and district level. In other words, each local municipality will have their own IDP, and the objectives thereof would be coordinated and aligned to each respective district municipality's IDP. These will in turn work towards Provincial and National directives. In brief, an IDP is a plan which prioritizes priorities – it provides comprehensive 5 year projections on infrastructure development, sustainable resource management, economic growth, budget analyses, and many other key factors affecting the development of the country.

Owing to our democratic status, public participation is a fundamental role-player in the construction and overall performance of an IDP. In the context of this explanation, public participation is defined as: '*the external participation of citizens*' - reference is also made to participation by means of IDP Representative Forums and Ward Committees. Public participation is enabled by media and communication.

Although it is a 5 year plan, an IDP undergoes a mandatory annual review for the implementation of any necessary adjustments and the evaluation of certain key performance areas.

annual review process:

8.1.7 District Public Participation and Communication Forum

The Garden Route District Public Participation and Communication Forum is active and meets quarterly. The Provincial Public Participation and Communication Forum is also active and meets quarterly. Much support is harnessed from the WC Provincial Public Participation Forum. The National Department of Communication (GCIS) also provides much communication support to the District.

8.1.8 Developing a Culture of Public Participation in Municipal Affairs

This is in accordance with Chapter 4 of the Municipal Systems Act achieved through adopting a developmental as well as ensuring a compliance approach to public engagement through inter alia:

- Capacity building workshops conducted with Council on IDP processes;
- Building capacity of the local community through quarterly IGR Newspaper and
- Quarterly IGR Staff Newsletter;
- Draft Social Media Policy using the municipal website, Fan-page, Facebook, LinkedIn, Twitter;
- Media Enquiries responded to promptly;
- Press Releases;
- Communication campaigns linked to a commemorative calendar of events;
- Local Media;
- Broadcasting Media;
- Radio Coverage
- "IDP Planning Tools" capacity building and information sharing on website;
- "More Jobs" Website creating opportunities for public participation;
- Section 75 MFMA website compliance;
- Supporting and monitoring Ward Operational Plans of B-Municipalities;
- IDP Roadshows (Extended Management throughout the Garden Route district
- EEIT IDP Roadshow throughout the Garden Route District

- Public Documents displayed on the municipal website, libraries and notices are placed in local newspapers.
- Garden Route District Municipality in conjunction with the B-municipalities and the WC Provincial Government DLG: Public Participation hosts a Ward Committee/IDP Summit to ensure district and B-municipal planning alignment
- The WC DLG Public Participation in conjunction with all municipalities in the province hosts a Public Participation Conference

8.1.9 Council Events

The Garden Route District Communication and Public Participation Unit shall continue to provide communication coverage to the numerous planned Council events namely:

- Reconciliation Day
- Mayoral Welcome Campaign
- Back-To-School campaign
- House-To-Home Campaign
- Business Breakfast
- Waste Minimisation Campaign
- Clean Fires Campaign
- Open Day Supply Chain
- Culinary Skills Training Tourism Industry
- Skills Development, Learnerships and Bursaries
- Mandela Day
- Wellness Programmes
- Ward Committee re-establishment process
- Media stakeholders engagement
- Annual reporting and communication

8.1.10 Future Public Participation Imperatives

- Engage the community in matters that are of interest to them through public participation activity plan (calendar)
- HIV/AIDS awareness and prevention
- Public safety and crime awareness
- Reporting on fraud and corruption
- Communication marketing of the district as an investment and tourist destination
- Communication campaign on the re-establishment of ward committees following the 2016 Local government elections
- ICT hotspots and broadband rollout
- Youth Café access
- IGR Newspaper and Internal Staff newsletter publications
- Tour experience writing competitions
- Location guide
- Social media publications and dialogue

8.1.11 Intergovernmental Platforms: Western Cape Government

Garden Route District Municipality co-ordinates 18 IGR Forums. Terms of reference are drafted for each forum and tabled for approved by the MMF. The undermentioned IGR Forums inform the Integrated Development Plan.

- MMF and DCF
- Minmay/Minmay Tech
- District IDP Managers Forum
- WC District Integrated Forum
- Provincial IDP Managers Forum
- WC Integrated Working Group
- District PP Forum
- Provincial PP Forum
- Joint District Approach

- MGRO
- IDP Indaba I (Joint Planning Initiatives)
- IDP Indaba II (Indaba Agreements)
- LGMTEC 3 Assessment

8.1.12 Establishment of District IDP Representative Forum

The Garden Route District Municipality, as part of its stakeholder participation process, will be establishing and IDP Representative Forum.

The IDP Representative Forum is the structure which institutionalises and guarantees representative participation in the IDP Process. This forum will represent all stakeholders and will be as inclusive as possible. Efforts will be made to bring additional organisations into the IDP RF and ensure their continued participation throughout the process. Therefore care will be taken to invite and engage with stakeholder groups such as civil society, NGOs, CBOs, Faith Based Organisations, Organised Labour, Women Groups and Youth Groups, to name a few, to ensure social representation and interactive participation. The IDP Representative Forum (IDP RF) will be constituted as part of the preparation phase of the IDP and will continue its functions throughout the annual IDP Review processes. The Forum is chaired by an Executive Committee or the Mayor of Appointed Councillors.

8.1.13 Joint District Approach

The Joint District Approach (JDA) which is a geographical/ district and team based, citizen focused approach to provide government services with an outcome of improving the living conditions of citizens.

The success of the JDA is based on the effective functioning of the district interface teams in terms of promoting the Premier's notion of "Radical, Urgency and Absolute Commitment" in addressing service delivery. Furthermore, the need to move from only "government by relationship" towards "government for results" will be key whilst promoting horizontal interface between Western Cape provincial departments and vertical interface between national, provincial departments and municipalities to minimise duplication with a view to ensure that the limited financial resources are maximised for the benefit of the citizen.

The Garden Route District interface team met on 4 December 2019, to discuss the Joint District Approach and the roll out is in progress.

The Garden Route District identified four planning priorities:

- Building on inclusive growth and revitalisation of the economy (the economy is the environment);
- Building a Smart Region;
- Embedded Good Governance through integrated service delivery; and
- Liveable Cities/Towns Social Cohesion and Sustainable Human Settlements.

8.2 Human Resources Plan

8.2.1 Introduction

Section 68(1) of the Municipal Systems Act states that a municipality must develop its human resource capacity to a level that enables it to perform its functions and exercise its powers in an economical, effective, efficient and accountable way. To this end Garden Route District Municipality has adopted the HR Management System Standards (HRMSS) Model as designed by the South African Board for People Practices (SABPP). The model encompasses the four phases of good quality management practice, i.e. prepare, implement, review and improve, but contextualized for the field of HR Management.

8.2.2 Garden Route Services Rendered

The HR Section of Garden Route District Municipality delivers the following functions:

- Regional TASK (Job Evaluations)
- Conditions of Service (Leave, reward and recognition)
- Occupational Health & Safety
- Employee Wellness
- Employment Equity
- Employee Relations
- Recruitment & Selection (Contract Management)
- Learning and Development (Training And Development)

8.2.3 Garden Route DM Success Stories

Highlights	Description
Approval of Organogram	Various workforce-planning sessions were conducted with departments to ensure a credible structure that is aligned to the strategic objectives of

Highlights	Description
	Council. Personnel structure indicating positions
Approval of various HR related policies	To have policies and procedures to conform to work standards and norms. Various HR policies were developed and adopted to ensure alignment and conformity.
Approval and signage of Work Skills Plan	After vigorous consultations with all stakeholders, the WSP was sign off and submitted before the legislative required date. The WSP stipulates Training programmes for employees
Completion of Personal Development Plans (PDP's)	Formal and informal training needs for the following five (5) year period for current and future career in consultation with the direct manager/supervisor). Over 80% PDP's were completed and the intention is to finalize the project within the 2017/2018 financial year.
Implementation of various skills development initiatives	Enhance skill levels and performance. Formal training programmes were implemented to ensure qualitative training and certification.
Spending of training vote	In terms of a national requirement at least 0,5% of the 1% of the training budget should be spent on training. An Achievement of 0, 93% was performed.
Successful implementation of intern/learnership programme	Appointments of interns to do practical work experience. 16 learners/interns were appointed of which all those appointed before July 2018 were permanently employed.
Awarding of external bursaries to needy learners	Enabling needy learners to further their studies. 12 External bursaries were allocated which amounts to R 178,314.00. 16 Internal bursaries were allocated which amount to R 210, 000.00.
Implementation of employee wellness programmes.	Events held annually, to promote the wellbeing of employees and are aimed at creating awareness, motivating and changing the attitude of employees. Wellness programmes that were implemented are Cancer Relay, George and Oudtshoorn Wellness Days, Madiba day celebrations and Women's day.
To promote awareness of safety issues and develop a collaborative relationship between management and workers to identify and resolve health and safety problems	Various OHS policies and systems have been developed and adopted. 16.1 & 16.2 appointee's done in accordance the OHS Act. These interventions led to the decrease on injuries on duty.

8.2.4 Guiding Legislation and Policy Framework

- The 1996 Constitution RSA
- The Municipal Systems Act 32 of 2000
- The Municipal Structures Act 117 of 1998
- Public Service Act, 194, as amended
- Labour Relations Act, 1995, as amended
- Basic Conditions of Employment Act, 1997, as amended
- Skills Development Act, 1998
- Occupational Health and Safety Act, 1993, Section 8(1)
- Compensation for Occupational Injuries and Diseases Amendment Act, 1997
- Promotion of Administrative Justice Act, 2000
- Relevant Collective Agreements
    - National (Main Collective Agreement)
    - Provincial (Collective agreement on conditions of service for the Western Cape division of the SALGBC)
    - Human Resource Management Plans/Policies

8.2.5 The table below shows the HR policies and plans that are approved:

Approved policies	
Name of policy	**Council Resolution**
Travel & Subsistence Policy	DC 15/12/17
Funeral Memorial Services Policy	DC 1091/06/16
Leave Policy	DC 12/17
Gender Empowerment Policy	DC 1091/06/16
Overtime Policy	DC 520/03/14
Recruitment & Selection Policy	DC 12/17
Smoking Policy	DC 514/08/13 / DC03/15
Experiential Training Policy	DC 515/08/13
Private Work Policy	DC 58/08/05
Bouquets Policy	DC 517/08/13
Telephone Use Policy	DC 1091/06/16
Key Use Policy	DC 1091/06/16
Security & Risk Policy	DC 1091/06/16
Parking Policy	DC 12/14
Records Management Policy	DC 12/14
Placement Policy	DC 192/07/17
Contract Appointments Policy	DC 516/08/13
Experiential Training Policy	DC 515/08/13
Skills Development Policy	DC 12/14
Succession Planning & Career Pathing	DC 12/14
SHE Rep Policy	DC 520/03/14
SHE Committee Policy	DC 520/03/14

8.2.6 Alignment with Provincial and National Objectives/Goals

- Promoting Good Governance and a capacitated workforce & communities
- Promoting Good Governance and a capacitated workforce & communities
- Road shows on awareness to employees
- Implementation of good practices that enable the achievement of organisational objectives compliant with the legislative framework and appropriate to socio-economic conditions.

8.2.7 Problem Statement, Challenges and Opportunities

CHALLENGES

Learning & Development

- Confidentiality

- Non-compliance to achieve EE Targets
- Lack of Funds
- Buy-in from Stakeholders and role-players
- Proper alignment between EE and skills development (micro-structure)
- Alignment with budget
- Job retention due to poaching of employees
- High turnover rate due to dismissals, retirement and resignations
- Forward Planning and Human Resources Strategy Alignment
- Skills Analysis and Profiling (to streamline equity considerations)
- Career Pathing/Development and Planning Function (streamline
- Disability
- Gender
- Bursaries: Internal & External (to streamline equity considerations**)**

Occupational Health & safety

- Lack of Responsibility to Managers regarding OHS matters
- Poor response to OHS matters
- Lack interpretation of Legislation
- Lack of legal Liability
- Lack of Funds
- Human Resource (administrator)
- Understanding of the Role OHS and Security
- Maintenance verses OHS matter

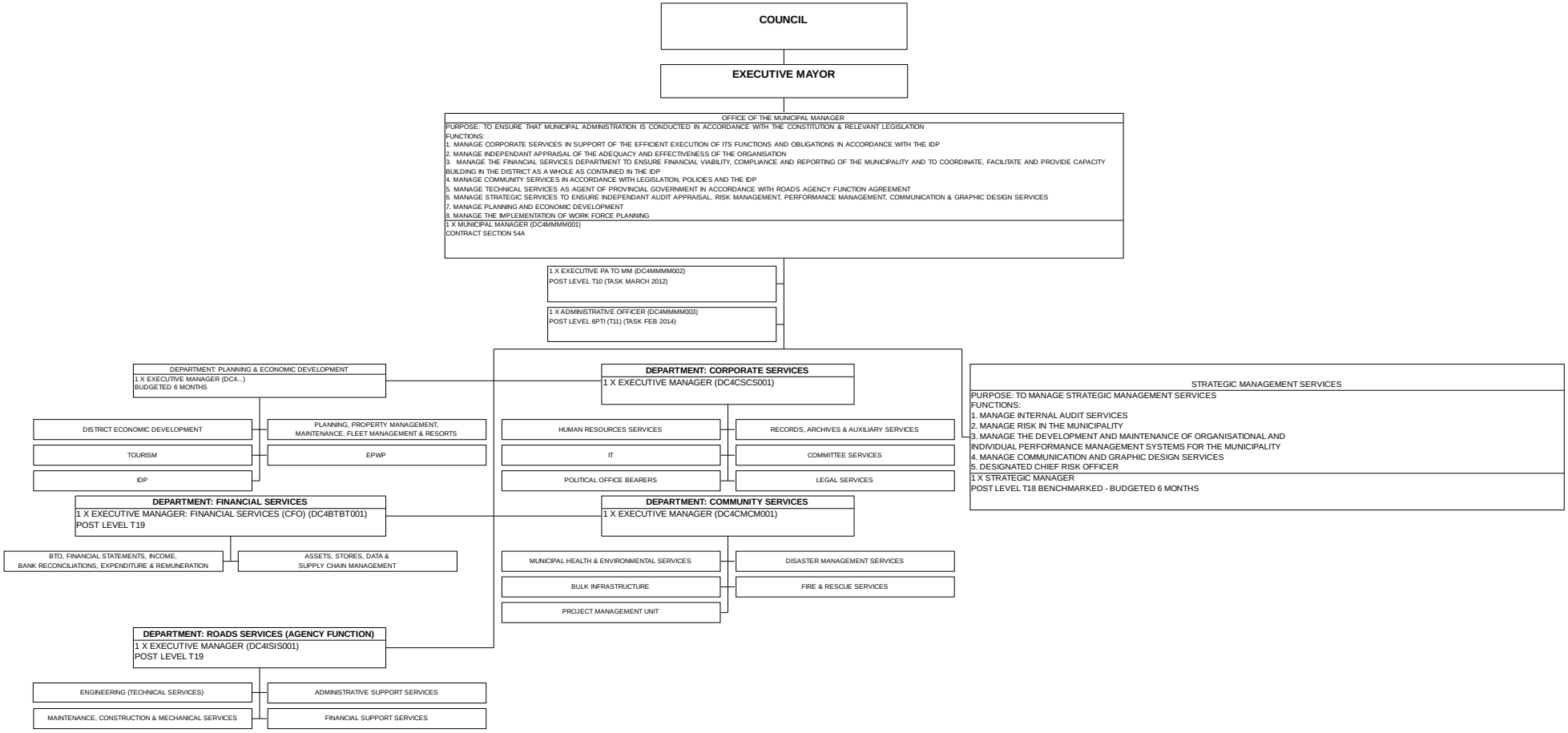
Labour Relations

- Confidentiality
- Meeting deadlines due to the unavailability of role players in certain processes
- Road shows on awareness to employees

Recruitment and Selection

- Appointment of EE candidates in scarce skills position
- Retention of scares skills employee
- Promotion of staff member
- Recruitment policy in terms of policy in terms of personal development
- Availability of funds for advertisements
- Capacity for capturing of applications
- Confidentiality
- The outcomes of criminal record checking that takes up to 6 weeks

8.2.8 Organisational Structure and Accountability



8.2.9 Strategy and Objectives

(Learning and Development & Employment Equity)

- To identify mission critical positions and leadership roles in the organisation into the future from the Workforce Plan and Employment Equity Plan.
- Promoting equal opportunity and fair treatment in employment through the elimination of unfair discrimination; and
- Implementing affirmative action measures to redress the disadvantages in employment experienced by designated groups, to ensure their equitable representation in all occupational categories and levels in the workforce.
- To set up processes and systems which will:
- Attract a sustainable pool of talent for current objectives and future organisation needs. Link high potential employees with key future roles in the organisation. § Identify through assessment the optimal development opportunities for talent.
- To agree appropriate roles for all stakeholders in the development and management of talent.
- To monitor and report on talent management key results areas and indicators. To enhance human performance in relation to organisational objectives.
- To align learning and development plans to organisational strategy.
- To create an occupationally competent and engaged workforce which builds organisational capability in line with the objectives of the organisation.
- To create a learning environment that enables optimal learning and growth.
- To develop a culture that enables individual and team competency development in achieving organisational objectives.
- To position learning and development as a catalyst for continuous improvement, change and innovation.
- To evaluate the impact of learning and development interventions at an individual, team and organisational level
- To promote opportunities and guidance that enables employees to engage in effective management of their own physical, mental, financial and social well-being.

Employee Wellness

- To enable the employer to manage all aspects of employee wellness that can have a negative impact on employees' ability to deliver on organisational objectives.
- To promote a safe and healthy working environment in pursuit of optimum productivity and preserve human life and health.
- To reduce employee risk emanating from health and wellness issues.
- To contain health and wellness costs.
- To enhance the employment value proposition by means of promoting a culture of individual health and overall organisational wellness.

Labour Relations

- To create a climate of trust, cooperation and stability within an organisation.
- To ensure appropriate and effective conditions of employment and fairness across all levels of employees.
- To achieve a harmonious and productive working environment.
- To meet the employer's duty of care towards its employees and other stakeholders.
- To provide a framework for conflict resolution and collective bargaining where relevant.
- To ensure capacity building and compliance to relevant labour legislation and codes of good practice (ILO and Department of Labour).

Occupational Health and Safety

Objectives

Our overall objective is to create a positive safety culture that enables our employees to strive for safety and realize their full potential to form part of a team in establishing a healthy and safety environment in the workplace, including the visitors and contractors.

Strategic objectives

1. Building a positive safety culture
2. Prevent fatalities and serious injuries
3. Enhance overall wellbeing
4. Reduce the frequency and impacts of injury and ill health
5. To promote a safe and healthy working environment in pursuit of optimum productivity and preserve human life and health.
6. To reduce employee risk emanating from health and wellness issues.
7. To contain health and wellness costs.

Legislative Requirement

Learning & Development

- Constitution of RSA, 1996
- Constitution of the Western Cape Province, 1997
- Public Service Act, 194, as amended
- Labour Relations Act, 1995, as amended
- Basic Conditions of Employment Act, 1997, as amended
- Skills Development Act, 1998

- Skills Development Levies Act 1998
- National Qualification Act (NQF Act)
- South Africa Qualification Authority;
- Promotion of Administrative Justice Act, 2000
- Relevant Collective Agreements
- Strategic Plans
- Framework and Procedures on the Management of Incapacity, Ill Health and Poor Work Performance
- Human Resource Management Plans
- Leave Policy, with specific reference to Special leave and Incapacity leave.
- Policy Statement on the Management, Development and Career Progression of Persons with Disabilities in the GM.
- Staff Performance Management System (SPMS)
- Code of Good Practice on the preparation, implementation and monitoring of an Employment Equity Plan
- Code of Good Practice on Protection of Employees during Pregnancy and after Birth of a Child
- Code of Good Practice: Key aspects of HIV/Aids and employment
- HIV/AIDS technical assistance guidelines
- Code of Good Practice on the Employment of People with Disabilities
- Technical Assistance Guidelines on Disability
- Code of Good Practice on the Handling of Sexual Harassment Cases in the Workplace
- Code of Good Practice on the Integration of Employment Equity into Human Resource Policies and Practices
- Employment Equity Act (55/1998): General Administrative Regulations, as amended
- Code of Good Practice on integration of Employment Equity into Human Resources Policies and Practices

Labour Relations

- Constitution of the Republic of South Africa, 1996
- Public Service Act 103 of 1994, as amended
- Local Government Municipal Systems Act 32 of 2000, as amended

- Labour Relations Act 66 of 1995, as amended
- Basic Conditions of Employment Act 75 of 1997, as amended
- Skills Development Act 55 of 1998, as amended
- Occupational Health and Safety Act 85 of 1993, as amended
- Compensation for Occupational Injuries and Diseases Amendment Act, 1997
- Promotion of Administrative Justice Act, 2000
- Relevant Collective Agreements
- Strategic Plans
- Framework and Procedures on the Management of Incapacity, Ill Health and Poor Work Performance
- Human Resource Management Plans
- Leave Policy, with specific reference to Special leave and Incapacity leave.
- Policy Statement on the Management, Development and Career Progression of Persons with Disabilities in the GM.
- Staff Performance Management System (SPMS).

Occupational Health & Safety

- Constitution of South Africa Act 108 of 1996
- Occupational Health and Safety Act No: 85 of 1993 and applicable regulations.
- Compensation for Occupational Injury and Diseases Act 130 of 1993 and regulations
- Major Hazard Installation regulations
- Regulations for Hazardous Biological Agents
- Construction regulations
- Asbestos regulations
- Environmental regulations
- Facilities regulations
- Hazardous Chemical Substance Regulations
- Lead Regulations
- Noise-induced hearing loss regulations
- Driven machinery regulations

- General machinery regulations
- Lift, escalator and passenger conveyor regulations
- Regulations concerning certificate of competency
- Pressure Equipment regulations
- Electrical Machinery regulations
- Tobacco Act
- South African National Standards(SANS code 10400)
- By-laws of Fire Brigade
- Standard operating procedures of the departments
- Building regulations & Building plans for Garden Route
- Relevant ISO standards
- Audit Procedures
- Occupational Health & Safety Document Control Procedure

8.2.10 Structures and Committees

Learning & Development

- Training and Development Committee
- Employment Equity Committee
- Employee Assistance Program Steering Committee
- Regional Skills Development Forum
- Provincial Skills Development Forum

Labour Relations

- Local Labour Forum

Occupational Health & Safety

- Occupational Health and Safety Committees Central (4 per year)
- Occupational Health and Safety Sub- Committees
- Eastern Occupational Health and Safety Sub- Committee
- Western Occupational Health and Safety Sub- Committee
- Northern Occupational Health and Safety Sub- Committee
- Community Service Occupational Health and Safety Sub- Committee
- Cooperate Service Occupational Health and Safety Sub-Committee

- Finance Occupational Health and Safety Sub- Committee

- Occupational Health and Safety Committees Central (4 per year)
- Occupational Health and Safety Sub- Committees
- Eastern Occupational Health and Safety Sub- Committee
- Western Occupational Health and Safety Sub- Committee
- Northern Occupational Health and Safety Sub- Committee
- Community Service Occupational Health and Safety Sub- Committee
- Cooperate Service Occupational Health and Safety Sub-Committee
- Finance Occupational Health and Safety Sub- Committee

8.2.11 Projects and Programs

Learning & Development

- Commemoration of Calendar Days (HIV/AIDS, Disability, Women's Day etc)
- Discretionary Grant Projects (DOI)
- LGSETA National Training Projects
- Career Exhibitions;
- Gapskills Project;
- Skills Audit Project;
- Personal Development Plans (PDPs)

Labour Relations

- Road shows on awareness to employees

Occupational Health & Safety

- Occupational Health and Safety Awareness program
- Medical Surveillance program
- Injury on duty Awareness program
- Emergency Management program
- Ergonomic Safe Patient Handling Program
- Emergency Management Program
- Injury on duty Awareness Program
- Medical Surveillance Program
- Medical Surveillance Program
- Back injuries Awareness
- Fire Protection program

- Incident Investigation
- Occupational Hygiene Program
- Workplace Housekeeping
- Safe Drive Program

8.2.12 Roles and Responsibilities

- Manager: Human Resources

To provide Human Resources Management Services to the Municipality and district that will sustain the optimum utilisation of the municipality's human capital.

- HR Administration

To provide administrative services to the HR Section.

- TASK Administrator - Regional TASK (Job Evaluations)

To implement and maintain district Task and administrative services.

- Employee Relations

To coordinate sound labour relations practices, ensuring a disciplined, productive workforce that will assist the employer in realizing the goals and objectives as set in the IDP.

- Learning and Development

To provide continues development of the municipality's human capital and provide district HR development services and employee wellness services.

- Reward & Recognition (Conditions of Service, Leave and Claims)

To maintain the organisational structure and manage the reward and recognition processes.

- Recruitment & Selection

To coordinate, implement and maintain recruitment and selection processes.

- Occupational Health & Safety

To comply with OHS legislation, identify hazards, reduce/eliminate risk, implement and maintain OHS policies, procedures, strategies and programmes.

8.2.13 Operational Planning

The unit will used the following HR Elements as a blueprint to design/formulate/implement and monitor HR activities.

HR Standard Elements

1 **STRATEGIC HR MANAGEMENT (**is a systematic approach to developing and implementing long-term HRM strategies, policies and plans that enable the organisation to achieve its objectives).

The following imperatives have been identified to achieve this objective:
Translate the overall strategic intent of the organisation into HR strategy. Position the strategic HR agenda as an integral part of strategic decision making and operational plans. Allocate HR resources and build capability to implement the HR mandate. Provide the contextual foundation for the development of the policies, plans, practices and procedures. Ensure accountability and responsibilities for the execution of HR strategy is measured and monitored within the governance framework of the organisation. Drive continuous improvement and sustainability of the HR strategy through planned reviews and integrated reporting.

2 **TALENT MANAGEMENT** (is the proactive design and implementation of a talent-driven business strategy directed to attracting, deploying, developing, retaining and optimising the appropriate talent requirements as identified in the workforce plan).

The following imperatives have been identified to achieve this objective:
Analyse the talent needs of the organisation. Conduct a workforce and labour market trend analysis based on internal and external requirements and realities. Create a talent management system focusing on current and future needs. Engage line management regarding talent requirements. Develop interventions to support effective talent management in the organisation. Conduct a talent review linked to organisational objectives.

3 **HR RISK MANAGEMENT (**is a systematic approach of identifying and addressing human factors (uncertainties and opportunities) that can either have a positive or negative effect on the realisation of the objectives of an organization).

The following imperatives have been identified to implement this objective:
Position the role of HR in influencing and communicating the organisational risk culture. Assess potential positive and negative human factor risks to achieving organisational objectives. Identify and evaluate the potential risk impacts with regard to strategic and operational HR activities. Develop on appropriate risk appetites for the different components of the HR function. Design and implement appropriate people-based risk management systems and risk controls. Ensure all HR risk practices conform to the organisational governance, risk and compliance strategies and policies including integrated reporting

4 **WORKFORCE PLANNING** (is the systematic identification and analysis of organisational workforce needs culminating in a workforce plan to ensure

sustainable organisational capability in pursuit of the achievement of its strategic and operational objectives).

The following imperatives have been identified to achieve this objective:
Conduct skills gap analysis in conjunction with the development of organisational objectives. Decide on appropriate sourcing models either internally or externally to sustain organisational performance (e.g. outsourcing, joint ventures, co-sourcing, partnerships). Align workforce plan with employment value proposition and branding. Translate the strategic workforce plan into operational capability. Plan and implement enabling interventions to achieve your workforce plan (e.g. recruitment and selection, succession planning). Develop career planning processes and programmes. Assess the impact of workforce strategy and planning on achieving organisational objectives.

5 LEARNING AND DEVELOPMENT (is the practice of providing occupationally directed and other learning activities that enable and enhance the knowledge, practical skills and work place experience and behaviour of individuals and teams based on current and future occupational requirements for optimal organisational performance and sustainability).

The following imperatives have been identified to achieve this objective:
Formulate a learning and development strategy for an organisation. Align learning and development strategy with organisational goals and culture. Ensure all learning and development activities conform to appropriate quality and compliance requirements and competency models. Identify, select and implement the appropriate learning and development interventions according to the identified organisational need. Ensure the design and provision of learning and development interventions are appropriate and integrated. Leverage the utilisation of appropriate online technologies to accelerate learning capacity and capability. Evaluate the impact of learning and development to assess quality, impact and alignment.

6 PERFORMANCE MANAGEMENT (is a planned process of directing, supporting, aligning and improving individual and team performance in enabling the sustained achievement of organisational objectives).

To following imperatives have been identified to achieve this objective:
Ensure all staff is aware of the performance management process and system. Establish a framework for linking reward to performance. Ensure performance management system is integrated with the overall organisation management system. Ensure the performance management system has a mechanism for dealing with under- performance. Establish a performance driven culture focusing on outputs and targets. Evaluate the effectiveness of the performance management system.

7 **REWARD** (is a strategy and system that enables organisations to offer an employment value proposition to employees in accordance with fair and appropriate levels of reward in recognition for their contribution to the achievement of agreed deliverables in line with organisational objectives and values. (An employment value proposition is the "deal" – what we offer as a total employment experience to employees and what we demand in exchange.)

The following imperatives have been identified to achieve this objective:
Establishes appropriate mechanisms for determining reward structures, philosophy and policy. Formulate a remuneration strategy and policy for your organisations that attracts, motivates and retains staff. Ensure the reward strategy is aligned with appropriate legislative, governance and other directive requirements. Identify and implement policies, practices and procedures that enable the rewards system to operate effectively. Ensure understanding and awareness of the reward system. Align and integrate reward with other HR practices (e.g. performance review) for optimal impact. Benchmark and review the reward policy, process and practices at regular intervals to ensure relevance and impact (pay scales, benefits, incentives, etc).

8 **EMPLOYEE WELLNESS** (is a strategy to ensure that a safe and healthy work environment is created and maintained, together with individual wellness commitment that enables employees to perform optimally while meeting all health and safety legislative requirements and other relevant wellness good practices in support of the achievement of organisational objectives).

The following imperatives have been identified to achieve this objective:
Evaluate the organisational need and set objectives and boundaries for wellness programmes paying particular attention to high risk groups. Formulate employee wellness strategy, policies and relevant HR procedures, fair to all employees, to promote and manage wellness programmes and risks. Promote awareness of the wellness policy, strategy and procedures of the organisation. Maintain statistical records across the organisation with regard to all aspects of wellness and specific case and incident analysis. Consider flexible work practices and other alternative work arrangements to promote work life balance where possible. Review the effectiveness of wellness programmes and interventions in support of operational objectives.

9 **EMPLOYMENT RELATIONS MANAGEMENT** (is the management of individual and collective relationships in an organisation through the implementation of good practices that enable the achievement of organisational objectives compliant with the legislative framework and appropriate to socio-economic conditions). The following imperatives have been identified to achieve this objective:

Formulate appropriate employment relations strategies, structures, policies,

practices and procedures. Implement appropriate dispute resolution mechanisms (mediation, arbitration, conciliation). Provide appropriate procedures to manage discipline and grievances. Ensure all employment relations procedures, policies and practices conform to appropriate legislation and codes of good practice. Create effective communication channels and building relationships between stakeholders. Evaluate the state of employment relations by conducting appropriate employment relations audits to establish current climate and associated risks. Enhance the established practices and procedures by innovative interventions that foster sound relationships. Leverage employment relations to promote diversity and prevent unfair discrimination. Contribute to community development that improves the socio-economic environment of employees.

10 **ORGANISATION DEVELOPMENT** (is a planned systemic change process to continually improve an organisation's effectiveness and efficiency by utilising diagnostic data, and designing and implementing appropriate solutions and interventions to measurably enable the organisation to optimise its purpose and strategy).

The following imperatives have been identified to achieve this objective:
Design, develop and prioritise appropriate responses to systemic OD issues identified by means of relevant diagnostic methodologies. Ensure the clarity of OD interventions by identifying the anticipated outcomes of the OD process. Ensure OD has a clear implementation roadmap that is applicable to the organisation structure, culture and processes. Facilitate relevant change and improvement activities in line with agreed organisational requirements. Contribute to creating, building and sustaining the organisation culture needed to optimise the purpose and strategy of the organisation. Define an efficient and effective OD measurement system and its link to achieving organisational goals.

11 **HR SERVICE DELIVERY** (can be defined as the adequate provision of HR services meeting the needs of the organisation and its employees which enables delivery of organisational goals and targets).

The following imperatives have been identified to achieve this objective:
Design and implement HR policies, practices and procedures. Design and implement the HR management system. Ensure adequate understanding of the role of HR within an organisation. Establish relevant communication channels with both management and employees to address relevant HR matters. Ensure a user-friendly mechanism for understanding, promoting and ensuring compliance with all appropriate legislation applicable to the organisation. Determine the methodology and process for establishing HR client satisfaction. Provide independent professional oversight, guidance and consulting with regard to HR policy, strategy and organisational people practices and ethical values. Facilitate appropriate interventions building organisational culture and capacity.

12 HR TECHNOLOGY (is the effective utilisation of relevant technological applications and platforms that provide accessible and accurate data, information, knowledge and intelligence that enables more effective decision-making in enabling employees towards the implementation of organisational strategy).

The following imperatives have been identified to achieve this objective:
Analyse and prioritise all the relevant HR categories of data and information. Forecast future system load/spare capacity. Design the specification for the HR Information Technology system (i.e. software or purchase). Upload and configure data to the system. Test the effectiveness of the system before implementation. Build capacity of relevant staff members to access and use the system. Implement continuous improvement process. Ensure HR-IT policies, practices and procedures are aligned with organisational IT governance. Monitor and evaluate the effectiveness of the system.

13 HR MEASUREMENT (is a continuous process of gathering, analysing, interpreting and presenting quantitative and qualitative data to measure and align the impact of HR practices on organisational objectives, including facilitating internal and external auditing of HR polices, processes, practices and outcomes).

The following imperatives have been identified to achieve this objective:
Develop an integrated HR measurement and systems framework for gathering data and business intelligence. Ensure data accuracy and integrity. Establish and implement appropriate approaches, methodologies and metrics for the organisation. Develop an HR scorecard and relevant dashboard with key indicators and metrics for the organisation. Create awareness and build organisational capability for utilising and optimising HR measurement, metrics and audits. Conduct an internal and external audit of the HR function and people practices of the organisation. Measure the level of employee engagement and organisation climate and implement appropriate solutions. Ensure HR reporting is infused in overall organisational governance and integrated reporting. Assess level of alignment of HR and people practices with business strategy. Monitor the key indicators of the HR dashboard and address all risk areas.

8.2.14 HR Intergovernmental Relations

The section consults regularly at various platforms with other Government Departments, SALGA, Bargaining Council (please complete list)

Forum name	TOR?	Is forum active?	Frequency of meetings	Forum purpose	Forum composition	Forum chairperson
HR FORUM	YES	YES	BI-ANNUAL	TO NETWORK AND EXCHANGE BEST PRACTICES BETWEEN HR DEPARTMENTS	**HR STAFF**	HR MANAGER
Skills Development Forum	Yes	Yes	Quarterly	TO NETWORK AND EXCHANGE BEST PRACTICES BETWEEN HR DEPARTMENTS	**Skills Development Facilitators**	Elected every second year

8.3 Reporting on Training Expenditure for1 May 2019 - 30 April 2020

Reporting on Training Expenditure						
Funding Source	**Planned Training Budget - Employed**	**Planned Training Budget - Unemployed**	**Actual Expenditure - Employed**	**Actual Expenditure - Unemployed**	**Committed Expenditure - Employed**	**Committed Expenditure - Unemployed**
Mandatory Grant Funds	200000	0	109283	0	109283	0
Outstanding Mandatory Grant funds from previous year	90717	0	90717	0	90717	0
Discretionary Grants funds	0	0	0	0	0	0
Additional funding (Municipality/entity, donor funds, other government funds etc)	1400000	250000	2189338	150000	77284	90000
Totals	**1690717**	**250000**	**2389338**	**150000**	**277284**	**90000**

8.4 Total Actual Workplace Training systems beneficiaries as at 1 May 2019 - 30 April 2020

Total Actual Workplace Training systems beneficiaries					
Type	**Female Beneficiaries**	**Male Beneficiaries**	**Total**	**Total number of training interventions**	**Total number of training interventions funded by LGSETA**
Skills Development Facilitator	1	1	2	1	1
Local Labour Forum	7	10	17	1	0
Training Committee	2	1	3	1	1
Totals	**10**	**12**	**22**	**3**	**2**

8.5 Status of Sector Plans

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

8.6 Community Safety

The District has finalized its Final draft Safety Plan through the assistance of the DOCS and hosted the Gender Based Violence and Femicide summit in November 2019 . DOCS availed R1, 2 million to develop a community safety plan and the relevant community safety forums

The following should be considered as key priority focus areas:

- Address the shortage of police and physical resources (infrastructure and vehicles) which contributes to insufficient police members at all stations and a lack of police visibility at hotspot areas.

- Address the issue of drugs among the youth and school children, with a special focus on targeting the drug dealers/traders and providing rehabilitation for the users.

- Murder, assault GBH, aggravated robbery and robbery at residential premises, sexual offences, arson and cases of malicious damage to property must be prioritised by the SAPS and all the other role-player in the District.

- Deal with spatial issues and crime generators by addressing dark open spaces, poor street lighting and illegal liquor outlets or shebeens that are operating outside normal trading hours and are situated near schools and churches.

- Increased support to the activities of neighbourhood watches in the clusters falling with the District (equipment and financial support).

- Addressing shortcomings in the Criminal Justice System which contribute to short sentences caused by delays and poor prosecution.

The Western Cape Department of Community Safety and the Garden Route District Municipality have entered into a Transfer Payment Agreement to make funds available to the District to, among other things, support the development of the safety plan and to establish a District Safety Forum to drive the implementation of the safety plan to address social unrest using crime or violence prevention measures.

During the IDP Budget & PMS Representative Forum meeting that was held on 23 January 2020 the following was agreed as a way forward regarding community safety in the district:

- Establishment of District Safety Forum
- Selection, recruitment and training of Mediation Team
- Establishment of Local Municipal Safety Forums
- Development and implementation of safety plans and projects in each local Municipality (Local Safety Forum)
- Workshops (e.g. school safety/ project management/ GBV, etc.)
- Law Enforcement Officer Project
- Establishment of Men's Forum to curb GBV
- Utilisation of the basket of services

CHAPTER NINE (9)
FINANCIAL ANALYSIS

CHAPTER 9: FINANCIAL ANALYSIS

The Final 2020/21 MTREF Budget aligns to the municipality's IDP Strategic Objectives:

	Expenditure per IDP Strategic Objectives			
No	Strategic Objetive	Budget 2020/21	Budget 2021/22	Budget 2022/23
1	Healthy and socially stable communities	44 066 829,00	109 889 409,00	114 151 235,00
2	A Skilled Workforce and Communities	17 664 560,00	16 279 176,00	17 274 493,00
3	Bulk Infrastructure Co-ordination	171 049 825,00	180 297 025,00	185 839 056,00
4	Environmental Management and Public Safety	34 442 830,00	36 860 097,00	38 756 999,00
5	Good Governance	104 088 003,00	109 576 259,00	115 061 332,00
6	Financial Viability and management	24 639 156,00	25 154 651,00	26 044 600,00
7	Inlcusive District Economy	5 281 096,00	4 394 215,00	4 082 569,00
	Total Expenditure	**401 232 299**	**482 450 832**	**501 210 284**

The following 2020/21 Annual Budget is presented to Council for consideration:

9.1 HIGH LEVEL SUMMARY: MTREF BUDGET 2020/21

High-level Summary	Budget 2020/21	Budget 2021/22	Budget 2022/23
Operational Revenue	392 172 437	480 210 956	500 357 455
Operational Expenditure	-401 231 749	-482 450 832	-501 210 284
Surplus / (Deficit)	**-9 059 312**	**-2 239 876**	**-852 829**
Capital Expenditure	-8 135 000	-1 430 000	-1 430 000
Less funded from CRR	8 135 000	1 430 000	1 430 000
Surplus/(Deficit) after Capital	**-9 059 312**	**-2 239 876**	**-852 829**

9.2. SUMMARY: TOTAL EXPENDITURE

Summary: Total Expenditure	Budget 2020/21	Budget 2021/22	Budget 2022/23
Remuneration of Councillors	13 360 009	13 893 642	14 448 618
Employee Related Cost	161 463 760	170 040 491	181 060 451
Debt Impairment	1 841 087	1 969 963	2 107 860
Contracted Services	24 020 894	86 560 615	87 776 845
Depreciation	3 930 318	4 205 439	4 205 990
Roads function	165 472 675	174 355 255	179 627 054
Other Expenditure	31 143 006	31 425 427	31 983 466
Total Operating Expenditure	**401 231 749**	**482 450 832**	**501 210 284**

9. 3. OPERATING REVENUE

Summary: Total Revenue	2020/21	2021/22	2022/23
Equitable Share	162 480 000	167 939 000	172 733 000
Roads allocation (including agency fee)	184 672 675	194 899 255	201 609 134
Rental of facilities	10 021 569	10 541 931	12 060 585
Interest	17 801 041	19 869 103	23 801 250
Conditional grants	9 217 000	8 237 000	7 064 000
Other	382 943	70 671 626	74 553 262
Fire and Health Services	7 597 209	8 053 041	8 536 224
Total Revenue	**392 172 437**	**480 210 956**	**500 357 455**

9.4 OPERATING SURPLUS/(DEFICIT):

High-level Summary	Budget 2020/21	Budget 2021/22	Budget 2022/23
Operational Revenue	392 172 437	480 210 956	500 357 455
Operational Expenditure	-401 231 749	-482 450 832	-501 210 284
Surplus / (Deficit)	**-9 059 312**	**-2 239 876**	**-852 829**

This table indicates deficit budgets over the next three financial years. A deficit MTREF budget is being tabled for 2020/2021. The deficit will be funded from accumulated surplus (in compliance with MFMA section 18(1)(b)).

It is imperative that the turnaround strategies be compiled urgently and submitted to council for approval and implemented to ensure the additional revenues will be collected.

9.5 CAPITAL BUDGET

Capex	2020/21	2021/22	2022/23
Vacant land	5 000 000	-	-
Calitzdorp Spa – roof replacements	1 500 000	-	-
Office Equipment	130 000	180 000	180 000

Capex	2020/21	2021/22	2022/23
Computers and ICT	955 000	250 000	250 000
Fire Alarm and Detectors (OHS requirement)	250 000	-	-
Pool vehicle	300 000	-	-
Total	**8 135 000**	**430 000**	**430 000**

The capital budget decreased from the previous year due to the limited revenue sources and lack of adequate cash backed reserves, as cash resources of a district municipality have limited growth due to the difference in the slow growth in the equitable share (main revenue source) and alternative revenue sources for district municipality versus the CPIX increase in the majority of the expenditure line items. Various initiatives are ongoing to address this situation in the future (e.g. revenue generating projects, utilisation of GRDM property portfolio, engagement at highest spheres of government to address funding model of district municipalities). As referred above, the MFMA allows for long term loans for the funding of capital projects – these will be researched and brought to Council as and when appropriate.

9.6 SUPPLY CHAIN MANAGEMENT

9.6.1 Legislative Requirement(s)

- The Preferential Procurement Policy Framework, Act 5 of 2003.
- The preferential Procurement Regulation, 2017
- The Municipal Finance Management Act, Act 56 of 2003.
- The Municipal Supply Chain Regulations (30 May 2005)
- Council's Supply Chain Management Policy.

9.6.2 Structures and committees in places

Internal –

- SCM Bid Committee (Bid Specification Committee, Bid Evaluation Committee, Bid Adjudication Committee)
- Financial Services Portfolio Committee

External –

- Provincial Supply Chain Management Forum
- Provincial Supply Chain Management Technical Committee
- District Supply Chain Management Forum

9.6.3 Challenges

- Obtaining Declarations from Suppliers in terms of Regulation 13 of Supply Chain Management Regulations; subsequent to migration to National Treasury's Central Supplier Database (CSD in developmental stages) - Delay in procurement due to time taken to complete these DOI
- Implementation of Preferential Procurement Policy in terms of empowerment of particular designated groups due to lack of Regional/Local Economic Development Strategy to give guidance on sector information and formulate and empowerment strategy.
- Institutionalisation of Demand management and procurement planning at top level for Individual Performance Key Performance Indicator to allow proper structured organisational planning to be monitored at executive management level.

9.6.4 Objectives

Objective of [Supply Chain Management]

- To ensure that Council's Supply Chain Management System and Policy is Ethical and has internal controls and process that dispenses Municipal Funds in a manner that is and also deemed to be fair, equitable, transparent, competitive, cost effective and obtains value for money.
- To become a conduit mechanism through which objectives of the Local and Regional Economic Development can be realised.
- In partnership with the LED and other role players in the region enable establishment of local/regional supply value chain that is inclusive of participation from the previously marginalised communities and make them part of mainstream economy.

9.6.5 Strategic risk(s)

- Fraud and corruption through collusion
- Cost of Statutory Compliance versus value for money and efficiency
- Inefficiencies in procurement process due to poor project management process

CHAPTER TEN (10)
DISASTER MANAGEMENT PLAN

CHAPTER 10: DISASTER MANAGEMENT

10.1 Legislative Requirement(s)

- The 1996 Constitution RSA
- National Disaster Management Framework, GN 654 OF 2005
- The Municipal Systems Act 32 of 2000
- The Municipal Structures Act 117 of 1998
- The Disaster Management Amendment Act, 57 of 2002 as amended by Act, 16 of 2015

The Disaster Management Act provides the legislative backbone in terms of the roll-out of the Disaster Management function at local government level. The Act is complemented by the Disaster Management Framework (National, Provincial & District Frameworks) to clarify the approach and vision of each sphere of government and the Garden Route Corporate Disaster Management Plan as well as this chapter in the District IDP provides the strategies, projects and objectives in terms of how to achieve a disaster resilient district.

The Disaster Management Act, Act 57 of 2002 (as amended) place an emphasis on prevention and its relative comprehensive approach to Disaster Risk Reduction (DRR), maximizing the effect of DM legislation to communities, especially those most at risk. In reviewing the disaster management legislation, due consideration was given to, among other things, the Government's Program of Action and the 18 key targets of the National Development Plan.
The amended disaster management approach pays specific attention to the pressing needs of poor communities in relation to both natural and human induced disasters in the context of a developmental and capable state.

The principal Act was amended in order to address the need for better coordination, more involvement of sectors, improved disaster management planning capacity of local municipalities, better integration of disaster risk reduction in development policies, plans and programs and more emphasis on preventive measures.

Sections 7, 11 and 15 of the DM Act provides clarity on the roles and responsibilities of organs of state in terms of disaster management and emphasising the need for organs of state to assist the disaster management structures in the event of a disaster or a potential disaster.

Sections 9 and 10 of the DM Act provides specific information and reporting requirements to municipal and provincial intergovernmental forums, the National Disaster Management Centre (NDMC) and the National Treasury. Reporting requirements on the implementation of policy and legislation relating to disaster risk reduction as well as the management of funding allocated for post disaster rehabilitation and reconstruction measures to municipal and provincial governments.

Sections 11, 13, 17 and 18 of the DM Act prescribes the contents of disaster management plans by organs of state and making relevant information available to disaster management centres. As well as to provide for the logical sequencing of events, i.e. conducting a risk assessment prior to planning and to ensure that disaster management plans of organs of state indicate the way in which the concept and principles of disaster management are to be applied in its functional area, including expected climate change impacts and risks for the organ of state. Organs of state should also identify and map risks, areas, ecosystems, communities and households that are exposed and vulnerable to physical and human-induced threats.

Section 14 of the DM Act prescribes the role of municipalities to establish capacity for the development and coordination of a multi-sector disaster management plan and the implementation of a disaster management function for the municipality.

Section 14 of the DM Act provides for the establishment of a disaster management centre for an LM in terms of a service level agreement with the relevant district municipality.

10.2 Structures and committees in places

The DM section consults regularly at various platforms with other Government Departments.
The Garden Route DM has a fully functional District Disaster Management Advisory Forum (DMAF) as well as a Safety and Security Cluster Joints structure that meets on a quarterly basis, with B-Municipalities and other stakeholders. These meetings are followed up with quarterly attendance of both the heads of disaster centre (HOC) as well as the Provincial Advisory Forum (PDMAF) and Provincial JOC meetings. Provincial JOC meetings is scheduled for specific emerging hazards i.e. the past year as well as for the ensuing year the focus will be on drought as well as preparing for a national blackout and the mitigation of the effects thereof.

At these meetings regional matters that could not be addressed at a district level is escalated toProvincial- as well as National governmental level.

Frequent meetings is held with senior officials from the Departments of Social Development, Water Affairs, Environmental Affairs, Education and Training, Heath, Agriculture and Transport as well as NGO's including the Red Cross, Lions, Garden Route Initiative, South Cape Land Initiative (SCLI) etc. In addition to this local engagements with major role players i.e. ACSA, Petro SA, Cape Nature, San Parks, the South Cape Fire Protection Association (SCFPA) the local industry i.e. Cape Pine, PG Bison etc. is held.

Forum name	Frequency of meetings	Forum purpose	Forum composition	Forum chairperson
DMAF	Bi -annually	Discuss regional disaster management issues	**Regional**	Garden Route Portfolio Chairperson
PDMAF	Quarterly	Discuss provincial disaster management issues	**Provincial**	Head of Prov. Centre
SAPS Cluster joints	Bi-Monthly	Discuss district safety and security concerns	**Regional**	Maj. Gen. Reddy
Climate Change Adaptation	Bi -annually	Discuss district climate change adaptation matters	**Regional**	Head of Garden Route DMC
SCLI/ Garden Route Environmental Forum	Bi -annually	Discuss invasive alien plant eradication	**Regional**	Kobus Meiring Paul Bucholtz Dr Nina Viljoen
SCFPA	Quarterly	Discuss the roll out of fire protection associations, integrated fire management and pro-active fire response.	**Regional**	Paul Gerber

10.2.1 Disaster Fires : 2019 George Fires

During last year the GRDM district experienced a fire extending over more than 4 times the area that burnt in the 2018 Knysna / Bitou fire. 10 Lives were lost as a direct consequence to the fires and although very few formal structures burnt the fire had a crippling effect on especially the forestry industry. For the 2020/2021 book year the focus would be focus on projects to mitigate knock-on effects of this fire disaster as well as to predict the affect this fire would have over the next three to five years. The intention of the DMC would be to provide a heads-up to all stakeholders in order to collectively develop a "safety net" for those affected as well as to be affected by this disaster.

10.2.2Policies and Strategies

Policy name	DC number	Approved on
National Disaster Management Framework	To be reviewed	n/a
Provincial Management Framework	Busy with revision	n/a

District Management Framework	To be reviewed after Provincial frameworks have been revised to be in line with the amended DM Act	n/a
Garden Route Corporate Disaster management plan		Adopted by council March 2015

10.3 Alignment with provincial and National Objectives/Goals

The Garden Route DMC's objectives and goals are aligned to the goals set by the Sendai framework as these goals have been endorsed by government in March 2015 which would include:

- To develop an understanding of the context of DRR and resilience at each local
  authority as well as an understanding of the organisational and institutional roles relating to DRR and resilience;
- To ensure a much broader engagement of stakeholders, especially to ensure that the most
  vulnerable groups are empowered and capacitated at a local level;
- To assist local authorities to convene local platforms to address DRR;
- To focus on the concept of "Build Back Better", which enables synergy with the ecosystem and community based adaptation;
- To involve more strategic partners in order to spread the current risk i.e. insurance industries;

10.4 Staffing of the GRDM Centre and main focus of the Call Centre for the coming year

In terms of the legislative requirements the Garden Route District has a fully functional Disaster Management Centre (DMC).The centre is staffed with the following staff:

- Head of Centre (HOC), Mr. Gerhard Otto,
- One Disaster Risk Reduction & Climate Change Adaptation Practitioner, Dr Nina Viljoen,
- Three Disaster Management Officials, Mr. Wouter Jacobs, Me. Lee-Ann Joubert as well as Me. Martina MacDonald, the latter two officials have been placed at satellite offices, one in Bitou and one in Mossel Bay,
- One Call Centre Supervisor, and Me. Stella Bouwer with 4 permanent an two contract call centre staff as well as
- Two Disaster Management Interns manning the DMC research unit,

At this point in time local municipalities do not provide any staff or funding towards the district DMC, but the following local municipalities have appointed dedicated disaster management officials who closely work with the Garden Route Head of Centre :

- Oudtshoorn LM;
- George LM;
- Knysna LM;
- Kannaland LM;

The GRDM disaster management centre (DMC) has been equipped with a joint operational command and tactical decision areas. In order to stay abreast with regional emergency related activities a 24/7 call centre has been established adjacent to the DMC. The 24/7 call centre is operated in conjunction with provincial Emergency and Medical Services (EMS) and renders an emergency call taking and dispatch platform servicing the district as a whole.

For the 2020/2021 book year the intention would be to roll out the newly procured disaster management information management as well as fire dispatch platform (UNITY) to all local municipalities in the region. This platform will ensure standard operational procedures, tracking of all resources as well as better coordination during major incidents as well as disasters.

10.5 Garden Route Disaster Situation Synopsis

Economic perspective

The Garden Route DM is an important economic growth area for the Western Cape. It has an expanding population because of immigration from other parts of the country, bringing a dynamic mix of skills and cultures to the district. The relatively high percentages of households with no income in areas with higher population density, creates several social challenges. The recent fire disasters as well as the prevailing drought conditions will continue to cripple the local economy of the district. In addition the outbreak of the CORONA 19 virus would exacerbate this crippling effect on the local economy mainly due to the effect the disease would have on the local tourism and related industries.

Basic services and infrastructure

Challenges in terms of the provision of basic services infrastructure are experienced at the local municipalities that have seen rapid population growth. The natural environment and its resources of the GRDM are sensitive and susceptible to over-exploitation or inappropriate use.

Condition of natural "disaster barriers"

The Garden Route has largely intact wetlands which attenuate water; prevent erosion and flooding and which naturally purify the water. However, many wetlands are being slowly degraded through illegal channelling, the removal of reeds, peat and other water flora by transgressors who abstract water, mostly for agricultural purposes.

10.5.1 Disaster risk reduction (DRR)

Once again the mitigation and risk avoidance measures started in former years led to a remarkable decrease in significant structural or environmental damages.

10.5.2 Projects and Programs

The following projects/programs have been identified to focus on DRR In the district:

Project/Program	Objective	Date from - date to
Garden Route DMC		
Update Knysna LM municipal disaster risk assessment	To identify emerging disaster risks in order to build resilience or to mitigate the possible affects thereof	To be completed by October 2020
Update Bitou LM municipal disaster risk assessment	To identify emerging disaster risks in order to build resilience or to mitigate the possible affects thereof	To be completed by June 2021
To develop a disaster risk reduction (DRR) dashboard	To spatially indicate all DRR initiatives currently being implemented/ to be implemented by Local Authorities in the district	Started in previous book year to be continued in 20/21
First aid training and building disaster management awareness	To train disaster management volunteers to first aid level 3 level	Continuous, at least 8 courses per year
Invasive alien plant clearing	The alignment of current programmes aimed at the reduction of alien invasive plants.	Continuous over the next 3 to 5 years
Updating of water management plans	To ensure uniformity in terms of water restrictions at all local water service	Started in previous book year to be continued in 20/21

	providers (WSP)	
Disaster rehabilitation and reconstruction	To ensure that the funds allocated in terms of post disaster rehabilitation and reconstruction are being spent as per the project plans	Continuous
Build local municipal disaster management capacity	To provide guidance to local municipalities in terms of disaster management practices	Continuous
Regional drought public awareness campaign	To raise public awareness as well as to drive down water consumption	Continuous
Garden Route Public Health Section		
Water quality monitoring	Monitoring water quality (bacteriological and chemical) Report to Water Services Authority and other relevant departments, stakeholders and interested and affected parties Awareness programs Enforcement	Continuous
Food control	Monitoring of food quality (bacteriological, chemical and histological) Awareness and education Law- enforcement	Continuous
Waste management	Surveillance of premises Awareness and education Enforcement	Continuous
Health surveillances of premises	Surveillance of premises Awareness and education Enforcement Reports	Continuous
Surveillance and prevention of communicable diseases	Surveillance and monitoring programs Disease investigation Awareness and education Report to relevant departments, stakeholders and interested and affected parties	Continuous
Vector control	Monitoring awareness and education Enforcement Report	Continuous
Environmental	Monitoring water	Continuous

pollution control	quality(bacteriological and chemical) Report to Water Services Authority and other relevant departments, stakeholders and interested and affected parties Awareness programs Enforcement	
Disposal of the dead	Monitoring Awareness and education Enforcement Reporting	Continuous
Chemical safety	Monitoring Awareness and education Enforcement Reporting	Continuous
Climate Change	Adaptation measures Mitigation measures Awareness and education Alternative food sources Water security measures Smarter building Increasing resilience Research Investment in renewable energy forms Biomass to energy Reforestation	Continuous
Biodiversity	Critical biodiversity mapping incorporated into district SDF Declaration of more Protected areas Protection of core and buffer areas for connectivity Education and awareness Research Robust coastal and estuary management Sustainable building practices	Continuous

10.5.3 Challenges identified at local municipal level

- Municipalities do have contingency plans, but these plans are not tested during annual table to exercises;
- Mass care facilities have been identified for some areas, but not for inhabitants in rural areas. The management of these facilities does not form part of current contingency plans;
- Municipalities lack a proper plan to oversee the receipt and storage of humanitarian relief donations;

- There is need for integrated planning with all spheres of government in terms of humanitarian aid management;
- A plan and monitoring tool needs to be developed to be used for registration of aid recipients and use this tool to prioritise aid as well as to manage distribution;
- Management of volunteers needs to be beefed-up;
- There is a total lack of SLA's with identified aid organisations;
- The willingness of local authorities in the district to establish a multi-disciplinary one stop emergency call centre;
- The lack of disaster risk reduction projects listed as part of the local authority level IDP and included into multi –year budgets;

10.5.4 Challenges – general

- The absence at National, Provincial and Local level of a fund aimed specifically at reducing disaster risk;

- The Garden Route DMC do not have the capacity to deploy command staff to local municipalities during major incidents due to the lack of a motorised suitably equipped operational command vehicle;

10.5.5 Objectives

Objective of the Garden Route DM center

- The DMC include a 24/7 emergency call center that could be used as a one stop emergency call taking and dispatch facility for the entire District;
- The DMC is in direct communication with not only the South African Weather Service but also other early warning institutions to ensure 24/7 response to and coordination of any major hazards;
- The DMC is equipped with a Joint Operational Command platform (JOC) that provides a platform from where regional emergency situations could be coordinated;
- The DMC has well established lines of communication to both Provincial (PDMC) as well as National (NDMC) counterparts that can be used to disseminate information to the highest level of decision making;
- The Disaster Management legislation , as amended, gives the DMC the legislative mandate to cut across departments involved with disaster risk management as well as to report failures to address disaster risk issues to the highest level of decision making;
- The DMC has the potential to render shared disaster management services to all the Local Authorities in the district;
- The Garden Route DMC aim to identify the various sources of funding that could be leveraged to set up and sustain disaster management

programs. This could include both public sector as well as private sector funding.

DMC DEPARTMENTAL VISION	Building towards a district of resilient communities where vulnerable people are able to prepare for, mitigate against, recover from and adapt to hazards and a changing climate.
STRATEGIC OBJECTIVES	The Garden Route DMC believe in the 'added value' and complementarity of working together to achieve shared objectives and goals by undertaking joint actions and mutual support. The interaction between district role-players is guided by shared values of trust, mutual accountability; gender equity; a respect for diverse identities, perspectives and beliefs; a commitment to inclusion and participation; and openness to sharing and learning to build consensus and mutual understanding.
INPUTS	Disaster risk assessments, research, GIS mapping, provincial decision support tool, weather data, RADAR data, early warnings
ACTIVITIES/MISSION	Building resilience against disaster risk
OUTPUT	Disaster risk assessments, disaster response and mitigation plans, disaster risk reduction plans. Rehabilitation and reconstruction after disasters to "build back better"
IMPACT (WHAT WE AIM TO CHANGE)	To build the capacity at local authority level to pro-actively plan and implement mitigation as well as adaptation strategies and disaster risk reduction actions to limit the exposure to as well as the possible impact of future disastrous events.

10.5.6 Strategic risk(s)

- Insufficient funds to implement disaster risk reduction initiatives;
- Lack of disaster management information management system;
- Lack of an integrated real time all Hazards as well as severe weather early warning system;
- Lack of engineering capacity to provide oversight in terms of regional water security,

  surface as well as ground water;

10.6 Climate Change

10.6.1 Introduction

Climate adaptation is about reducing climate vulnerability and developing adaptive capacity to cope with what one can't avoid. In South Africa and in Garden Route in particular, climate risk is relatively high, with Garden Route District being hit by significant climate related disasters on an annual basis. Climate-related impacts such as flooding, fires, and droughts are not new to the Garden Route district but they are likely to continue in terms of their frequency and severity. Hence it is of importance for Garden Route District to continue to plan for climate related disasters, understand the potential impacts, and develop interventions aimed at reducing climate risks and vulnerabilities. This plan is thus a first step that aims to create an enabling environment which will support a district-wide and a coordinated response to climate change in the Garden Route District.

Garden Route District Municipality recognises climate change as a threat to the environment, its residents, and to future development. Therefore, measures should be implemented to reduce or eliminate carbon emissions or enhance greenhouse gas sinks (mitigation) (Böckmann, 2015). However, due to lag times in the climate and biophysical systems, the positive impacts of past and current mitigation will only be noticeable in the next 25 years (Jiri, 2016). In the meanwhile, adaptation is regarded as inevitable and a necessary response to the changes that are projected to take place in the District. Garden Route District Municipality has therefore development a Climate Change Vulnerability Assessment and Climate Change Response Plan. The intention would be to workshop this plan with all local municipalities in order to align actions aimed at reducing climate related related impacts.

10.6.2 Background

Climate change is a natural phenomenon that takes place over geological time. However, over the past few decades the rate of climate change has been more rapid and the magnitude of global warming has increased dramatically (Warburton and Schulze, 2006; Warburton, 2012). This change has been attributed to increased anthropogenic greenhouse gas emissions (Koske and Ochieng, 2013). For example, the burning of coal to generate electricity, the burning of petrol in cars, some chemical processes in industries, and many farming activities all contribute to the increased concentration of greenhouse gasses in the atmosphere.

Climate change is not just an increase in average global temperatures but changes in regional climate characteristics such as rainfall, relative humidity and severe weather extremes (Davis, 2011). Climate change can manifest as a shock or a stress (Ziervogel and Calder, 2003). Shocks are defined as discrete, extreme events (rapid onset) such as floods, while gradual change (slow onset) such as long-term climate

variability is classified as a stress (Ziervogel, G and Calder, R 2003). The negative impacts of climate change "are already felt in many areas, including in relation to, inter alia, agriculture, and food security; biodiversity and ecosystems; water resources; human health; human settlements and migration patterns; and energy, transport and industry" (United Nations Women Watch 2009, 1).

South Africa's temperature is expected to increase to 1.2o C by 2020, 2.4o C by 2050 and 4.2o C by 2080 (Kruger and Shongwe, 2004). Contrary to the global increase in rainfall, South Africa's rainfall is expected to decrease by 5.4% by 2020, 6.3% by 2050 and 9.5% by 2080 (Kruger and Shongwe, 2004). The frequency and intensity of climate extremes, inter alia, droughts, floods, storms and wild fires will increase (Davis, 2011; Böckmann, 2015). Climate change evidence indicates the changes in frequency and intensity of flood and prolonged drought events at small scales (Meyiwa, et al. 2014). Furthermore, the sea level will continue rising and ocean acidification will get worse (Böckmann, M 2015).

The Western Cape has a well-developed climate change policy environment. In 2005, the Western Cape government carried out a study titled the "Status Quo, Vulnerability and Adaptation Assessment of the Physical and Socio-economic Effects of Climate Change in the Western Cape" and in the same year, the Western Cape government signed the Montreal Accord to protect the Ozone layer (Department of Environmental Affairs and Development Planning, 2008). The Western Cape Climate Change Strategy and Action Plan was then developed in 2008 (Department of Environmental Affairs and Development Planning, 2008; Coastal & Environmental Services, 2011). The Climate Change Strategy and Action Plan placed a lot of emphasise on adaptation to allow for developmental prioritises (Coastal & Environmental Services 2011). The Climate Change Strategy was then updated in 2014 to align with the National Climate Change Response Policy and is "geared to strategically direct and mainstream climate change actions and related issues throughout relevant Provincial transversal agendas" (Western Cape Government: Environmental Affairs and Development Planning. 2014). During last year this plan was changed to a live document to be updated yearly to address emerging climate change related risks.

The province experiences drought and flood events with significant adverse impacts (Pasquini, Cowling and Ziervogel, 2013). Historically the province has been the most disaster prone in the country (Western Cape Government, 2015). Increased temperatures in the future are certain for the Western Cape (Western Cape Government, 2015). Rainfall projections are less certain, some projections reveal increased while others reveal decreased rainfall in the future, decreased rainfall has the most adverse impacts in comparison to increased rainfall (Western Cape Government, 2015).

The City of Cape Town local sea level rise scenarios range from 2m to 6.5m (Coastal & Environmental Services, 2011; Pasquini, Cowling and Ziervogel, 2013). Concerning

wildfire, the frequency and intensity is expected to increase with climate change (Pasquini, Cowling and Ziervogel, 2013). The frequency and intensity of extreme events is expected to increase as well (Department of Environmental Affairs and Development Planning, 2008).
The table below is a summary of the key climate change impacts in the province as outlined in the climate change strategy and action plan for the Western Cape and also tabled in the updated GRDM climate change adaptation plan and strategy.

10.6.3 Climate change impacts for the GRDM

Change to climate variable	Vulnerability Details
Higher mean temperatures	• Increased evaporation and decreased water balance; • Increase wild fire danger (frequency and intensity).
Higher maximum temperatures, more hot days and more heat waves	• Heat stress on humans and livestock; • Increased incidence of heat-related illnesses; • Increased incidence of death and serious illness, particularly in older age groups; • Increased heat stress in livestock and wildlife; • Decreased crop yields and rangeland productivity; • Extended range and activity of some pests and disease vectors; • Increased threat to infrastructure exceeding design specifications relating to temperature (e.g. traffic lights, road surfaces, electrical equipment, etc.); • Increased electric cooling demand increasing pressure on already stretched energy supply reliability; • Exacerbation of urban heat island effect.
Higher minimum temperatures, fewer cold days and frost days	• Decreased risk of damage to some crops and increased risk to others such as deciduous fruits that rely on cooling period in autumn; • Reduced heating energy demand; • Extended range and activity of some pests and disease vectors; • Reduced risk of cold-related deaths and illnesses.

Change to climate variable	Vulnerability Details
General drying trend in western part of the country	• Decreased average runoff, stream flow; • Decreased water resources and potential increases in cost of water resources; • Decreased water quality; • Decrease in shoulder season length threatening the • Western Cape fruit crops; • Increased fire danger (drying factor); • Impacts on rivers and wetland ecosystems.
Intensification of rainfall events	• Increased flooding; • Increased challenge to storm water systems in urban settlements; • Increased soil erosion; • Increased river bank erosion and demands for protection structures; • Increased pressure of disaster relief systems; • Increased risk to human lives and health; • Negative impact on agriculture such as lower productivity levels and loss of harvest.
Increased mean sea level and associated storm surges	• Salt water intrusion into ground water and coastal wetlands; • Increased storm surges leading to coastal flooding, coastal erosion and damage to coastal infrastructure; • Increased impact on estuaries and associated impacts on fish and other marine species.

The provincial climate change strategy lists a number of priority responses in each of the key sectors. These are summarised in the table below

10.6.4 Priority Climate Change Adaptation Responses for the Western Cape province

Adaptation Category	Adaptation Responses
Water Security and Efficiency	• Invasive alien vegetation clearing; • Prioritisation, valuation, mapping, protection, and restoration of ecological infrastructure in catchments; • Effective utilisation of irrigation water; • Develop ecosystem goods and services (EGS) investment opportunities.
Biodiversity and Ecosystem Goods and Services	• Prioritisation, valuation, mapping, protection, and restoration of ecological infrastructure; • Landscape initiatives/biodiversity corridors and identification of requirements for climate change adaptation corridors; • Biodiversity stewardship; • Mainstreaming of conservation planning into decision making.
Coastal and Estuary Management	• Establishment of coastal hazard overlay zones and setback lines; • Research best practice regarding responding to repeated coastal inundation in high risk areas; • Protecting and rehabilitating existing dune fields as coastal buffers / ecological infrastructure; • Monitor possible linkages between climate change and fisheries industry; • Ensure Estuary Management Plans take cognisance of climate change.
Food Security	• Farming practices that are in harmony with nature, i.e. 'conservation farming'; • Climate smart agriculture; • Agricultural water technologies that reduce consumption and increase efficiency; • Research on climate resilient and alternative crops and

Adaptation Category	Adaptation Responses
	livestock applicable to the Western Cape; • Addressing climate vulnerability through the Municipal Support Programme; • Assessing food security in the context of the resource nexus.
Managing the effects of increased temperature on human lives	• Societal adaptation to human health impacts from temperature increases associated with climate change.
Healthy Communities	• Monitoring health trends in relation to climate trends; • Research linkages between human health and climate change in the WC context. These include: Air quality, Water quality, Food security, Heat stress, Disease vectors

10.6.5 Key Impacts within the Garden Route District

The following key impacts were identified within the Garden Route District:

a) Damage to infrastructure in flood plains

In the Garden Route District, flooding has been one of the key frequent hazards that have resulted in direct negative financial implications for the local municipalities, the district, provincial and national government. Flood events in Garden Route have impacted negatively on the environment, society and key economic sectors within the region including agricultural, tourism, and forestry. An effective response to flood vulnerability in Garden Route will require a coordinated and holistic approach that targets the various aspects of the problem. Such an approach would need to incorporate the following:.

- Location of key infrastructure and settlements with respect to proximity to flood risk areas;
- Restricting development within such high-risk areas and integrating this into key planning tools such as spatial development frameworks;
- Ensuring that future infrastructure developments have climate change factored into the design capacity and specifications;
- Early warning and citizen education/awareness-raising regarding climate risks;

- Development of policy tools to inform land-use planning and regulate activities that will exacerbate flood risks, and;
- Mapping of flood risk areas within the district in order to inform resource flow and optimisation (i.e. deployment of response mechanisms and capacity)

b) Environmental degradation

There are substantial research outputs listing the negative impacts climate change will, and in some cases is, already having on the natural environment, i.e. loss of biodiversity and ecosystems and their associated goods and services – particularly those regulatory services that reduce our risk to climate related disasters.

A degraded environment and dysfunctional ecosystems also increases our risk profile to climate related disasters. For example, degrade waterways, wetlands, and coastal dunes that have lost their natural buffer capacity will increase susceptibility of the society's (which are often poor communities) and infrastructure that are in close proximity to those ecosystems to flood risk.

An effective approach to reduce the negative impacts of climate change and climate related disasters require an in-depth understanding of the abundance of ecological infrastructure. Through measures that aim to map and quantify ecological infrastructure in terms of its associated ecosystem services and goods, and a detailed understanding of the investment options needed to protect it. In the Garden Route district such investment options and biodiversity protection interventions are not something new, there is much happening to reduce the negative impacts on the receiving environment through risk assessments that are done by provincial and district disaster management centres and private institutions such as SANTAM. Coordination and combination of efforts are amongst some of the key challenges that still inhibit a breakthrough to effective protection of Ecological infrastructure in the Garden Route District. The focus for the 2019/2020 book year would be to use the newly established Garden Route Environmental Forum (GREF) to align and coordinate all projects and interventions into one database as well as web-based data repository.

c) Water

Water resources are the primary medium through which climate change impacts will be felt by South Africans. Climate change will affect Garden Route District Municipality's water accessibility, quantity, and quality .Drought, reduced runoff, increased evaporation, and an increase in flood events will impact on both water quality and quantity.

d) Food Security

Extended dry spell periods, increase in severity of storms and floods, fires, intense winds, high temperatures and shift in seasonality will all have negative impacts on food security. Increase in crop failures, decrease in water availability, increase in pests, and system-wide implications such as availability of pollinators, are among some of the key negative impacts that will impact negatively on the agricultural sector and thus food security.

Various measures that increase food security that aim at increasing resilience of the agricultural sector will require immediate attention. Such interventions will need to explore the possibility of alternative crops and testing the drought tolerance capability of these, conservation agriculture that makes use of wise farming techniques such as crop rotation and water use efficiency. On the other hand it is also of paramount importance to support locally viable farming practices that are less resource intensive such as food gardens and promotion of permaculture in the Garden Route and Garden Route as a whole, as these alternative farming methods bring a number of benefits such water and energy use efficiency, organic farming practices, job creation and empowerment.

10.6.6 Legislative requirement

Constitutional Mandate

The Municipal Structures Act, 1998 (Act 117 of 1998) outlines the roles and responsibilities functions of district municipalities. Related to climate adaptation, the Act provides for the following roles and responsibilities for the Garden Route District Municipality in these broad areas such as:

Master planning such as development of a Climate Change Strategy through which local municipalities can develop their integrated development plans. These include the Spatial Development Frameworks and Disaster Management Plans, Solid Waste Management Plans, Health services and Fire services

10.6.7 Garden Route DM Climate Change Structures

The following are the current climate change structures that are applicable to the Garden Route District Municipality:

Forum/Committee	Frequency
Garden Route Environmental Forum	Quarterly
Provincial PSG4 Quarterly Climate Change Response Forum	Quarterly

Garden Route Infrastructure Forum	Quarterly
Garden Route DM Water Services Forum	Quarterly

10.6.8 Existing Policies, Strategies, Plans and Reports

Climate Change Policy Context in South Africa

Climate change is a relatively new area of policy development in South Africa. As policies and structures are developed, it is necessary to ensure that they are evidence-based, coordinated and coherent. This section introduces international and national climate change policies and structures, which are listed below:

- The United Nations Framework Convention on Climate Change (UNFCCC). This international treaty provides guidance on setting agreements pertaining to the reduction of greenhouse gas emissions.
- The Paris Agreement, came into effect on 4 November 2016. This is the first agreement all countries have committed to and stipulates that all countries must reduce carbon emissions to limit global temperature increase to 1.5 degrees Celsius above pre-industrial levels.
- South Africa's Nationally Determined Contributions, came into effect after the Paris Agreement was signed. South Africa is therefore required to report on mitigation and adaptation efforts. Concerning mitigation, South Africa is to reduce emissions by a range between 398 and 614 million metric tons of carbon equivalent by 2025 and 2030. There are several instruments to ensure reduction in carbon emissions including car tax and company carbon budgets among other instruments. With reference to adaptation a National Adaptation Plan is currently being developed, and climate change is to be incorporated in all policy frameworks, institutional capacity is to be enhanced, vulnerability and adaptation monitoring systems are to be in place, vulnerability assessment and adaptation needs framework are to be developed and there needs to be communication of past investments in adaptation for education and awareness.
- The National Climate Change Response White Paper (NCCRWP) was adopted in 2011 and presents the South African Government's vision for an effective climate change response in the long-term, to transition to a climate-resilient and lower-carbon economy and society.
- The National Development Plan, focuses on eliminating poverty and reducing inequality by 2030 and creating an environmentally sustainable country through mitigation and adaptation efforts. Long Term Mitigation Scenarios, outline different scenarios of mitigation action for South Africa. Long Term Adaptation Scenarios, consist of two phases.

Phase one, was the identification of climate change trends and projections as well as impacts and responses for the main sectors.
Phase two focussed on integrating issues such as climate information and early warning systems, disaster risk reduction, human settlements and food security.

The National Climate Change Response Policy, which was released as a White Paper in October 2011, presents the South African Government's vision for an effective climate change response and the long-term, just transition to a climate-resilient and lower-carbon economy and society. South Africa's response to climate change has two objectives.

1) Effectively manage inevitable climate change impacts through interventions that build and sustain South Africa's social, economic and environmental resilience and emergency response capacity;
2) Make a fair contribution to the global efforts to stabilise GHG concentrations in the atmosphere at a level that avoids dangerous anthropogenic interferences with the climate system within a timeframe that enables economic, social and environmental development to proceed in a sustainable manner.

The National Climate Change Response Policy, 2011 recognises research monitoring and development as important parts of the framework of interventions, and includes the development of a Monitoring and Evaluation System. The Garden Route District Municipality strives to promote a sustainable environment through the efficient utilisation of its natural resources. It also recognises that if an urban area does not have sufficient infrastructure to support industries or its residents, it cannot sustain itself. As such, the Garden Route DM commits to continue investing in new knowledge through research, monitoring and technological development and working to the point where the municipality can lead in knowledge creation and development instead of merely responding to it.

10.6.9 Garden Route District Municipality Climate Change Strategy,

A number of provincial strategies, plans and frameworks have relevance to climate change and have been considered in the revision of Garden Route DM's Climate Change Strategy. The Strategy is aligned with the twelve 2014 Provincial Strategic Objectives listed below:

- PSO1: Increasing opportunities for growth and jobs
- PSO2: Improving education outcomes
- PSO3: Increasing access to safe and efficient transport
- PSO4: Increasing wellness
- PSO5: Increasing safety
- PSO6: Developing integrated and sustainable human settlements

- PSO7: Mainstreaming sustainability and optimising resource-use efficiency
- PSO8: Increasing social cohesion
- PSO9: Reducing and alleviating poverty.
- PSO10: Integrating service delivery for maximum impact.
- PSO11: Creating opportunities for growth and development in rural areas.
- PSO12: Building the best run provincial government in the world

The Strategy is also aligned with the overarching vision for the Western Cape as outlined in the One Cape 2040 strategy, spanning 28 years and intended as a statement of direction for the Province. The OneCape2040 strategy aims to bring about a highly skilled, innovation-driven, resource sufficient, connected, high-opportunity and collaborative society. Improved knowledge and information acquired through climate change projects can work towards achieving these strategic visions and goals.

The development of the Garden Route DM Climate Change Strategy is also aligned with the National Strategy for Sustainable Development (NSSD 1) which was approved by Cabinet on 23 November 2011. The strategy builds on the 2008 National Framework for Sustainable Development, which identified the strategic interventions required to re-orientate South Africa's development path towards a more sustainable direction. It is a proactive strategy that regards sustainable development as a long-term commitment and which combines environmental protection, social equity and economic efficiency with the vision and values of the country.

The following five strategic objectives are identified in the NSSD 1:

- Enhancing systems for integrated planning and implementation;
- Sustaining our ecosystems and using natural resources more efficiently;
- Towards a green economy;
- Building sustainable communities;
- Responding effectively to climate change.

The below list of national policies and strategies is a summary of documents which all recognises climate change mitigation and monitoring initiatives, and Garden Route DM therefore considers them as part of its strategic path in securing a sustainable future for all of Garden Route's residents:

- The National Research and Development Strategy, 2002.
- National Strategy for Sustainable Development, 2011
- One Cape 2040 Vision
- Disaster Risk Management
- Waste Management
- Air Quality Management Plan (2nd Generation 2013)

- National Water Act, No 36 of 1998
- Water Research Act, No 34 of 1971
- National Climate Change Response Policy, 2011
- National Water Resources Strategy, 2012

This Garden Route District Municipality Climate Change Strategy has therefore been developed to ensure alignment with the Western Cape Climate Change Response Strategy of 2014, as well as the National Climate Change Response Policy of 2011.

Agriculture

A climate change agricultural study has been done for the Garden Route District, with a focus on the loss of agricultural land. This is in a large part as a result of flooding and erosion, and is in many respects indicative of the broader trend towards environmental degradation in the area. Farmers, needing fertile lands and a secure water supply, are increasingly ploughing flood plains and wetlands. This provides short term gains, but long term losses in the form of loss of vital ecosystem services, such as flood attenuation provided by wetlands and flood plains. These compromised lands are easy „targets" for the raging floodwaters that result from the increased intensity rainfall resulting from climate change, sweeping away large swathes of agricultural land.

In addition there is insufficient monitoring and inspection of farm dams, which often have problem-causing outlet structures not designed to facilitate the through puts experienced during these intense flood events. In addition there is illegally damming up or weiring of water courses, which, amongst other activities, results in inaccurate extractions figures.

The study mentioned above also examined alternative irrigation techniques and alternative crops, such as game ranching, flower harvesting.

The Garden Route District Municipality's agricultural sector will be adversely affected by climate change. Increased temperatures, drought, and the increase in frequency and severity of storm events will impact on the crops that can be grown and potentially result in a loss of livestock.

The following key agricultural indicators, sub-projects and actions were identified:

Project	Current Sub-Projects	Future Possible Sub-Projects
Manage increasing risks to livestock		Commission research and improve understanding of climate change impacts livestock and land availability

		Develop a framework that will assist and educate farmers with adjusting to reduced rainfall.
		Generate and share scientific, social and indigenous knowledge that will assist with adapting to the reduction in herbage yields.
		Improve collaboration and partnership on existing programs (e.g. Land Care Programme, EPWP and River Health Programmes)
		Strengthen management plans, to enable continuous monitoring of water and herbage availability for livestock.
		Commission research and improve understanding of climate change impacts livestock and land availability
		Investigate sustainability of dairy industry, as a high water demand industry, in the District.
Crops that can be grown		Develop a map indicating the best areas to produce high water demand crops as well as areas where alternative crops should be considered

Climate Change and Waste Management

Regional Landfill Facility & Alternative Technology Project

The Garden Route District Municipality is constructing a Class B landfill to accept Domestic and Hazardous waste generated in the Bitou-, Knysna-, George- and Mossel Bay Municipalities. This landfill will be managed according to strict legislative requirements. The implementation of alternatives to reduce organics to landfill is

part of this intervention in terms of preventing the generation of landfill gas.

The Garden Route DM is also investigating the implementation of alternative technology for four organic waste types generated in the Garden Route District Municipality. The waste types include green waste, wood waste, abattoir waste and sewage sludge. The implementation of alternative methods of handling will prevent the mentioned waste types going to landfill that will prevent the generation of landfill gas.

The promulgation of a District Waste Management By-Law has been completed. This By-Law will assist with the regulating of waste management in the Garden Route District Municipal area pro- actively contributing to positive climate change prevention.

The Garden Route DM is also conducting waste characterisation studies and the implementation of a waste minimisation public awareness and education programme. The waste characterisation studies enables proper planning for the implementation of adequate waste management and minimisation initiatives in the local municipalities in order to divert waste from landfill. The waste minimisation public awareness and education programme promotes waste minimisation and diversion by means of the reduction, re-use and recycling of waste and the proper disposal and recycling of hazardous waste types e.g. used motor oil and e-waste.

Climate Change and Air Quality Management

The linkage between Air Quality and Climate change is well documented. Controlling the Air Quality Environment is directly correlated to Climate Change mitigation. The District Air Quality sections therefore play an important role in climate change mitigation. The following objectives are set in the AQMP and will play a direct and indirect role in Climate change mitigation:

Garden Route 2nd Generation Air Quality Management Plan

The objectives of the plan are outlined as follows:

- **Objective 1: Set Air Quality Goals**

Although this item is the first to be discussed, it does not imply that air quality management commences with this activity. However, it is a key issue as no control actions can be considered without knowing if any air quality goals are being exceeded.

An emissions inventory is aimed at identifying and quantifying emissions of pollutants from all sources in the GRDM region. The sources can be grouped

into three classes:

- Point Sources: Industrial emissions: stacks, fugitive process emissions, etc.
- Area Sources: Residential and refuse sources, etc.
- Line Sources: motor vehicles, ships, aircraft, trains, etc.

- **Objective 2: Set Up Air Quality Management System Emissions Database**

An emissions inventory is aimed at identifying and quantifying emissions of pollutants from all sources in the GRDM region. The sources can be grouped into three classes:

- Point Sources: Industrial emissions: stacks, fugitive process emissions, etc.
- Area Sources: Residential and refuse sources, etc.
- Line Sources: motor vehicles, ships, aircraft, trains, etc.

Air Quality Monitoring Network

Three continuous AQ monitoring stations are in operation, one each in George, Mossel Bay (Dana Bay) and Oudtshoorn. The stations are the property of DEADP and are on loan to GRDM. GRDM is actively carrying out air quality monitoring programs by means of passive sampling methods in conjunction with individual municipalities. While passive sampling methods have limitations, they serve as good screening methods.
GRDM is also actively carrying out a diesel exhaust emissions monitoring program in conjunction with individual municipalities, thus providing a supporting function to the municipalities. These activities will be maintained, but the results obtained from the continuous AQ monitoring stations will be assessed in terms of compliance with ambient air quality standards.

Dispersion Modelling

A regional dispersion modelling study was undertaken and is discussed in detail in Chapter 5 of the AQMP. As is stated in Section 3.2.1, limited vehicle data and no domestic fuel consumption data is available and both of these are major sources of air pollutant emissions. The outcome of the dispersion modelling study is, therefore, limited.

Air Quality Information

Ambient Air Quality information is essential to support the right to a healthy environment as envisaged in Section 24 of the Constitution. As public funds are generally used in air quality monitoring and management functions the general public has the right to information dealing with the issue.

It is assumed that DEADP makes all data recorded at its continuous AQ monitoring stations to the South African Air Quality Information System (SAAQIS) for access via the internet. However, not all members of the public have access to the internet, data is not readily available from SAAQIS, nor are the results of GRDM passive sampling campaigns. Therefore, a strategy will be defined to disseminate ambient air quality data to the general public through various media, e.g. newspapers, GRDM's web site, etc.

Data reporting requirements of the GRDM Council need to be formalised for regular updates of monitoring data. Additional specialised reports will be supplied on demand. The data reporting strategy will, therefore, include reporting of the results of passive sampling campaigns to the Provincial and National Government.

- **Objective 3: Carry Out Risk Assessments**

The only way to determine the impact of air pollutants on living species is through risk assessments. Not all creatures react in the same way to the same dose (pollution). This activity is essential to assist town planners and industrialists in locating factories and roads correctly in relation to the built environment.

The following activities are involved in determining risk:

- Dose
- Health Effects
- Ecological

- **Objective 4: Assess and Select Control Measures**

Based on the air quality information generated from the AQ monitoring stations and the outcome of risk assessments, a decision must be made on the implementation of remedial actions and the source sector on which the remedial actions must be focused.

Potential interventions must be identified and ranked in order of perceived effectiveness and cost. In some instances the intervention may imply a technology solution requiring a regulatory order, e.g. reduction of emissions from a specific industry, whilst in others it may require a political decision, e.g. traffic volume restrictions, electrification of informal settlements, etc.

- **Objective 5: Implementation of Intervention and Monitoring of Effectiveness**

Once appropriate intervention measures have been identified they need to be implemented.

Solutions will require the support of politicians, senior management, interested and affected parties, the public, commerce and industry in order to be

effective. Consequently these solutions need to be open to scrutiny.
Once applied, monitoring the change as a result of the intervention measure may only become apparent after long-term monitoring activities due to the time-based accumulation and release of pollutants in nature.

- **Objective 6: Revise Air Quality Goals**

Should it appear that health and ecological risk assessments reveal an increased risk due to the presence of air pollutants in the atmosphere, or that industrial growth, urbanisation, etc., result in the long-term decrease in air quality, it may become necessary to revise the air quality goals adopted as an initial step to the implementation of the AQMP.
Effective statistical analyses should provide sufficient early warning of such occurrences so that air quality goals can be revised in time to prevent a serious negative impact on the environment.
Revising the air quality goals should, therefore, be an on-going objective, although not one that necessarily requires a major level of attention unless data proves otherwise. Its full impact is seen as a long-term activity. In addition it is a legal requirement of the AQA that the AQMP be revised every 5 years.

- **Objective 7: Integrate the AQMP into the IDP**

Effective environmental management, including air quality management, is dependent on inter-departmental communication, cooperation, support and financing.
Section 15(2) of the Air Quality Act requires that the AQMP be included into the Integrated Development Plan of the municipality.
There is a need to inform other departments that air quality impact need to be considered in the performance of their functions.
The Air Pollution Unit is a Licensing Authority in terms of the AQA. Section 21-listed activities are identified in environmental legislation as requiring environmental authorizations.
These activities have impacts on the following decisions:

- Changes in land use, e.g. rezoning of land from agriculture to industrial / residential use
- Upgrading and building of new roads
- Industrial developments and processes
- Incineration of general and hazardous waste
- Operation of Crematoria

It is also required, therefore, that the Air Quality Management Plan be incorporated in the various sector development plans of other departments within GRDM.

- **Objective 8: Compliance Monitoring, Enforcement and Control**

GRDM has been authorised to serve as licensing authority in terms of the Air Quality Act. As such the Air Pollution Unit of GRDM is required to carry out all of the duties associated with issuing atmospheric emission licences to industries that operate processes for which official emission limits have currently been set.
These duties include evaluation of environmental impact assessments, air pollution control proposal evaluations, continuous emissions monitoring specifications, specific ambient air quality monitoring requirements, etc.
As time goes by and more air quality data is obtained, or as South Africa's international obligations so demand, it may become clear that actions are called for the achievement of a reduction in overall concentration of one or more pollutants, e.g. CO_2, greenhouse gases, etc.
Once atmospheric emission licences (AELs) have been issued it is the responsibility of such licence holders to submit data about their emissions according to a time scale defined by GRDM.

Should this data reveal that emission limits are being exceeded administrative steps will be taken to enforce compliance with the licences. Such steps include compliance notices, fines for non-compliance, etc.
It is accepted that emissions from various sources may result in complaints from neighbouring communities. In such cases the complaints will be investigated and the sources of the pollutants inspected for compliance or, if necessary, inclusion in GRDM's list of controlled emitters. If deemed necessary spot checks of pollutant concentrations may be made by GRDM personnel.
In such cases plans must be formulated to achieve the required degree of reduction through measures deemed appropriate at that stage, e.g. revised emission licences, etc.

The issuing of AELs does not imply that emissions can continue ad infinitum, even though the emissions may fall within the limits set in the AELs. GRDM will, therefore, develop a plan to audit the terms and conditions contained in AELs for revision as and when required. The audit plan must define an audit frequency, i.e. time scale between audits, the parameters that will be audited and the criteria against which audit results will be evaluated.
The linkage between Air Quality and Climate change is well documented. Controlling the Air Quality Environment is directly correlated to Climate Change mitigation. The District Air Quality sections therefore play an important role in climate change mitigation. The following objectives are set in the AQMP and will play a direct and indirect role in Climate change mitigation.

Project	Current Sub-Projects	Future Possible Sub-Projects
Set Air Quality goals	Set up air quality goals that are linked to climate change	3rd Generation AQMP development

	mitigation and which talks to all the applicable legislation.	
	Emissions Database Maintaining the current Garden Route Air Quality emissions inventory and the NAEIS system. The sources can be grouped into three classes: - Point Sources: Industrial emissions: stacks, fugitive process emissions, etc. - Area Sources: Residential and refuse sources, etc. - Line Sources: motor vehicles, ships, aircraft, trains, etc.	
Set up Air Quality management system	**Air Quality Monitoring Network** Maintaining and expanding the Garden Route monitoring network. Passive sampling programmes Diesel vehicle emission testing programmes with the B-authorities.	Procuring a full air quality monitoring station for the Garden Route region.
	Dispersion Modelling Carrying out of regional dispersion modelling studies.	Purchasing a dispersion model software (AERMOD or CALPUF)
Assess and Select Control Measures	**Air Quality Information** Define a strategy to disseminate ambient air quality data to the general public through various media, e.g. newspapers, GRDM's web site, etc. Data reporting requirements of the GRDM Council need to be formalised for regular updates of monitoring data. Additional specialised reports will be supplied on demand.	Appointment of staff
Carry out Risk assessments	Carrying out of Risks assessments taking into consideration: - Dose - Health Effects - Ecological	

Revise Air Quality goals	Based on the air quality information generated from the AQ monitoring stations and the outcome of risk assessments, a decision must be made on the implementation of remedial actions and the source sector on which the remedial actions must be focused. Potential interventions must be identified and ranked in order of perceived effectiveness and cost.	
Linkage to IDP	Should it appear that health and ecological risk assessments reveal an increased risk due to the presence of air pollutants in the atmosphere, or that industrial growth, urbanisation, etc., result in the long-term decrease in air quality, it may become necessary to revise the air quality goals adopted as an initial step to the implementation of the AQMP.	
	Link the Air Quality Climate change interventions and projects with the IDP in order to secure the necessary funding.	

Climate Change and Environmental Management

Coastal and Estuary Management

Sea level rise and storm surges pose a significant threat to the Garden Route District. There are areas that are already being inundated by storm surges, and although this is largely due to historically inappropriate development in high risk areas, this risk is only set to increase with the progression of climate change. In line with the requirements of the National Environmental Management: Integrated Coastal Management Act, 2008, coastal setback lines are currently being delineated across the province. This will assist in deterring future developments in high risk coastal areas. The below priority projects are aligned with the Western Cape Climate Change Response Strategy (DEA&DP, 2014):

Climate change predictions include the impacts on benthic ecosystems, loss of livelihoods and impacts resulting from sea level rise.

The following key coastal and marine indicators, sub-projects and actions were identified:

Project	Current Sub-Project	Future Possible Sub-Project
Manage loss of land due to sea level rise	Comment on Environmental Authorisation Applications to control unsustainable/risk coastal development	Revise the Spatial Development Framework to consider areas vulnerable to climate change impacts.
Protecting and rehabilitating existing dune fields as coastal buffers / ecological infrastructure;		Monitor possible linkages between climate change and fisheries industry;
Manage increased damage to property from sea level rise		Protect biophysical barriers to coastal storm surges such as rehabilitation of dune systems and the establishment of coastal management zones that will restrict development within at risk areas
Researching the impacts of water quality and temperature fluctuations within estuarine and marine environments, as well as the impacts of droughts/floods and ecological reserve status on estuarine environments;	Storm surge early warning guideline has been developed in collaboration with the South African Weather Service. Emergency Breaching of estuaries guideline has been developed and is used by the GRDM DMC. Disaster Management Emergency breaching of estuaries protocol developed with relevant role-players i.e. San Parks, Knysna LM and Mossel Bay LM.	Incorporate climate-related disaster information into current property valuations and insurance schemes

	Develop and map Coastal Management Lines for Garden Route (DEA&DP)	Research best practice regarding responding to repeated coastal inundation in high risk areas;
Coastal Management Regulatory Documentation and Legislation	Review and update of the Garden Route Coastal Management Programme	Gouritz Estuary Usage Zonation By-law
Establishment of coastal hazard overlay zones and setback lines;	Estuary management and mouth management plans (DEA & DP)	
Ensure Estuary Management Plans take cognisance of climate change.	Coastal Access Management/legislation	
Collaboration partnerships and adaptation management	Community collaboration and estuary advisory forums	
	Collaborative Coastal and Estuary Management Agreements	

Biodiversity Management

The Cape Floristic Region (CFR) is classified as a "global biodiversity hotspot" by Conservation International and some of the protected areas in the CFR have been given World Heritage status by UNESCO and the International Union for Conservation of Nature (IUCN). The CFR is not only the smallest of the world's floral kingdoms but also has the highest plant diversity, with a high proportion of endemic and threatened Red Data List species (68% of South Africa's threatened species are located in the Western Cape). The Western Cape's biological diversity and natural resources are under threat from climate change, pollution, overexploitation of natural resources, invasion by alien species and escalating development. It is, therefore, imperative to address these threats and their impacts.

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

- Shrinking of optimal bioclimatic habitats with warming and potential drying;
- Changes in ecosystem structure and composition in response to modification of environmental conditions;
- Increase of fire frequency;
- Impact on freshwater ecosystems (floods and droughts);
- Sea level rise impacting on marine organisms and coastal ecosystems infrastructure;
- Soil biodiversity especially related to soil fertility and the production landscape.

In order to improve the health of the province's ecosystems and thus strengthen ecosystem resilience to climate change, programmes are required to halt the loss of critical biodiversity areas and to restore areas already degraded by invasive species and poor land management practices.

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

Project	Current Sub-Projects	Future Possible Sub-Projects
Manage Increased impacts on threatened ecosystems		Increase investment in ecological infrastructure that translates into financial revenue for the district such as ecosystem services bonds and market options that reduce flood risk within the region
Invasive alien vegetation clearing;	Development of Draft Garden Route Alien Vegetation Control Plan	Completion of Invasive Species Control Plan (NEMBA) for all state owned properties in local municipalities and district municipalities. This is to be done by the environmental management departments, EPWP, Parks and Recreation and Disaster Management.
	Roll –out of the invasive alien plant control project on Garden Route DM properties.	Research Programme investigating potential risks associated with loss in fynbos biome through involving local universities (NMMU) stakeholders, SANP, CN, involving scenario planning of loss of species. 0-5 years.

	Maintain cleared areas to prevent re-growth of invasives	Climate change predictions include the shifting of biome across South Africa.
Manage Increased impacts on environment due to land-use change		Develop program to diversify community livelihoods strategies to earn income from other activities such as ecotourism and other non-farming activities.
		Incentivize small scale farmers to practice sustainable and conservative agriculture
	Garden Route Disaster Risk Assessment data have been included into the revised Garden Route SDF	Incorporate sustainable land use management and planning into other sectors plans.
	Commenting on new environmental authorisation applications to control unsustainable land development	Research and improve understanding of land use change in the municipality.
		Strengthen institutional capacity to deal with pressure on land use change
Manage Loss of Priority Wetlands and River ecosystems		Adopt a local wetland protection by law that require vegetated buffers around all wetlands
		Control invasive wetland plants
		Encourage infrastructure and planning designs that minimize the number of wetland crossings
	Establish volunteer wetland monitoring and adoption programs	Wetland restoration/rehabilitation
	Conduct assessment of existing wetlands and	Restrict discharges of untreated wastewater and

	Identify priority wetlands and River ecosystems to be conserved	storm water into natural wetlands
	Develop Wetland Strategy and Implementation Plan	Protect ecological infrastructure functioning/ecosystem services
Biodiversity stewardship; Biodiversity and Environment		Garden Route Biodiversity Report
Prioritisation, valuation, mapping, protection, and restoration of critical biodiversity and ecological support areas		Landscape initiatives / biodiversity corridors and identification of requirements for climate change adaptation corridors

Water Security

The Sustainable Water Management Plan for the Western Cape Province (hereafter referred to as "the Water Plan") was developed in 2011. Its development was undertaken collaboratively by the Western Cape Government's Provincial Departments and the National Department of Water Affairs: Western Cape Regional Office. Short (1-5 years), medium (6-15 years) and long term (+16 years) actions to guide the implementation of projects / activities were developed as a means of achieving integrated and sustainable management of water in the Western Cape to support the growth and development needs of the region without compromising ecological integrity. The Water Plan therefore aims to protect water resources from environmental degradation, incorporate integrated planning processes, and promote efficient water utilisation in the Western Cape Province.

The vision of the Water Plan will be achieved by the following substantive principles:

- Efficiency in water utilisation across all sectors;
- Ensuring a safe environment and clean water;
- Ensuring sustainable integrity of ecological diversity and systems.

The following four strategic goals were identified as key to achieving the vision of the Water Plan:

- Ensure effective co-operative governance and institutional planning for sustainable water management;
- Ensure the sustainability of water resources for growth and development;

Water security is also being highlighted in the GRDMS's Climate Change Adaptation Plan. Current interventions aims to assist municipalities in becoming more water efficient, encouraging technologies such as water re-use plants, and in supporting programmes targeting reduced local water demand.

It is increasingly recognised that water security cannot be examined in isolation due to the currently indivisible link between water security and energy security. Both are in turn closely linked to the food system, which is in turn reliant on the physical environment (including water) and infrastructure (including energy and transportation).

Water resources are the primary medium through which climate change impacts will be felt by South Africans. Climate change will affect Garden Route District Municipality's water accessibility, quantity, and quality. Drought, reduced runoff, increased evaporation, and an increase in flood events will impact on both water quality and quantity.

The following key water indicators, sub-projects and actions were identified:

Project		Current Sub-Project	Future Possible Sub-Projects
Manage decreased water quality in ecosystem.	Invasive alien vegetation clearing;		Adopt and enforce simple, innovative, adaptive engineering approaches wastewater treatment initiatives that will ease the burden on natural water dilution as water quantities decline.
			Protect and rehabilitate aquatic systems so that they can provide flow attenuation and ecosystem goods and services that are required to buffer increased pollution.
Develop Regulatory Documentation and Legislation	Review of Garden Route Climate Change Strategy (DEA & DEA&DP)		Conduct a climate change impact assessment on health risks to aquatic systems.
Water Research	Groundwater aquifer level and capacity assessments		Research and improve understanding of climate change impacts on water quality and availability.

			Identify and implement wastewater monitoring initiatives that will indicate risks to aquatic systems.
			Investigate international best-practice as well as new technology, innovation and methodologies
			Strengthen wastewater treatment management plans, to enable the ability to respond to the declining water reserves.
Increasing Water challenges Awareness and Perceptions	Water services perception survey's		Create awareness on the reuse of wastewater thus minimising negative impacts of wastewater on aquatic systems.
	Water Demand Management/Water Conservation Initiatives to conserve water usage/ensure water use efficiency		Alternative water resources – new non-potable treated wastewater pipeline for non-potable household use.
Water Resource Management Collaboration and Partnerships	Water Resource Management Collaboration Initiatives and Partnerships – Breede-Gouritz Catchment Management Agency, and some local Category B-Municipalities		Integrated water resource management and adaptation initiatives
	Seawater desalination plants		
Prioritisation, valuation, mapping, protection, and restoration of ecological infrastructure in catchments	Development of Garden Route DM Wetland Strategy and Implementation Plan		

Climate Change and Disaster Risk Management

Climate change impacts will affect Disaster Management, Infrastructure and Human Settlements in several ways in Garden Route District Municipality. Increases in the severity of storm events and increase in flooding will damage infrastructure which may result in a loss of industrial productivity and service delivery disruptions. The impacts of storm events will particularly affect communities located in informal settlements, on flood plains and where there is poor drainage infrastructure. In addition, communities in rural areas that depend on subsistence farming may be unable to grow crops that they have grown in the past due to the changing climate. It is predicted that there will therefore be an increase in rates of rural-urban migration. Rural communities may also become more physically isolated due to extreme events impacting on key infrastructure.

Creating more climate resilient human settlements will require a huge shift in the design philosophy and design specifications. These include considerations for location of settlements (i.e. proximity to flood lines, coastal risk zones, etc.), use of alternative building materials that reduce risks to fires particularly for low cost housing, and other measures that reduce climate risk and vulnerability of human settlements per se. This rapid shift in the design philosophy requires political will through adoption and regulation of building standards (such as SANS 10400) and making provision for the existing government subsidies to take these specifications into account. Environmental Impact Assessments related to new settlements need to factor climate change considerations in to ensure that any future developments are increasingly climate resilient.

The following key Disaster Management indicators, sub-projects and actions were identified:

Project	Current Sub-Project	Future Possible Sub-Projects
Manage increased impacts on traditional and informal dwellings	Dissemination of severe weather early warnings included as part of the disaster management information management system.	Commission a reliable early warning system (linked to radio stations, community leaders and social media) to alert communities and industries on the possible occurrences of storm events.
		Conduct a climate change risk assessment on informal dwellings
	After floods in 2012 the placement of informal dwellings received special attention. Lessons learned were incorporated into new housing projects.	Conduct regular assessments of informal dwellings in order to identify priority areas for interventions to reduce climate change risk.

	A district flood hazard master plan has been developed and included as part of the District SDF	
		Implement informal settlement upgrades.
	Development of evacuation plans and the execution of evacuation drills	Update community emergency plans that will assist with responding to climate change related impacts/risks.
Manage potential increase migration to urban and peri-urban areas.	Conduct public awareness on campaigns to save water by Disaster Management sector in collaboration with District Communications Department	
Manage potential increased risk of wildfire	Develop Integrated Veld fire management Plan for the Garden Route District.	
		Strengthening of existing initiatives such as Working on Fire and the SCFPA
	Fuel load management master plan to be completed in this year	
		Buy-in from private landowners and farmers through the construction of firebreaks.
		Improvement of fire safety through urban fringe management
		Fireproof alternative building/construction materials

Climate Change and Health

As per section 9.9 of the Western Cape Climate Response Strategy (DEA&DP, 2014), the WC population is characterised by a relatively high rate of unemployment, burgeoning informal settlements and high incidence of HIV/Aids and Tuberculosis. This factors therefore increases societies vulnerability to climate related impacts and risks such as extreme events characterised by floods and high winds, heat waves and cold fronts. The health related impacts associated with these kinds of events include heat stress, an increase in incidence of communicable diseases, and potential expansion of disease vectors. Further research needs to be undertaken to improve the understanding of the linkage between actual climate changes and

the potential health impacts. Monitoring is key to picking up any trends and changes.

The following key Disaster Management indicators, sub-projects and actions were identified:

Project	Current Sub-Project	Future Possible Sub-Projects
Monitoring health trends in relation to climate trends;	Dissemination of severe weather early warnings included as part of the UNITY disaster management information management system.	Commission a reliable early warning system (linked to radio stations, community leaders and social media) to alert communities and industries on the possible occurrences of storm events.
Research linkages between human health and climate change in the WC context.	Health impacts investigation relating to: Air quality Water quality Food security Heat stress Disease vectors	

Climate Change and Fire Management

Garden Route has seen a huge increase in the occurrence of unwanted veld fires, both in terms of intensity and scale, which have had a devastating impact on the district"s primary economic sectors such as farming, tourism, and the plantation forestry. These fires have resulted in huge financial costs for the district, with approximately 45% of the disaster relief budget is spent on fire-related disasters. As is the case with most other climate-related disasters, fire can be seen as an aggregation of a number of interacting factors, such as land degradation, excessive illegal water extraction, insufficient capacity to respond locally, drought, etc.

Project	Current Sub-Project	Future Possible Sub-Projects
Effective management of Invasive alien vegetation that increases fuel loads for fires to thrive.	Buy-in from private landowners and farmers through the construction of fire breaks.	
	Manage potential increased risk of wildfires	

	Improvement of fire safety through urban fringe management	
	Fuel load management	
	Alien Clearing on Garden Route DM properties	
	Strengthening of existing initiatives such as Working on Fire	
Integrated Fire Management	Develop Integrated Veldfire management Plan for the Garden Route District	Fire proof alternative building/construction materials

10.7 Disaster Management Projects 2020/2021

Update of local municipal disaster management plans	Own staff
Update of local municipal disaster risk assessments	Own staff/ Interns
Research on the re-growth of invasive alien plants in the district after the last two years fires	GREF
Disaster/ drought funding and prioritisation assistance	Own staff
GREF spatial data management and archive development	Fund for the reconstruction of Knysna and the Eden District (FRKED) / GRDM environmental section
Riversdale/ Still Bay burn scar herbicide assistance	Fund for the reconstruction of Knysna and the Eden District (FRKED)
Herbicide assistance in the Knysna burn scar	Fund for the reconstruction of Knysna and the Eden District (FRKED)
TMF/ GREF/ SCLI/ SANParks/ CNC Floristic Corridor Revival	Table Mountain Fund
Enhance the Garden Route Environmental Forum activities	20/21 OPEX budget
Update of the regional Fire risk assessment	Fund for the reconstruction of Knysna and the Eden District (FRKED)
Regional Invasive Alien Plant assessment and formulation of a strategy to address this emerging risk	Fund for the reconstruction of Knysna and the Eden District (FRKED)

10.8 Municipal Health services

Key Performance Areas (KPA's)
All key performance functions and activities will be performed in line with the approved financial year budgets and supply chain processes and according to the rules prescribed in terms of the Municipal Finance Management Act.

KPA 1: FOOD CONTROL

OBJECTIVE	PLANNED ACTIVITY	KEY PERFORMANCE INDICATORS (KPI)	TARGET	TIMEFRAME/ FREQUENCY
Ensure safe food for human consumption	Conduct inspections at formal food production and/or handling sites	Food samples Food inspections Awareness sessions	Ensure conformance with Legislation & Certificates of acceptability (COA) and provision of safe food.	Quarterly
	Conduct inspections at informal food production and/or handling sites		Ensure conformance with legislation & COA	Quarterly
	Education to informal food handlers / spaza shops using 5 Keys for safer food approach		Ensure conformance with legislation & COA	Quarterly
	Monitor dairies through inspections to ensure legislative compliance		Ensure conformance with legislation & COA	Quarterly

KPA 2: DISPOSAL OF THE DEAD

OBJECTIVE	PLANNED ACTIVITY	KEY PERFORMANCE INDICATORS (KPI)	TARGET	TIMEFRAME/ FREQUENCY
Monitor provision of facilities for safe disposal and handling of human remains. Supervision of exhumations and re-internments	Regular monitoring and inspection of all funeral parlors, mortuaries, crematoria. Supervision during all cases of exhumations and re-internments.	Safe handling and storage of human remains. Funeral undertakers are registered and in compliance with all health standards, R363and other relevant legislation.	Ensure conformance with legislation and certificate of competence.	Quarterly

KPA 3: WATER QUALITY MONITORING

OBJECTIVES	PLANNED ACTIVITY	KEY PERFORMANCE INDICATORS (KPI)	TARGET	TIMEFRAME/ FREQUENCY
Ensure clean and safe drinking water for human consumption and an acceptable quality of final treated waste water effluent which is released into other water	Monitor the water quality other than municipal water e.g. farms, resorts and rural areas	Water samples comply with SABS Code 241 for drinking Water.	Regular monitoring of drinking water and waste water effluent.	Monthly
	Monitor the drinking water quality in the district in terms of the identified sample as per the EQMS program / water services authority	Clean and safe drinking wat provided to the community Final sewage effluent sampl comply with legislation and permit / license requirement	Regular monitoring of drinking water	Monthly
	Monitor the quality of river/sea water in		Regular monitoring of river and sea water	Monthly

resources.	accordance with national standards			
	Monitoring of waste water quality (water services authority)		Regular monitoring of waste water (water services authority)	Monthly
	Monitoring of waste water quality (private: sewerage (non WSA)		Regular monitoring of waste water (non-water services authority)	Monthly

KPA 4: SURVEILLANCE AND PREVENTION OF COMMUNICABLE DISEASES

OBJECTIVE	PLANNED ACTIVITY	KEY PERFORMANCE INDICATORS (KPI)	TARGET	TIMEFRAME/ FREQUENCY
Prevent the spread of communicable diseases through investigation and contact tracing.	Investigate reported cases and do contact tracing. Give education to patients and report findings to relevant health establishments	Reports of completed investigations of notifiable medical conditions.	Investigation of all received notifications of cases of notifiable medical conditions	Ongoing

KPA 5: CHEMICAL SAFETY

OBJECTIVE	PLANNED ACTIVITY	KEY PERFORMANCE INDICATORS (KPI)	TARGET	TIMEFRAME/ FREQUENCY
Educating the public on the risks associated with chemicals and pesticide poisoning and monitoring premises to promote safe storage and disposal of chemical waste to ensure a safe environment.	Investigation and monitoring of all notified cases of pesticide and chemical poisoning and providing education to patients, traders, farms, schools etc.	• Safe handling, usage, storage and disposal of chemicals and pesticides. • Investigation reports of pesticide poisoning.	Investigate all notified cases and provide relevant education to specific target groups.	Ongoing

KPA 6: ENVIRONMENTAL POLLUTION CONTROL

OBJECTIVE	PLANNED ACTIVITY	KEY PERFORMANCE INDICATORS (KPI	TARGET	TIMEFRAME/ FREQUENCY
To ensure a clean and safe environment through monitoring and addressing water, air and soil pollution.	Exercise Environmental Pollution Control through monitoring, inspections, law enforcement, sampling and Health Education.	A clean, safe, healthy and pollution-free environment.	Regular inspection and monitoring of premises and the effect of the industrial activities on the environment and public health.	Ongoing
	Conduct inspections at the following premises:			
	Claybrick ovens			Once a year
	Industrial fuel burning appliances			Once a year
	Quarries			Once a year
	Sawmills			Once a year
	Stone crushers			Once a year

KPA 7: VECTOR CONTROL

OBJECTIVE	PLANNED ACTIVITY	KEY PERFORMANCE INDICATORS (KPI	TARGET	TIMEFRAME/ FREQUENCY
To provide education and awareness in regard to eradication of vector breeding places and carriers.	Investigate vector breeding places and relevant complaints. Monitor of conditions promote the breeding habits of vectors.	Vector free environment and decreased number of identified potential breeding places for vectors	Continuous monitoring of potential vector breeding places	Ongoing
	Conduct inspections at the following premises:			
	Composting sites			Every 2 Months
	Sewage sludge storage areas			Monthly

KPA 8: WASTE MANAGEMENT

OBJECTIVE	PLANNED ACTIVITY	KEY PERFORMANCE INDICATORS (KPI	TARGET	TIMEFRAME/ FREQUENCY
Ensure effective, waste management systems to be implemented within the district.	Educate establishments and communities on issues of waste management and save storage of waste.	Save storage & disposal of solid, liquid and health care risk waste.	Continuous monitoring, inspections and education.	Ongoing
	Conduct inspections to establish and maintain proper control over the disposal of health care risk waste		Conduct inspections at health care risk waste generator premises	Twice a year
	Conduct inspections at the following premises:			
	Recycling points			Quarterly
	Refuse dumping sites			Monthly
	Refuse transfer stations			Monthly
	Sewage disposal works			Monthly
	Sewage pump stations			Monthly

OBJECTIVE	PLANNED ACTIVITY	KEY PERFORMANCE INDICATORS (KPI)	TARGET	TIMEFRAME/ FREQUENCY
To promote safe, healthy and hygienic conditions at all premises e.g. housing, business and public premises, etc. and investigation and evaluation to initiate corrective action.	Visits to informal settlements within the district area	Safe, healthy and hygienic conditions and adequate and effective subsistence facilities.	Conduct regular inspections	Quarterly
	Monitor accommodation resorts		Conduct regular inspections	2 Times per year
	Monitor Barbers and hairdressers		Conduct regular inspections	Once per year
	Monitor body piercing/tattoo parlours		Conduct regular inspections	Once per year
	Childcare facilities		Conduct regular inspections	Quarterly
	Clinics		Conduct regular inspections	Quarterly
	Tertiary/Educational Institutions		Conduct regular inspections	Once per year
	Guest houses/self catering		Conduct regular inspections	2 Times per year
	Hospitals		Conduct regular inspections	Quarterly
	Hostels/Backpackers		Conduct regular inspections	2 Times per year
	Hotels		Conduct regular inspections	Quarterly
	Laundries		Conduct regular inspections	Once per year
	Night shelters		Conduct regular inspections	Quarterly
	Offensive trades		Conduct regular inspections	3 Times per year

OBJECTIVE	PLANNED ACTIVITY	KEY PERFORMANCE INDICATORS (KPI)	TARGET	TIMEFRAME/ FREQUENCY
	Old age homes/Retirement village		Conduct regular inspections	Quarterly
	Places of care			
	Premises where animals are kept			
	Public toilet facilities		Conduct regular inspections	2 Monthly
	Recreation ablution facilities/beaches		Conduct regular inspections	2 Monthly
	Schools		Conduct regular inspections	Once per year
	Farms		Conduct regular inspections	Once per 2 years
	Informal settlements		Conduct regular inspections	Quarterly

HEALTH EDUCATION

Improving hygiene practices could have a direct influence on a number of important public health problems and diseases. Understanding how germs and infections are transmitted and how to break the cycle of infections are important public health messages. Through health education health and hygiene awareness action, the Municipal Health section seeks to help communities to improve hygiene behaviour and prevent diarrhoeal and other sanitation and water related diseases.

Education Materials will include:

- Health and hygiene education manuals
- Posters and Pamphlets
- PHAST Tools (simple hand drawn pictures)
- Power point presentation

10.9 Fire Management

Recent research has provided empirical evidence that global warming has extended the fire season of this district and increased the number of high and extreme fire danger days. This increased veld fire risk is compounded by increasing exposure of people to veld fires as uncontrolled and unwise urban development extends into fuel load ridden natural vegetation. This accounts for the increasing rates on alien invasive species, which have become characteristic of our natural environment.

Both the 2017 Knysna/Bitou as well as the October 2018 Hessequa / George and Farleigh veld fires have demonstrated our districts vulnerability to fires associated with periods of drought, heat waves, low atmospheric humidity and strong winds, which are often difficult to control.

These veld fires have revealed the current challenges in terms of the management of veldt fires and taught us as the custodians responsible for the delivery of services associated with veld and forest fires important lessons. We realised the importance of being able to mobilise available resources from both public and private sectors for a common course.

A to be released report by Santam, the University of Stellenbosch and the CSIR on the Knysna/Bitou fires suggests that the 2017 Knysna/ Bitou fires had a profound impact on Knysna's residents and economy. It is estimated that approximately 2 000 jobs in the formal sector were lost, with an unknown number in the informal. Over 900 houses were destroyed or rendered uninhabitable. Many believe that Knysna is feeling the effects of the combined personal and business impacts. People have

less disposable income to spend on goods and services, with some restaurants and small businesses reporting a noticeable reduction in customers.

Going forward, these veld fires has truly challenged us to relook into our fire risk management approaches, particularly in the Wildland-Urban Interface, which requires specific and tailor made measures to fire-proof vulnerable structures, reduce fuel load and establish robust and viable systems to manage emergency evacuation in times of disasters. The importance of harmonising legal and institutional mandates in order to ensure clarification of roles and responsibilities of all role players involved in integrated veld fire management especially with reference to improved joint planning and coordination in order to minimise duplication and fragmentation in the implementation of integrated veld fire management in the district. Undoubtedly, this will require heightened partnerships between government and other social partners including insurance companies to build the requisite capabilities to effectively manage veld fire and related risks.

Planned fire risk reduction projects for the 2020/2021 book-year

Project	Current Sub-Project	Future Possible Sub-Projects
Effective management of Invasive alien vegetation that increases fuel loads for fires to thrive.	Buy-in from private landowners and farmers through the construction of fire breaks.	Development of a user-friendly fire permit system
	Manage potential increased risk of wildfires	
	Improvement of fire safety through urban fringe management	
	Fuel load management	
	Alien Clearing on Garden Route DM properties	
Fire awarereness	Strengthening of existing initiatives such as Working on Fire and the GEF climate change and fire project	Roll-out of fire wise campaigns in the district
Integrated Fire Management	Develop Integrated Veld fire management Plan for the Garden Route District	Fire proof alternative building/construction materials
ICS training		
Creating defensible spaces around homes situated in high risk areas		
Role clarification	Development of MOUs	

	with agencies such as SANParks , DAFF and Cape Nature to define their roles and responsibilities	
Enhancement of the fire related regulatory framework	Development and promulgation of fire specific by-lays to promote risk reduction, and explore measures to enforce existing legislation.	

CHAPTER ELEVEN (11)
SPATIAL DEVELOPMENT FRAMEWORK

CHAPTER 11: SPATIAL DEVELOPMENT FRAMEWORK

The Spatial and Development Framework was approved at Council Meeting on 5 December 2017.

This Spatial Development Framework (SDF) for Garden Route District supercedes the 2009 Garden Route District SDF. The SDF has been reviewed and updated to align with the Spatial Planning and Land Use Management Act (SPLUMA) of 2013, the Western Cape Government (WCG) Provincial Spatial Development Framework (PSDF) and Land Use Planning Act (LUPA), as well as the Garden Route District Integrated Development Plan (IDP) and strategic goals.

This format of the SDF has been prepared in line with the Department of Rural Development and Land Reform's (DRDLR) SDF Guidelines. The outline of the document is described below.

Chapter 1: SDF Focus and Process, outlines the purpose, scope of the Garden Route District SDF and provides a synopsis of the process followed in the preparation of the SDF commencing in November 2016. This chapter also frames parallel planning processes and strategies of other spheres of government that have taken place within the Garden Route District jurisdiction and are relevant to the spatial structuring of the District.

Chapter 2: Policy Context and Vision Directives, this chapter describes the spatial implications of national, provincial, regional and local scale policies relevant to spatial planning in the District. These policies are distilled to set out the legislative foundation for the SDF Review. This Chapter also includes an overview of key points raised in engagements with the local municipalities within the District to supplement the outcomes of the focus group workshops.

The Garden Route District spatial vision contained within this SDF was generated in consultation with the Garden Route District Council and is informed by the following:

- Garden Route District's strategic objectives and IDP vision, as formulated in a joint IDP and SDF vision workshop in June 2017.
- The outcomes of ten focus group workshops convened by the Southern Cape Economic Development Partnership (SCEDP)
- The Western Cape Government's Southern Cape Regional Spatial Implementation Framework (RSIF).

The policy foundation, along with the Garden Route District's strategic vision, provide the "lens" through which the spatial planning status quo of the District is evaluated. This vision and strategic direction identifies the four key drivers of spatial change within the District.

These drivers are defined in terms of spatial legacies, current challenges, future risks and prospects. The four drivers of change around which this SDF are framed are:

- Strategy 1. The economy is the environment; a strategy founded on the principle that a sustainable economy in Garden Route District is an economy that is positioned for growth.
- Strategy 2. Regional accessibility for inclusive growth; a strategy that is based on the notion that improved regional accessibility is essential to achieving inclusive growth
- Strategy 3. Co-ordinated growth management for financial sustainability; a strategy informed by the realities of global fiscal austerity and the need for responsible growth management that does more with less to secure future social and economic resilience.
- Strategy 4. Planning, budgeting and managing as one government, this strategy highlights that real intergovernmental cooperation is essential to achieving the spatial transformation goals of SPLUMA and the three spatial strategies above.

These strategies lie at the heart of this SDF. The problem statement, spatial concept, spatial proposals and implementation framework are organised around these directives.

Chapter 3: Context, Role and Issues, sets out the spatial status quo of Garden Route District. This Chapter highlights the main spatial concerns within the

District in terms of the four key drivers that are established in Chapter 2. This Chapter also outlines the trends and priorities that SDF proposals must respond to.

Chapter 4: SDF Spatial Proposals, this Chapter presents a spatial concept for Garden Route District and expands on this concept to formulate a set of spatial development proposals, policies and guidelines. These proposals respond to the four key drivers of spatial change identified in Garden Route District's vision and mission workshop that was adopted with the IDP in May 2017, as well as the challenges and opportunities outlined in Chapter 3.

Chapter 5: Implementation Framework, this Chapter is made up of two parts. The first is an outline and proposed foundation for a Capital Investment Framework for Garden Route District. The second section comprises of an implementation action matrix that sets out priority actions to take the SDF proposals into reality. This action agenda is organised in relation to the main SDF strategies and includes three main categories of action. These include policy action, institutional action and projects.

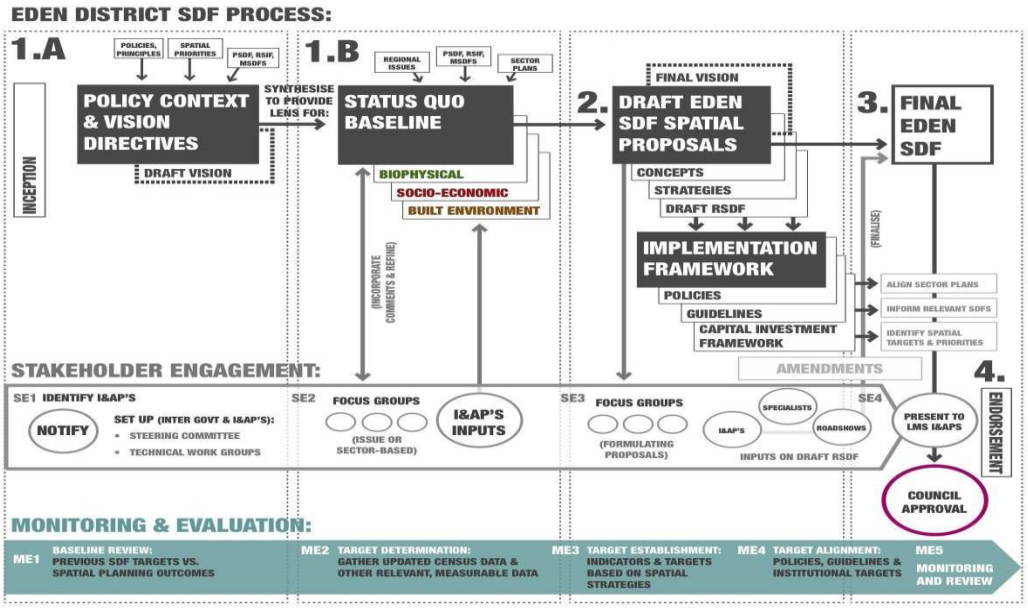
This document is supplemented by the following annexures that provide supporting detail to the main report:

- The SDF Review Framework and Assessment Findings
- The Synthesis of the SCEP Focus Groups held in November 2016
- Record of Stakeholder Comments and Responses

Section 26 of the Municipal Systems Act (no 32 of 2000) state one of the key components of the IDP is a Spatial Development Framework which must include the
provision of basic guidelines for a land use management system for the municipality.

The purpose of the review is to:

- Ensure compliance with SPLUMA and other new and amended legislation and policy impacting on long term spatial planning;
- Take into account the spatial implications of new trends and shifts impacting on Garden Route since the 2009 SDF was approved; and
- Ensure that the SDF & the new term of office IDP are aligned.



This longer term strategic framework will serve as the basis upon which Garden Route will be evaluating all planning applications as well as determines the existing and future bulk infrastructure supply.

11.1 Role of the Garden Route Regional Spatial Development Framework Review

The SDF is a statutory component of the Integrated Development Plan. Its role is to:

- Implement / translate national and provincial policy and legislation in space
- Represent the District's long term development vision in space
- Translate this long term vision into a 5 year implementation framework
- Integrate and resolve conflicts/ contradictions across sector plans in space
- Identify the non-negotiable and the long term risks
- Provide a strategic environmental assessment
- Direct planning in the District across spheres and sectors of government
- Direct public and private investment in space, as a:
    a. a framework with which the budget should be aligned
    b. a guide to decision makers on development applications
    c. social impact
- Provide a broad guideline for the land use management system

envisaged by Section 26(e) of the MSA.[3]

The important role that the SDF plays in integrating the IDP and the Municipality's budget is illustrated in the diagram below:

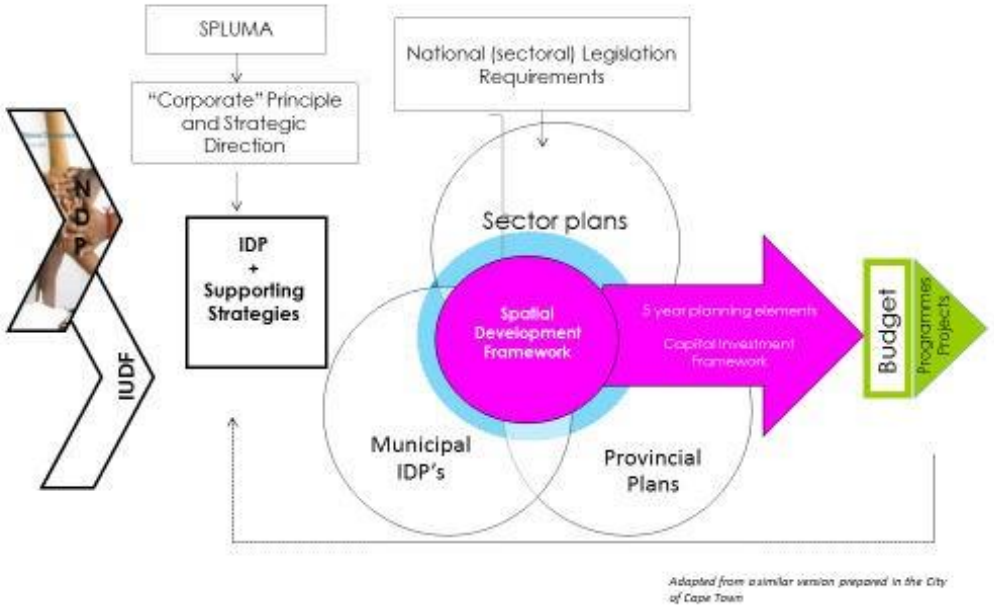


Illustration 8: Role of the Garden Route SDF

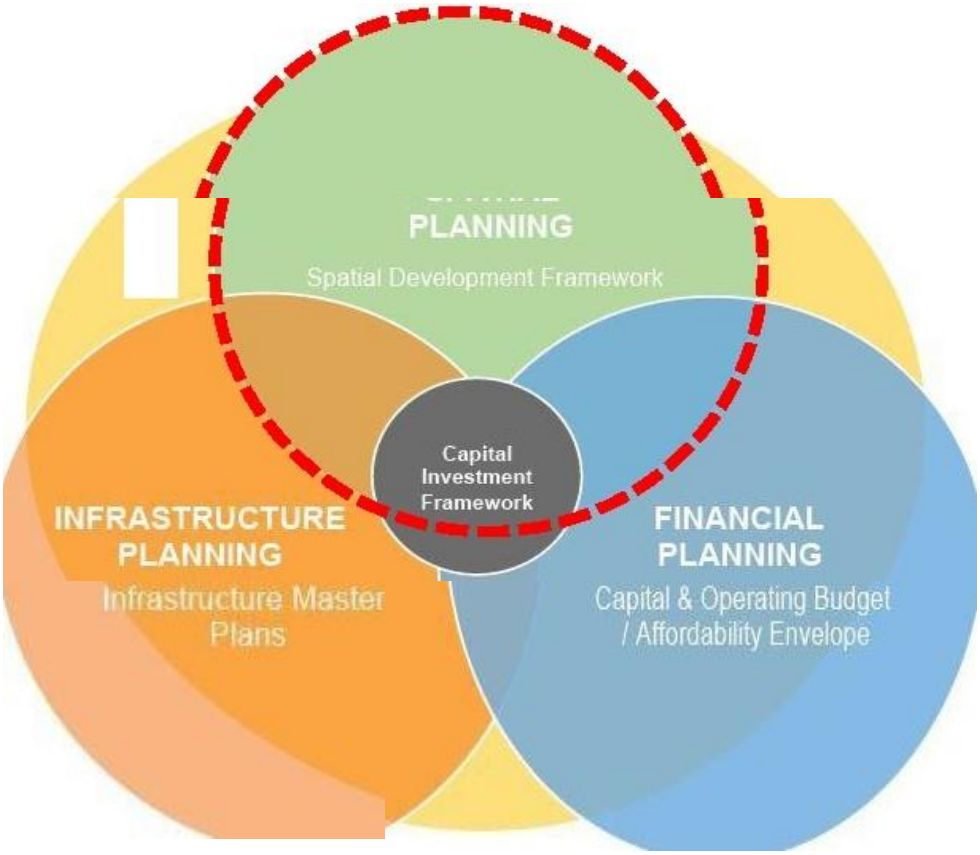
11.2 Garden Route Spatial Drivers of Change

The review of the Garden Route SDF is framed in terms of four overarching integrative and connected strategic spatial drivers that are fundamental to achieving coordinated (spatial) planning for the sustainable growth and resilience of the Garden Route District. These drivers are directing the approach to the revision of the Garden Route District's Spatial Development Framework. There are three strategic spatial drivers:

- A sustainable environment is an economy positioned for growth - The Environment is the Economy
- Regional Accessibility for Inclusive and Equitable Growth
- Coordinated Growth Management is Key to Financial Sustainability

These are underpinned by a fourth driver; effective, transversal institutional integration – we need to plan, budget and manage as one government.

This speaks to the institutional context within which spatial planning must take effect, with particular reference to municipal finance, coordinated infrastructure planning and delivery as well as robust project preparation and pipelines.



OVER THE MEDIUM TERM, TOTAL NATIONAL AND PROVINCIAL ALLOCATION ESTIMATES PER CAPITA TOWARDS INFRASTRUCTURE AND TRANSFERS TO GARDEN ROUTE DISTRICT REMAINS BELOW R4 MILLION

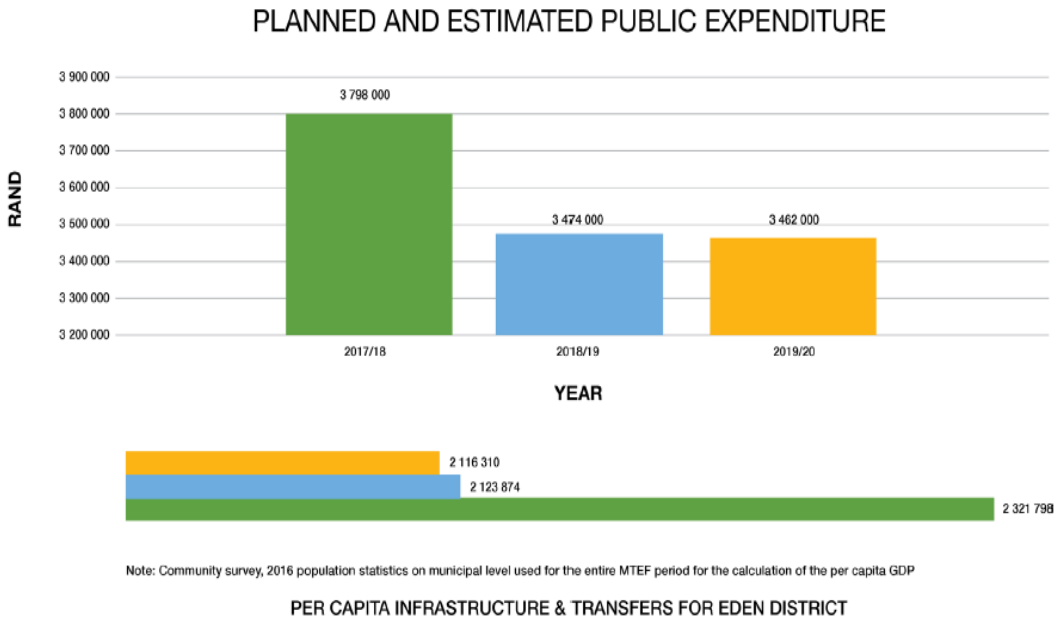


Diagram 16. Public Expenditure - Per Capita Infrastructure & Transfers (WCG, 2016)

The following recommendations were made in the Garden Route SDF:

- The District needs to take a strong leadership and capacity building role in verifying and segmenting the real housing backlogs in the municipality so that proper infrastructure, human settlement and social facility planning can take place;

- The District must build capacity to assist in land use decisions that impact on infrastructure co-ordination, environmental health and disaster management;

- The District needs to build capacity to assist and coordinate fiscal impact tools to evaluate the financial capability and impacts of land use management decisions at the B Municipality level.

11.3 The conceptual methodology that has been used to undertake long-term infrastructure investment planning is as follows:

- Have a **common set of growth assumptions**. These may need to be varied or adjusted over time, which implies a flexible model that can vary

assumptions and produce future implications.

- Growth assumptions should have a solid evidence base
- **Project forward** over a sufficient time frame to allow for proper infrastructure planning and for life- cycle costing of decisions. Between 20-30 years is an appropriate time frame
- Use the growth projections, backlogs, levels of service, and evidence-based unit demands to project **the service demands in a spatially disaggregated way** as possible.
- **Differentiate users** with distinct consumption patterns, or with clear revenue or funding characteristics
- Once the future service demands are understood, these can be **costed by either identifying projects to address the demands** (where master planning has been undertaken), **or by applying high level unit costs to the future demands**. Unit costs should be spatially differentiated if possible. A project-level assessment allows for more spatial differentiation of the costs
- **Use technical asset registers to calculate the cost of asset renewal** based on prevailing costs and asset condition
- **Match the funding stream to the type of infrastructure required**, i.e. conditional grants should be allocated to their intended beneficiaries or service, and development charges should be allocated to non-indigent residential development and non-residential development based on the municipal development charges policy. The balance of the funding will need to come from municipal resources (reserves and borrowing)
- Once a capital programme has been determined and aligned to spatial planning objectives, the operating **account implications can be calculated** to assess the on-going affordability of the growth plan. This will also inform assessments of borrowing capacity. In sophisticated analyses, these operating costs can be varied in space according to the authority providing the service and their underlying cost drivers

11.4 Spatial Development Action plan aligned to IDP 2019/2020

5.3. Implementation Action Table

5.3.1. Policy Actions: The Economy is the Environment

POLICY ACTION NUMBER	DESCRIPTION	RESPONSIBILITY	OBJECTIVES	OUTCOME INDICATOR	BUDGET	IMPLEMENTING AGENT	TIME FRAMES
E-1	Consolidate and align tourism agencies around a clear Eden Brand. Develop and implement a unified regional marketing and branding strategy that provides branding and marketing services for the Garden Route and Klein Karoo, which makes consideration for signage, way-finding, unified branding and brand management.	SCEP, Eden DM, WCG Economic Development & Tourism	1. Establish, manage and market the Garden Route and Klein Karoo as two unique sub-regions of Eden	• The Eden brand has been developed, approved and adopted • The establishment of a funded, consolidated tourism agency for Eden District		SCEP Eden DM WCG EDT B Municipalities	1 year
E-2	Manage rural areas through appropriate application of SPCs. Protect and enhance the sense of place, character and scenic assets of the region by implementing multiple interrelated and layered strategies to achieve this such as clear design guidelines for new developments and innovative infrastructure within different contexts (resort, urban, lifestyle estates, subsidy housing).	Eden DM, DEA&DP, WCG DRDLR, WCH DoHS	1. Apply SPCs in order to contain development	• SPCs have been approved and applied • Rural Development is contained			
E-3	Demarcate and ensure legislative protection of the regional biodiversity and cultural landscape network to inform planning within the B Municipalities. • Appropriate listing and gazetting of Heritage and Cultural resources of Provincial and District significance • Ground-truthing of regionally significant biodiversity corridors / coastal edges • Develop guidelines for cultural landscape management specifically for managing regional route in a small town urban environment	Eden DM,DEA&DP Heritage Western Cape, SANParks, WCG Cultural Affairs & Sports	1. Align with the National Biodiversity corridors, protected areas, ecological support areas, Provincially demarcated Cultural Landscapes, climate change and disaster risk areas 2. Protect the cultural landscape as a key economic asset 3. Secure national and regional biodiversity corridors	• Demarcation and gazetting of regional green network for Eden (biodiversity, cultural landscape, climate change and risk mitigation) • Gazetting of cultural landscapes and heritage resources identified in the WC PSDF 2012 • Incorporation of regional green network within B Municipality Plans	R3 million	DEA&DP, CapeNature, SANParks	2 years

The Economy is the Environment

POLICY ACTION NUMBER	DESCRIPTION	RESPONSIBILITY	OBJECTIVES	OUTCOME INDICATOR	BUDGET	IMPLEMENTING AGENT	TIME FRAMES
E-4	Develop an ecosystem service inventory to manage risks and designate core service zones to be protected (where rivers, wetlands are adjacent to infrastructure)	DEADP, Cape Nature, SANParks, Eden DM	1. Protect and conserve Eden's important terrestrial, aquatic and marine habitats.	• An inventory of ecosystem service delivery has been established • Demarcation and protection of core ecosystem service zones			
E-5	Establish a DRDLR Agrihub In Oudtshoorn with connecting Farmer Production Support Units (FPSU) Integrate the proposed investment into Agri-hubs and rural support outlined in the Eden District Rural Development Plan	DEA&DP, Eden DM, WCG Economic Development & Tourism, DRDLR SCEP, WCG DAFF	1. Revive local agricultural economy 2. Increase jobs in agriculture by developing local agri-processing facilities 3. Identify and implement new agricultural products in response to climate change and fire risk 4. Support an inclusive and accessible agricultural value chain	• Established agrihubs		DRDLR Elsenburg DOA	
E-6	Provide guidelines for estuarine Management Plans. • Delineate coastal sensitivities and integrate these into all applicable planning decisions within the coastal region. • Ground-truth floodlines in the District and incorporate these into the local municipalities' SDFs. • Establish and provide generous buffer zones for coastline and estuaries.	Eden DM, Cape Nature, Eden Disaster Risk Management, DEA&DP	1. Protection of inherent scenic assets. 2. Protect coastlines and estauries. 3. Biodiversity management. 4. Mitigate river erosion, siltation and flooding disaster risk in relation to climate change. 5. Support inclusive and equitable, managed public access to the coastline and estuaries. 6. Ecological infrastructure should be protected along the coastline and estuaries	• Co-ordinated flood plain and stormwater management • The development of an Estuarine Management Plan. • There is minimal human intervention along coastlines. • Sustainable and equitable coastal access for all users (not just recreational users) enabled.			

The Economy is the Environment

POLICY ACTION NUMBER	DESCRIPTION	RESPONSIBILITY	OBJECTIVES	OUTCOME INDICATOR	BUDGET	IMPLEMENTING AGENT	TIME FRAMES
E-7	Provide transitional relocation areas for displaced community members from areas affected by natural disasters. Prioritise subsidy application for top structures for the most deserving beneficiaries from the affected informal settlements to rule out "queue jumping".	Eden DM, WCG DTPW, WCG DoHS Bitou Municipality Knysna Municipality George Municipality	1. Rehabilitate community facilities and municipal services 2. Provide safe and secure shelter for displaced communities	• The establishment of safe, transitional relocation areas		Garden Route Rebuild	
E-9	Provide guidelines for Air Quality Management and monitoring in Eden District. Commence an Eden Clean Fires campaign that involves an educational project on air quality awareness.	DEA&DP, Eden DM: Air Quality Control Air Quality officers of B-authorities to assist Air Quality Control with the development of their respective AQMPs	1. Ensure there is adequate monitoring of air quality in Eden District. 2. Uphold the high quality living environment of Eden District and maintain it as an attractive place to live and as tourist destination	• Continuous sampling of air quality to aid with decision making-development related to the status of air of Eden District.	R1 800 000	Johan Schoeman	2-5 years
E-10	Implement measures to mitigate against future disasters: • Manage alien vegetation to mitigate fire risks and impacts on disaster management. • The Eden District Municipality's Disaster Risk Management Department must be given opportunity to provide input into development applications in interface areas where veldfire is a risk • Establish a fire management agency"	Eden DM: Disaster Risk Management, DEA&DP, Cape Nature, 7 B Local Municipalities	1. Protect CBAs, wildlife and Eden District's from disaster risks 2. Mitigate fire risks and impacts on disaster management.	• Protected natural environment assets • The establishment of an alien vegetation removal plan			

CHAPTER TWELVE (12)
CONCLUSION

CHAPTER 12: CONCLUSION

The 2017/18/ – 2021/22 IDP focuses on the assurance of measurable impact on community livelihood. The Metro Report serves as a baseline measure and directs all efforts towards active community participation in economic opportunities created through capacity building, employment creation programmes, infrastructural development and support thereby building on entrepreneurial inclusivity. Integrated thinking shall lead to innovative collaboration between public and private involvement thereby insuring SMME development and promotion of the informal economy. All this shall be achieved only through a joint collaboration of intergovernmental planning and partnering with our citizens.

Despite the deteriorating economic environment, the economic outlook presents opportunities for the Garden Route district in the tourism sector due to the weaker rand and exchange rate. The policy implications of the economic outlook emphasises the imperative of economic innovation, sustainable and inclusive growth, competitive advantage and collaborative effort. Targeted efforts to reduce inefficiencies in the system, especially non-core spending without compromising service delivery and the conservative management of personnel budgets will assist the district in overcoming the anticipated deterioration of the economic climate and its impact on the fiscal envelope. Overall, personnel numbers will have to be tailored to policy shifts and new strategic objectives. Departments are further encouraged to continue and enhance current efforts which focus on improving efficiency initiatives, joint planning and budgeting as well as becoming resource efficient.

A responsive, dedicated, willing organisational human capital alongside clearly defined operational and performance management systems, and extraordinary leadership innovation and partnering establishes objective fiscal relation towards investing in our development vision of excellence and determination in giving effect to Integrated Development Planning.

The Garden Route District Council will consider the following key interventions as critical to deliver on its mandate as the district's strategic co-ordinator, facilitator and enabler of services delivery:

- Adoption of Spatial Development Framework and alignment with 5 year IDP and departmental sector plans
- District Growth and Development Strategy formulation
- Examine and implement innovative models to generate maximum revenue from council properties
- Invest in our economic infrastructure
- Strategic partnership building with government and the private sector
- Strengthen our relationships with the seven B – municipalities

- Identify and implement new means to generate energy (Green/Energy Renewal)
- Explore possibilities to maximise the oceans economy
- Invest in new waste management technologies
- Examine the possibilities for Human Settlement Development (GAP Housing)
- Investigate the benefits of investing in the oceans economy
- Explore the possibility of establishing an Garden Route Industrial Development Zone (Section 76 status)
- Investigate the possibility of establishing Garden Route DM as Water Services Authority
- Invest in fibre optic technologies and infrastructure
- Rolling out of water augmentation study to other parts of the district
- Enhance support to South Cape Economic Partnership
- Investing in film industry development
- Organizational restructuring in terms of MSA as matter of urgency
- Institutionalization of EPWP
- Conduct skills audits and skills development
- Knowledge and information sharing partnerships with institutions for higher learning