



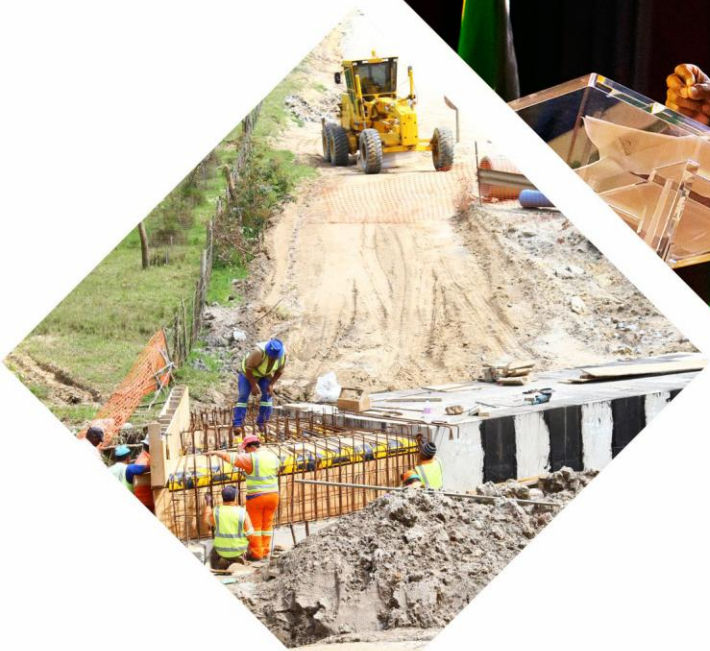
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DISTRICT MUNICIPALITY | UMASIPALA WESITHILI | DISTRIKSMUNISIPALITEIT



FINAL REVIEWED 2019/2020 INTEGRATED DEVELOPMENT PLAN



Garden Route District Municipality
Head Office: 54 York Street, George, 6530
Tel: 044 803 1300, **Fax:** 086 555 6303



A STORY OF GARDEN ROUTE DISTRICT MUNICIPALITY

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

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

A district with good transport and road infrastructure network.

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

Pristine beaches and a relatively unspoilt environment.

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

Growth Nodes in Garden Route District Area

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

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

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

Mayoral Committee (MAYCO) Members



Cllr Memory Booyesen
Executive Mayor &
Chairperson



Cllr Rosina Ruiters
Portfolio Chairperson:
**District Economic
Development and Tourism**



Cllr Jerome Lambaatjeen
Portfolio Chairperson:
Financial Services



Cllr Khayaletu 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

2016-2017/2021/2022 Council



Councillor
Memory Booysen
Executive Mayor
DA



Councillor
Rosina Ruiters
Deputy Executive Mayor
District Economic Development
and Tourism - DA



Councillor
Eleanore Bouw-Spies
Speaker
DA



Councillor
Jerome Lambaatjeen
DA



Councillor
Isaya Stemela
DA



Councillor
Theresa Fortuin
ICOSA



Councillor
Albertus Rossouw
DA



Councillor
Ndoda Tsengwa
ANC



Councillor
Bernardus van Wyk
DA



Councillor
Barend Groenewald
DA



Councillor
Steven de Vries
ANC



Councillor
Ivan Mangaliso
ANC



Councillor
Klaas Windvogel
ANC



Councillor
Luzuko Tyokolo
DA



Councillor
Piet van der Hoven
ANC

2016-2017/2021/2022 Council



Councillor
Rowan Spies
DA



Councillor
Doris Xego
ANC



Councillor
Clodia Lichaba
ANC



Councillor
Daniel Saayman
DA



Councillor
Theresia Van Rensburg
DA



Councillor
Khayaletu Lose
DA



Councillor
Mputumi Mapitiza
ANC



Councillor
Sharon May
DA



Councillor
Nomhiki Jacob
ANC



Councillor
Jennifer Hartnick
DA



Councillor
Erica Meyer
DA



Councillor
Liza Stroebel
DA



Councillor
Anne Windvogel
DA



Councillor
Nontsilelo Kamte
ANC



Councillor
Virgil Gericke
PBI



Councillor
Joslyn Johnson
DA



Councillor
Tobeka Teyisi
ANC



Councillor
Raybin-Gibb Figland
DA



Councillor
Ryk Wildschut
DA



Councillor
Sebenzile Mbandezi
ANC

EXECUTIVE MANAGEMENT



Mr Monde Stratu
Municipal Manager



Mr Clive Africa
Executive Manager:
Community Services



Ms Trix Holtzhausen
Executive Manager:
Corporate Services



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



Mr Lusanda Menze
Executive Manager:
Planning and Economic
Development



Mr John G Daniels
Executive Manager:
Roads Services

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ABBREVIATIONS & ACRONYMS

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

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

REPORT OUTLINE

The structure of the IDP is as follows:

CHAPTER 1: THE VISION

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

CHAPTER 2: SOCIO ECONOMIC PROFILE OF THE DISTRICT, 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

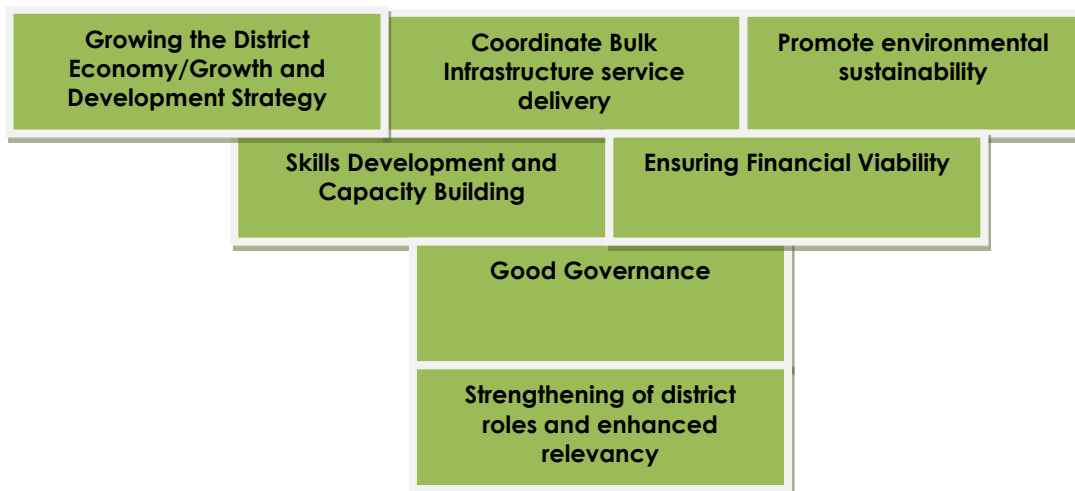
Chapter 11 provides guidelines for land use management system for municipality, also talks to climate change, biodiversity management, air quality and spatial development framework objectives aligned with IDP objectives and strategies

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

EXECUTIVE MAYOR'S FOREWORD



We had a fruitful two day institutional strategic planning session, which was on the 12 – 13 March 2019. Among other things we developed a strategy to strengthen our legislative mandate and enhance relevancy.

OUR LEGISLATIVE MANDATE

The section 84 (1) of the Local Government: Municipal Structures Act, No. 117 of 1998, States categorical clear the functions and powers of the district municipalities among those powers are the following.

- Integrated development planning for the district municipality as a whole, including a framework for integrated development plans of all municipalities in the area of the district municipality.
- Potable water supply system.
- Bulk supply of electricity, which includes for the purposes of such supply the transmission, distribution and, where applicable, the generation of electricity.
- Municipal roads which form an integral part of a road transport system for the area of the district municipality as a whole.
- Firefighting services serving the area of the district municipality as a whole.

In realising the aforementioned legislative mandate, Garden Route District Municipality is in a process of constructing a regional landfill site which will commence in 2019/2020 financial year. We will build a firefighting service academy, that will benefit the entire Western Cape in general and the whole country in particular.

There are numerous strategies that have emerged, with clear interventions, those strategies includes the following;

- Strengthening of the district roles and enhancement of its relevancy.
- Growing the District Economy/Growth and Development Strategy.
- Coordinate Bulk Infrastructure service delivery.
- Promote environmental sustainability.

- Skills Development and Capacity Building.
- Ensuring Financial Sustainability.

The achievement of our vision, mission and strategic objectives will be guided by the district strategic direction, which include.

- Establishment of the district agency.
- Public and private partnership.
- Regional waste management facility.
- Fire services.
- Bulk water supply green energy/ energy master plan and
- Small micro enterprise development.

The 2019/2020 Integrated Development Plan will also pave the way in which financial resources will be allocated. The public participation as one of local government objects in terms of the constitution 108 of 1996, will take the centre stage for planning.

I would like to take this opportunity to thank all councillors of Garden Route District Municipality and the entire administration as led by the Municipal Manager: Mr Monde Stratu for ensuring that we go an extra mile in repositioning our district.

Thank you



MEMORY BOOYSEN
GARDEN ROUTE DISTRICT EXECUTIVE MAYOR

MUNICIPAL MANAGER'S MESSAGE



The Local Government: Municipal Systems Act, (Act No 32 of 2000) chapter 5 five defines the 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 DEVELOPMENT AND ORGANISATIONAL PERFORMANCE

After undergoing a diagnostic process to identify and interrogate what is working and not working for Garden Route District Municipality. The institutional strategic planning session has resolved that we need to have a long term vision to 2040 and we must align our organisational structure with the following;

- Integrated Development Plan Objectives.
- Budget and;
- Service Delivery and Budget Implementation Plan.

The policy direction will also be a corner stone of organisational development, all policies that needs to be developed they must be developed including those that needs to be reviewed.

FINANCIAL VIABILITY AND MANAGEMENT

The new formula for funding allocation/ equitable share has to be reviewed by national government.

Garden Route District Municipality in ensuring its financial sustainability will leverage municipal assets, to properties development towards economic growth and sustainability.

The internal cost savings mechanisms and identification of alternative funding sources, has been identified as a possible strategy. The implementation of all our legislative mandate in terms of Section 84 of the Structures Act, will assist in generating revenue and enhance our relevance.

BASIC SERVICE DELIVERY AND INFRASTRUCTURE

We will coordinate bulk infrastructure service delivery. For 2019/2020 financial year we will construct a regional land fill site. The development of a comprehensive bulk infrastructure implementation plan for the district is under way. The Integrated transport Plan is in place and supported by the road maintenance plan.

LOCAL ECONOMIC DEVELOPMENT

The stagnation in the economic growth of the district remains a risk, we are in a process of developing a District Growth and Development Strategy. Furthermore to identify investment opportunities within the district and also to internally unearth revenue sources, among which is our resorts and properties. The development of Regional Tourism Marketing and Development Strategy will take place soon. SMME development is also taking place for economic development and sustainability of our region. The district skills mecca program is also underway.

GOOD GOVERNANCE AND PUBLIC PARTICIPATION

The management has noted the top 10 ten risks of the institution and the effort to mitigate them is underway.

To ensure the smooth running of the institution, the risk management is feeding internal audit and performance management. Also performance reviews and assessments are conducted quarterly. In the main, institutionalisation of public participation has been identified as a way to go.

The highlights that have been made as indicated in the foreword of the Executive Mayor, has made me to recognise and appreciate the support from all councillors, cooperation by all Municipal Managers within the District and the political leadership provided by the Executive Mayor (Cllr Memory Booysen).

I also take this opportunity to thank my administration in ensuring that, the council vision is implemented.

Thank you



MONDE STRATU
MUNICIPAL MANAGER
GARDEN 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 28 August 2018, 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 2018-2022 IDP review and Budget processes from its commencement in July 2017 to its completion in June 2018.

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 2019. 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.

The draft reviewed IDP and Budget for 2019/2020 and 2021/2022 respectively was tabled to Council in March 2019. These documents will be widely publicized for comments before being tabled to Council for adoption in May 2019.

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	1 st August 2018
Prepare the IDP process plan	7 th August 2018
Submission of both the process plan and framework to council for adoption	30 th August 2018
Submission of the IDP process plan to DLG in the province	31 st August 2018
ANALYSIS (September- November)	
Notify the public of the adoption of the IDP process plan	7 th September 2018
District Municipal Managers forum	6 th September 2018
District Coordination forum	6 th September 2018
District IDP Managers forum	September 2018
District public participation and communicator's forum.	1 st September 2018
IDP/Budget and PMS steering committee (to present situational analysis and budget adjustment outline)	21 st November 2018
OBJECTIVES, STRATEGIES AND PROGRAMMES (Jan – March)	
IDP departmental engagements	15-17 January 2019
District IDP and PMS Managers forum	18-19 January 2019
IDP/Budget steering committee	31 st January 2019
Institutional strategic planning session	18-20 February 2019
District IDP/Budget and PMS representative forum	28 th February 2019
District Municipal Managers forum (MMF)	12 February 2019
District Coordinating forum (DCF)	1 st March 2019
Tabling of the Draft 2019/20 IDP to council	26 March 2019
Tabling of the Draft 2019/20 Budget to council and relevant policies.	26 March 2019
ALIGNMENT AND APPROVAL (April-June)	
Notify the public of the adoption of draft 2019/20 IDP/Budget and obtain inputs for period of 21 days	4 April 2019
Submission of the Draft IDP to DLG	2 nd April 2019
Submission of the draft Budget to PT/NT	2 nd April 2019
IDP/Budget roadshows	1 April – 10 May 2019
IDP Managers Forum	4 May 2019
IDP/Budget/PMS Representative Forum Meeting	14 March 2019
Budget Policy Workshop	24 May 2019
Budget Steering Committee Meeting	24 May 2019
Council Meeting (IDP and Budget final adoption)	29 May 2019
Notify public of approval both IDP and Budget	1 st June 2019
Submission of IDP to DLG	4 th June 2019
Submission of the Budget to PT/NT	4 th June 2019

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.

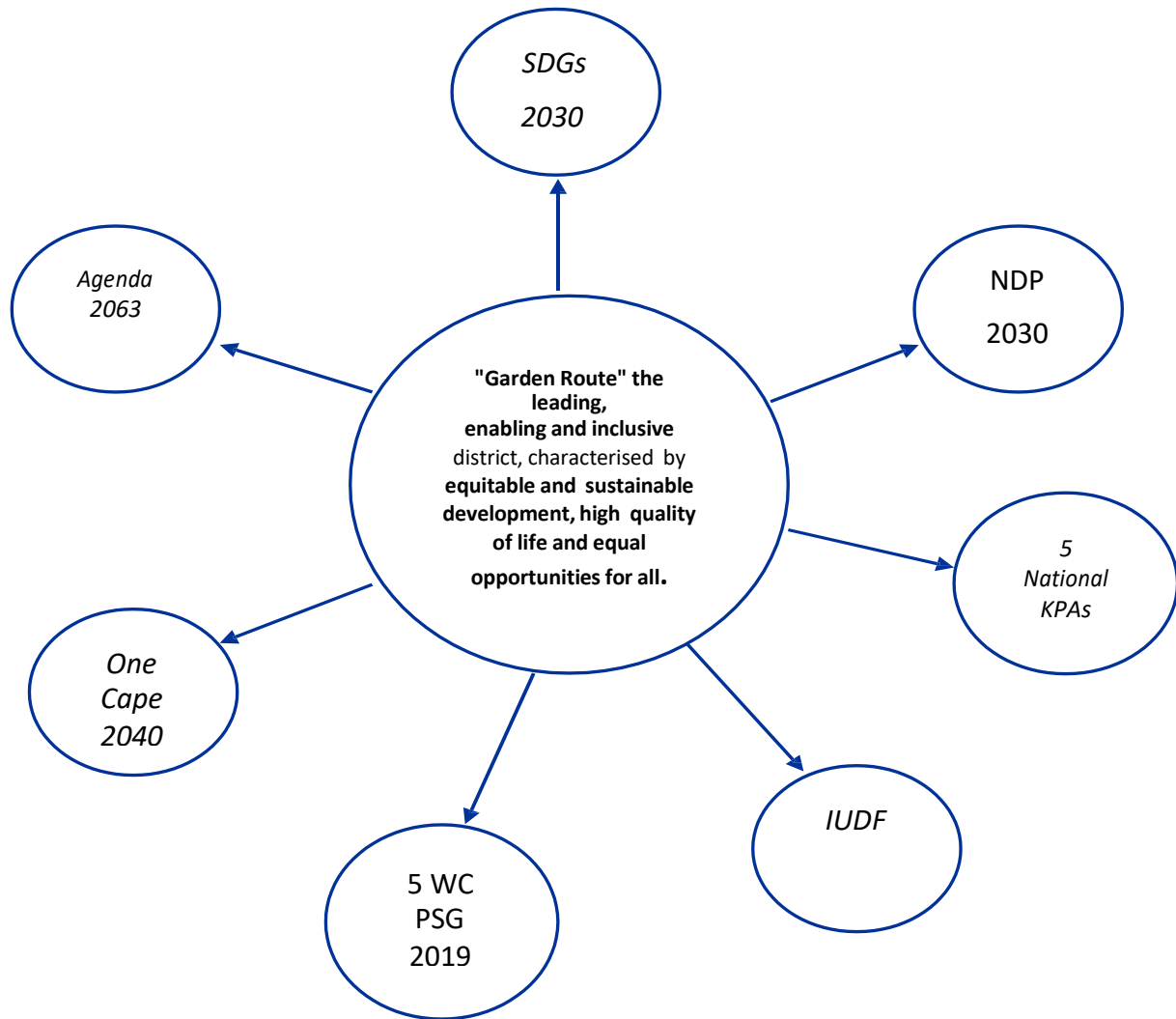
v. Alignment with National and Provincial Programs

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 highlights the strategic blueprint that guides the development plans for 2019/2020-2021/2022 IDP. 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 2018/19 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 (KPA's) 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 Level 7: Empowered active communities

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

Policy Level 8: Effective urban governance

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

Policy Level 9: Sustainable finances

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

Fourteen National Outcomes (Mediums Term Strategic Framework)

The strategic approach has been informed by the following key government programmes and policies:

Outcome 1: Improve the quality of basic education

Outcome 2: A long and healthy life for all South Africans

Outcome 3: All people in South Africa are and feel safe

Outcome 4: Decent employment through inclusive economic growth

Outcome 5: A skilled and capable workforce to support an inclusive growth

Outcome 6: An efficient, competitive and responsive economic infrastructure network

Outcome 7: Vibrant, equitable and sustainable rural communities with food security for all

Outcome 8: Sustainable human settlements and improved quality of household life

Outcome 9: A responsive and accountable, effective and efficient local government system

Outcome 10: Environmental assets and natural resources that is well protected and continually enhanced

Outcome 11: Create a better South Africa and contribute to a better and safer Africa and World

Outcome 12: An efficient, effective and development orientated public service and an empowered, fair and inclusive citizenship

Outcome 13: Inclusive and responsive social system

Outcome 14: Transforming and unifying the country

The National Key Performance Areas forms the basis for the development of the Performance Management System, Service Delivery and Budget Implementation Plan and Evaluation as described and depicted in Table 3.

- Basic Services and Infrastructure (KPA1)
- Local Economic Development (KPA2)
- Municipal Transformation and Institutional Development (KPA3)
- Financial Viability (KPA4)
- Good Governance and Community Participation (KPA5)

Western Cape Provincial Strategic Plan (2014-2019)

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 PSP is also closely aligned with the NDP, which commits South Africa to ending poverty by 2030; as well as the Medium-term Strategic Framework 2014-2019, the national implementation framework for the NDP. The PSP also reflects the Provincial Spatial Development Framework – a critical enabler for development – and the longer-term One-Cape 2040 vision. Finally, the PSP is underpinned by the six core values of the Western Cape Government: Caring, Competence, Accountability, Integrity, Innovation and Responsiveness.

At the core of PSP 2009-2014 was the understanding that no government can, by itself, guarantee a better life. Progress can only be realised through partnerships amongst government, citizens, civil society and business. Each has a role and specific responsibilities.

Five Provincial Strategic Goals

Building on that progress, and drawing on the lessons learnt along the way, the PSP 2014- 2019 streamlines and reprioritises the 11 former PSOs into five overarching Provincial Strategic Goals (PSGs). In addition, several “Game Changers” have been prioritised for special focus, to catalyse the implementation of the PSGs. Both the PSGs and the Game Changers have been conceived with a whole-of-society approach in mind: they will be implemented through partnerships between the Western Cape Government, other spheres of government, the private sector, civil society and individual citizens. This approach will be embedded in the revised PTMS, which provided focused oversight of the implementation progress of all the PSGs and Game Changers.



Illustration5: Provincial Strategic Goals

Five Game Changers

Game changers focuses sets out the WCG policy agenda and means of execution ,builds on lessons learnt from the 2009 – 2014 PSP, focuses on less for more (fewer goals, select catalytic initiatives), informed by and compatible with the NDP, is formulated through, and centres on, partnerships and aligns to, and operationalizes aspects of, SPLUMA.

Game Changer 1: Project Khulisa And Energy Security (To Grow)	Game Changer 2: E-Learning/After School Engaging With Youth
PSG 1: Create opportunities for growth and jobs	PSG 2: Improve education outcomes and opportunities for youth development
Enablers: Energy/ Water/ Broadband Skills Productive sectors: Tourism, oil and gas, renewables, Agro-processing and film, BPO	Objective 4: Provide more social and economic opportunities for our youth Priorities: Improve skills development programmes and training Schools of skills, Youth cafes Increase access to safe after-school facilities for learning and healthy activities
	Objective 5: Improve family support to children and youth and facilitate development Priorities: Communicate with parents on roles and responsibilities Coordinate referral pathways for children with behavioral problems Provide psychosocial support programmes in targeted areas

Provincial game changer: 1 and 2

Game Changer 3: Reduce The Impact Of Alcohol				
PSG 3: Increase wellness, safety and tackle social ills				
Objective 1: Healthy communities	Objective 2: Healthy workforce	Objective 3: Healthy families	Objective 4: Healthy Youth Priorities:	Objective 5: Healthy Children Priorities:
Priorities: Community Safety through policing oversight and safety partnerships Strengthen Social Services and Safety Net Increase access to community workers Establish Community Wellness Centres	Priorities: Promote wellness amongst WCG employees Increase access to Employee Wellness and Assistance Programmes	Priorities: Promote positive parenting styles Promote positive role of fathers and men in integrated families Increase level of maternal education to promote financial wellness of women in family unit Engage major employees to address wellness of employees	Priorities: Accessible sexual and reproductive health services Educate and empower youth to develop and sustain safe and healthy lifestyle habits Facilitate opportunities for youth to be active and responsible citizens	Priorities: Implement a focused programme, tracking pregnant woman from antenatal care schooling Improve access to, uptake and quality of ECD services Provide preventive health services

Provincial game changer 3

Game Changer 4: Water And Sanitation For All/ New Living Model (Live-Work-Play)			
PSG 4: Enable a resilient, sustainable, quality and inclusive living environment			
Objective 1: Sustainable ecological and agricultural resource- base	Objective 2: Improved Climate Change Response	Objective 3: Create better living conditions for households, especially low income and poor households	Objective 4: Sustainable and integrated urban and rural settlements
<p>Priorities: Enhanced management and maintenance of the ecological and agricultural resource-base Western Cape Sustainable Water Management Plan</p>	<p>Priorities: Implementation of the Western Cape Climate Change Implementation Framework Agricultural Climate Change Response Plan</p>	<p>Priorities: Infrastructure programme (including water and sanitation) Better Living Challenge</p>	<p>Priorities: Live-Work-Play model Increased Housing opportunities Improved Settlement Functionality, Efficiencies and Resilience</p>

Provincial game changer 4

Game Changer 5: Broadband		
PSG 5: Embed good governance and integrated service deliver through partnerships and spatial alignment		
Objective 1: Enhanced Governance	Objective 2: Inclusive society	Objective 3: Integrated Management
<p>Priorities: Efficient, effective and responsive provincial and local governance Strategic partnerships</p>	<p>Priorities: Service interface to enhance integrated service delivery Implement constructive and empowering community engagement</p>	<p>Priorities: Policy alignment, integrated planning, budgeting and implementation M&E system with intergovernmental reporting Spatial governance targeting and performance</p>

Provincial game changer 5

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:







1. Educating Cape		Knowledge Transition
2. Enterprising Cape		Economic Access Transition
3. GreenCape		Ecological Transition
4. Connecting Cape		Cultural Transition
5. Living Cape		Settlement Transition - to high opportunity, working & living environments
6. Leading Cape		Institutional Transition

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 Strategic Goals 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 (2014-2019) Provincial Strategic Goals	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	PSG 3: Increasing Wellness, Safety and Tackling Social Ills	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 (2014-2019) Provincial Strategic Goals	Garden Route Strategic Objective	2017 - 2022 Garden Route Strategies
<p>B2b 5: Sound Institutions And Administrative Capabilities. (Building Capable Institutions And Administrations) Democratic, well governed and effective municipal institutions capable of carrying out their developmental mandate as per +the constitution.</p>	<p>SDG 4: Quality Education SDG 5: Gender Equality SDG 8: Good Jobs and Economic Growth SDG 10: Reduced Inequalities</p>	<p>Chapter 9: Improving Education , training and innovation Chapter 15: Nation building and Social Cohesion</p>	<p>Outcome 1: Improve the quality of basic education Outcome 5: A skilled a capable workforce to support inclusive growth</p>	<p>PSG 2: Increase education outcomes Improving Education Outcomes and Opportunities for Youth Development</p>	<p>SO2: A skilled workforce and communities</p>	<p>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</p>

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 (2014-2019) Provincial Strategic Goals	Garden Route Strategic Objective	2017 - 2022 Garden Route Strategies
<p>B2B 1: Basic Services Creating Conditions For Decent Living Democratic, well governed and effective municipal institutions capable of carrying out their developmental mandate as per the constitution.</p>	<p>SDG 7: Clean Energy</p> <p>SDG 9: Innovation and Infrastructure</p> <p>SDG 11: Sustainable Cities and Communities</p>	<p>Chapter 4: Economic Infrastructure</p> <p>Chapter 5: Inclusive rural Economy</p>	<p>Outcome 6: An efficient, competitive and responsive economic infrastructure network</p>	<p>SG 1: Create Opportunities for Growth and Jobs</p> <p>PSG 2: Improving Education Outcomes and Opportunities for Youth Development</p>	<p>SO3: Bulk Infrastructure Co-ordination</p>	<p>Garden Route Strategies:</p> <ul style="list-style-type: none"> • Implement infrastructure projects in the district • Render an agency service to the Province for roads maintenance in the district • Develop, market and implement a viable plan for the strategic property investment portfolio of Council • Implement the Rural Roads Asset Maintenance Plan • Investigate financially viable management models for municipal resorts (turn around) • Develop a property portfolio investment plan • Investigate public private partnerships and enter into long term property lease agreements • Landfill site construction and operations

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 (2014-2019) Provincial Strategic Goals	Garden Route Strategic Objective	2017 - 2022 Garden Route Strategies
<p>B2B 3: Putting People and their Concerns First</p> <p>Democratic, well government and effective municipal institutions, capable of carrying out their developmental mandate as per the constitution</p>	<p>SDG 7: Clean Energy</p> <p>SDG 12: Responsible Consumption</p> <p>SDG 13: Protect the Planet</p> <p>SDG 14: Life below water</p> <p>SDG 15: Life on Land</p>	<p>Chapter 5: Environmental Sustainability and resilience</p> <p>Chapter 12: Building safer communities</p>	<p>Outcome 3: All people in South Africa protected and feel safe</p> <p>Outcome 10: Protection and enhancement of environmental assets and natural resources</p> <p>Outcome 11: A better South Africa, a better and safer Africa and world</p>	<p>PSG 4: Enabling a Resilient, Sustainable, Quality and Inclusive Living Environmental</p>	<p>SO4: Environmental management and public safety</p>	<p>Garden Route Strategies</p> <ul style="list-style-type: none"> • Protect and enhance the natural assets in the district through planning, disaster management and fire services, waste management and air quality control • Monitor and improve air quality • Implement safety plans • Ensure that the environmental management and public safety sector plans are in place and implemented • Mitigate potential disasters by implementing ward based disaster risk reduction techniques and programmes • Implement signage • DMC to respond to disaster call outs • Providing first aid training • Integrated bush and veld fire management • Climate change resilience

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 (2014-2019) Provincial Strategic Goals	Garden Route Strategic Objective	2017 - 2022 Garden Route Strategies
B2B : 4 SOUND FINANCIAL MANAGEMENT AND ACCOUNTING; AND (SOUND FINANCIAL MANAGEMENT) Sound Financial Management		Chapter 13: Building a capable and developmental state Chapter 14: Fighting corruption	Outcome 9: A responsive and accountable, effective and efficient local government system	PSG 5: Embedding Good Governance and Integrated Service Delivery through Partnerships and Spatial Alignment	SO5: Financial viability	Garden Route Strategies <ul style="list-style-type: none"> • Implement mSCOA • Advance collaborative intergovernmental relations through developed protocols • Foster a participatory, developmental, inclusive active and responsible citizenship through ward committee involvement and partnering • Implement cost saving measures • Utilise shared services as an income generating and cost saving measure • Investigate fund raising options for the district • Accurate and detailed accounting and financial reporting of public funds • Enable inclusive community economic participation through supply chain management policy

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 (2014-2019) Provincial Strategic Goals	Garden Route Strategic Objective	2017 - 2022 Garden Route Strategies
<p>B2B 2: DEMONSTRATING GOOD GOVERNANCE AND ADMINISTRATION; (GOOD GOVERNANCE)</p> <p>Strengthened inter-governmental arrangements for a functional system of cooperative governance for local government</p>	<p>SDG 17: Partnerships for the Goals</p> <p>SDG 16: Peace and Justice</p> <p>SDG 10: Reduced Inequalities</p> <p>SDG 12: Responsible Consumption</p>	<p>Chapter 13 Building a capable and developmental state</p> <p>Chapter 14: Fighting corruption</p> <p>Chapter 15: Nation building and social cohesion</p>	<p>Outcome 9: A responsive, accountable, effective and efficient local government system</p> <p>Outcome 12: An efficient, effective and development-orientated public service and an empowered, fair and inclusive citizenship.</p>	<p>PSG 5: Embedding Good Governance and Integrated Service Delivery through Partnerships and Spatial Alignment</p> <p>PSG 2: Improving Education Outcomes and Opportunities for Youth Development</p>	<p>SO6: Good Governance</p>	<p>Garden Route Strategies</p> <p>Provide corporate/strategic support to achieve strategic objectives</p> <p>ICT integration and governance</p> <p>Records and archive management</p> <p>Human resources occupational health and safety</p> <p>HR wellness</p> <p>Legal services</p> <p>Committee administration</p> <p>Occupational health and safety</p> <p>Labour relations</p> <p>Auxiliary service</p>
<p>B2B 5: SOUND INSTITUTIONS AND ADMINISTRATIVE CAPABILITIES.</p> <p>B2B: 3 PUTTING PEOPLE FIRST</p> <p>Local public employment programmes expanded through the Community</p>	<p>SDG 8: Good jobs and economic growth</p>	<p>Chapter 3: Economy and Employment</p> <p>Chapter 6: Inclusive rural economy</p>	<p>Outcome 4: Decent employment through inclusive economic growth</p> <p>Outcome 6: An efficient, competitive and responsive economic infrastructure network</p>	<p>PSG 1: Create Opportunities for Growth and Jobs</p> <p>PSG 2: Improving Education Outcomes and Opportunities for Youth Development</p>		<p>Garden Route Strategies</p> <p>Create an enabling environment for LED in the district</p> <p>Implement the Garden Route District LED strategy</p> <p>Facilitate tourism marketing and development in the district</p> <p>Co-ordinate the implementation of</p>

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 (2014-2019) Provincial Strategic Goals	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 2019/20 – 2021/22 IDP implementation. Key performance indicators shall accurately align to strategic objectives through effective operational planning and the development of accurate standard operational procedures. A Service Delivery and Budget Implementation Plan (SDBIP) accompanied the Final IDP for submission to council for consideration during May 2019.

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

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

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

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

LOCAL GOVERNMENT MUNICIPAL KPA'S	NATIONAL OUTCOMES	NATIONAL DEVELOPMENT PLAN (NDP) CHAPTERS	SUSTAINABLE DEVELOPMENT GOALS (SDGs)
Service Delivery and Infrastructure Investment	A long and healthy life for all South Africans	Chapter 10	Ensure 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 DEVELOPMENT GOALS (SDGs)
	An efficient, competitive and responsive economic infrastructure network	Chapter 4	Ensure availability of and sustainable management of water and sanitation for all
			Ensure access to affordable, reliable, sustainable and modern energy for all Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation
	Vibrant, equitable, sustainable rural communities contributing food towards security for all	Chapter 6	End poverty in all its forms everywhere. End hunger, achieve food security and improve nutrition and promote agriculture
	Sustainable human settlements, improvement quality of household life	Chapter 8	Make cities and human settlements inclusive, safe, resilient and sustainable
	Protect and enhance our environment assets and natural resources	Chapter 5	Ensure availability of and sustainable management of water and sanitation for all Protect, restore and promote sustainable use of terrestrial ecosystem, sustainably manage forests, combat
Financial viability and Management	Responsive, accountable, effective and efficient Local Government systems	Chapter 13	Strengthen the means of implementation and revitalize the global partnership for sustainable development.
Institutional Transformation and Development	Quality basic education	Chapter 9	Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all
	All people in South Africa are and feel safe	Chapter 12 & 14	Ensure sustainable consumption and production patterns Take urgent action to combat climate change and its impacts
	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 DEVELOPMENT 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 portable 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
<ul style="list-style-type: none"> • Garden Route Shared Services opportunities Rich natural endowments. • Closely situated to major cities of Cape Town and Port Elizabeth Airports. • High capacity B – Municipalities. • Good Road Transport Infrastructure and linkages between towns. • Majority of municipalities received clean audits. • Access to tertiary institutions. • Intergovernmental Relations Forums established and functional. • Established relationship South Cape Economic Partnership. • Complying with Disaster Management legislation and policies. 	<ul style="list-style-type: none"> • Grant dependency. • Limited financial resources. • Technical capacity to roll out bulk infrastructure function. • Limited bulk water sources. • Housing shortages.
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> • Coordinated LED focus for the Garden Route District • Development of private partnerships National and international regional economic export and investment strategies Industrial 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 retention 	<ul style="list-style-type: none"> • Environmental degradation Aging services infrastructure • Climate change and natural disasters Environmental degradation • High Levels of unemployment • Increasing district wide community demand for municipal services • The impact of crime Increasing levels of poverty

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

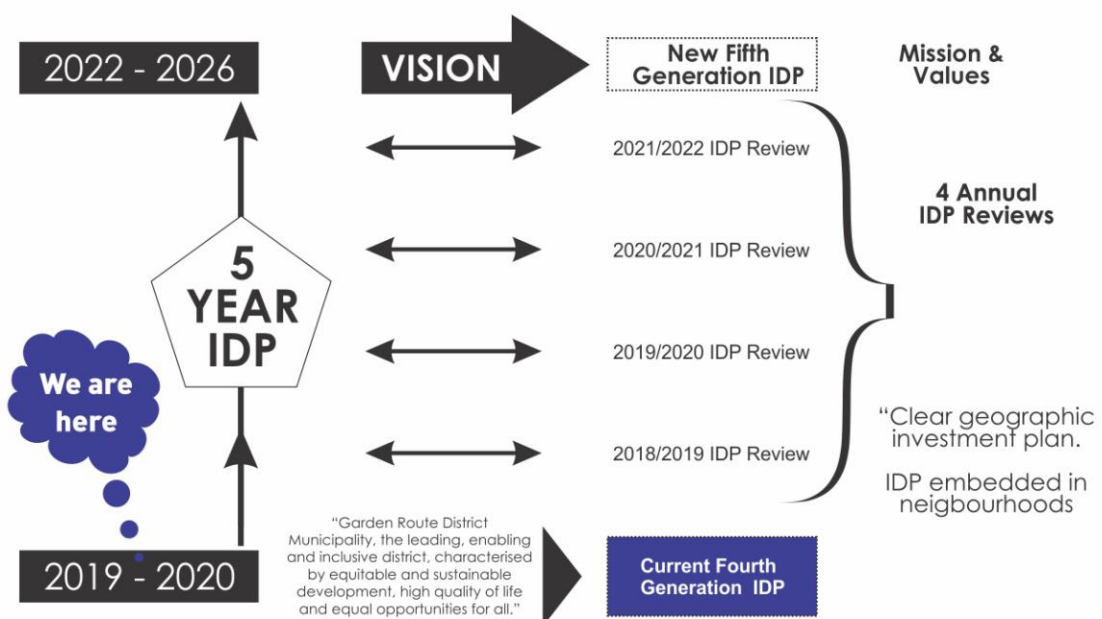
DISTRICT FUNCTIONS	Yes	No
Integrated Development Planning for the district as a whole	√	
Bulk infrastructure planning	√	
Bulk supply of electricity		√
Domestic waste-water and sewage disposal systems		√
Provincial roads (agency basis)	√	
Potable water supply systems		√
Regulation of passenger transport 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 2019/2020 – 2021/2022 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.

5 Year IDP Cycle



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 2019/20 – 2021/22 Draft 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. The are serious 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 District 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 2019/2020-2021/2022 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



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 Riversderend 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, Dysselford and Oudtshoorn.
- **Kannaland Municipality**, comprising the town of Ladismith and Calitzdorp.
- **Hessequa Municipality**, comprising the town of Heidelberg, Riversdale, Askraal and Albertinia.

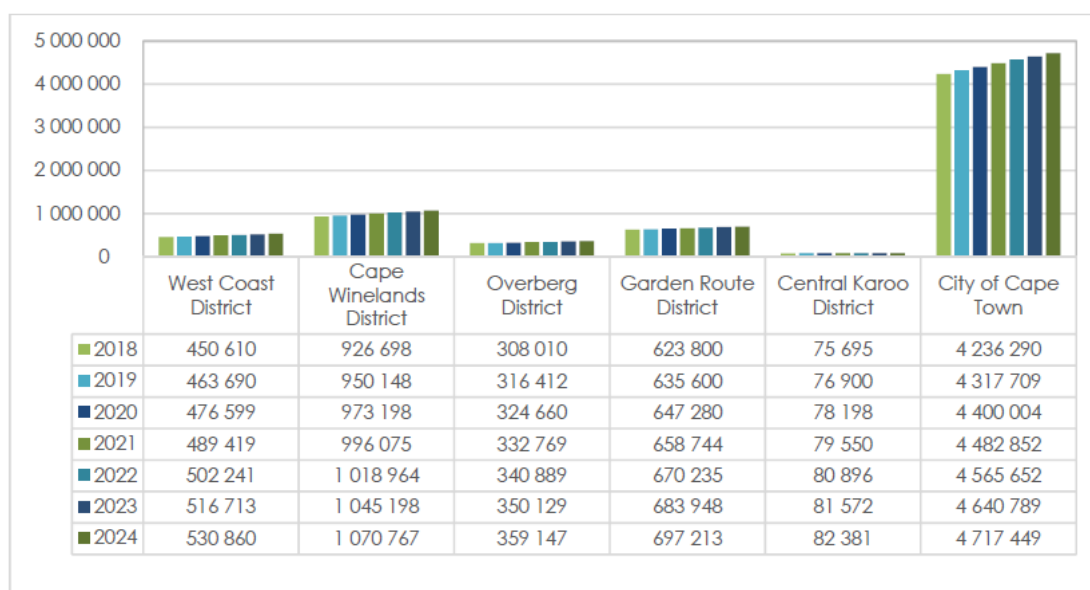
2.2 District Demographic Profile

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



According to the Department of Social Development's 2018 projections, the Garden Route District Municipality currently has a population of 623 800, rendering it the second largest district population outside of the metro. This total is estimated to increase to 697 213 by 2024 which equates to 1.9 per cent average annual growth over this period. The growth of Garden Route District for the 2018 to 2024 period is just below that of the Province's 2.0 per cent.

2.2.2 Age cohorts

Year	Children: 0 – 14 Years	Working Age: 15 – 64 Years	Aged: 65 +	Dependency Ratio
2011	148 463	380 945	44 858	50.7
2019	155 530	407 054	73 017	56.1
2024	163 033	443 366	90 814	57.3

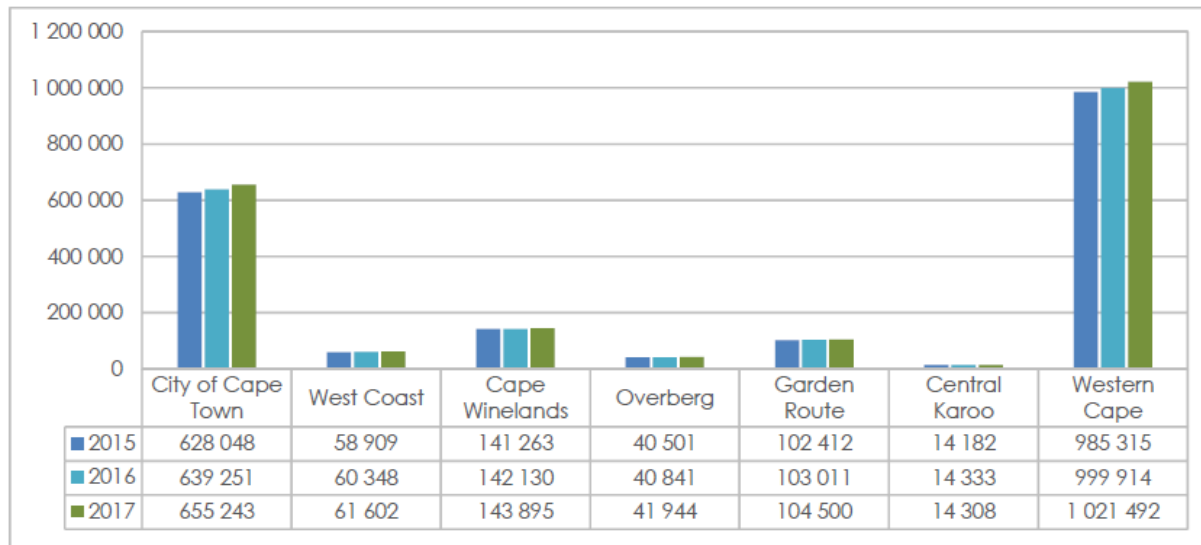
The above table depicts the Garden Route District's population composition per age cohorts. These groupings are also expressed as a dependency ratio which in turn indicates who are part of the workforce (age 15 - 64) and those, who are depending on them (children and seniors). A higher dependency ratio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

A comparison between the 2011 and 2019 estimate shows a considerable increase in the dependency ratio from 50.7 in 2011 to 56.1 in 2019; this is projected to increase even further to 57.3 in 2024.

2.3 Education

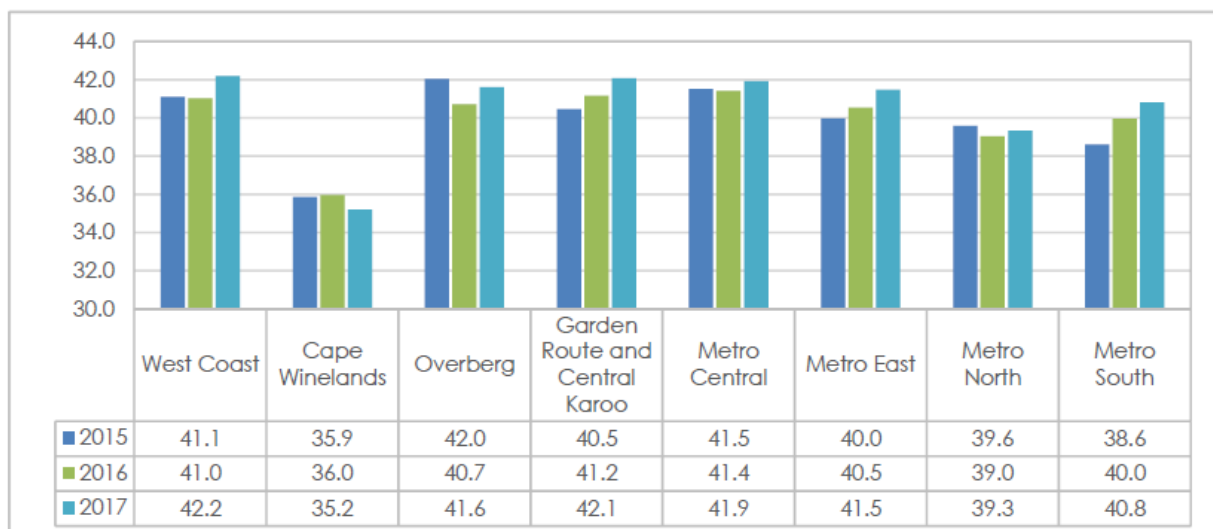
Education and training improves access to employment opportunities and helps to sustain and accelerate overall development. It expands the range of options available from which a person can choose to create opportunities for a fulfilling life. Through indirect positive effects on health and life expectancy,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

2.3.1 Learner Enrolment



Learner enrolment in Garden Route District grew from 102 412 in 2015 to 103 011 in 2016 and increased further to 104 500 learners in 2017. This could be attributed to a number of factors including demographics and socio-economic context.

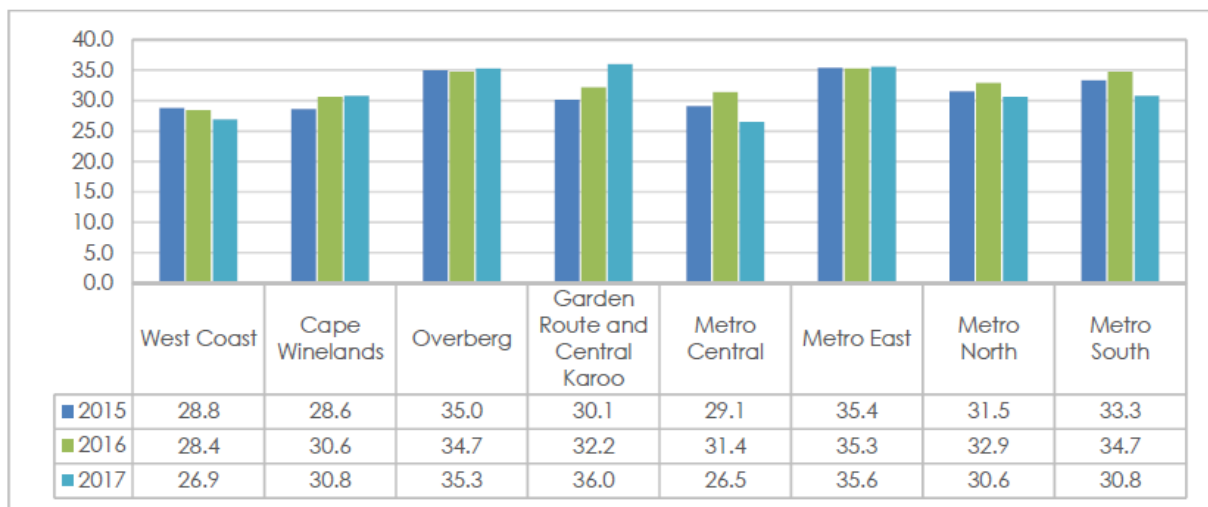
2.3.2 Learner- Teacher Ratio



Changes in the learner teacher ratio can affect learner performance. The learner-teacher ratio in the Garden Route and Central Karoo Education District increased from 40.5 in 2015 to 41.2 in 2016 and 42.1 in 2017. Factors influencing the learner-teacher ratio include the ability of schools to employ more educators when needed and the ability to collect fees.

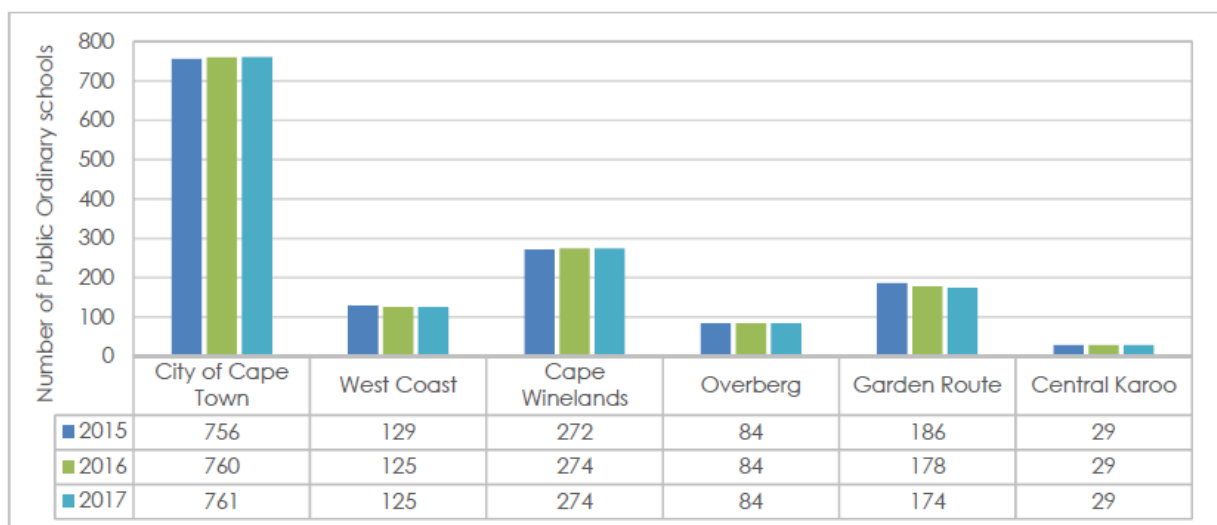
2.3.3 Grade 12 Drop out rates

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.



2.3.4 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.

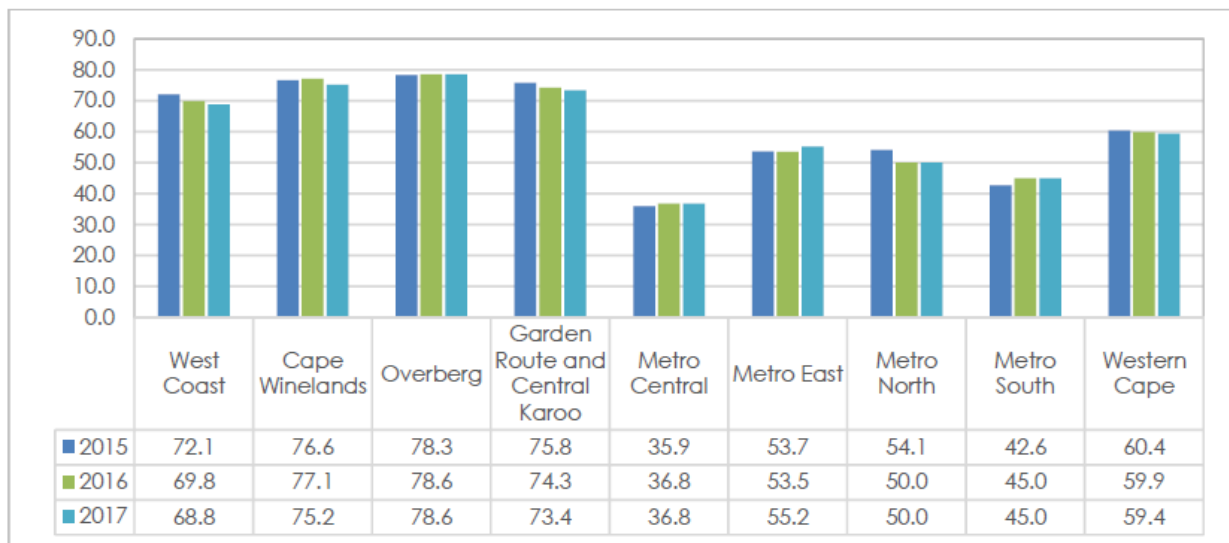


In 2015, the Garden Route area had a total of 186 public ordinary schools decreasing

to 178 in 2016 and to 174 in 2017. Within the tough economic climate, schools in general have been reporting an increase in parents being unable to pay their school fees.

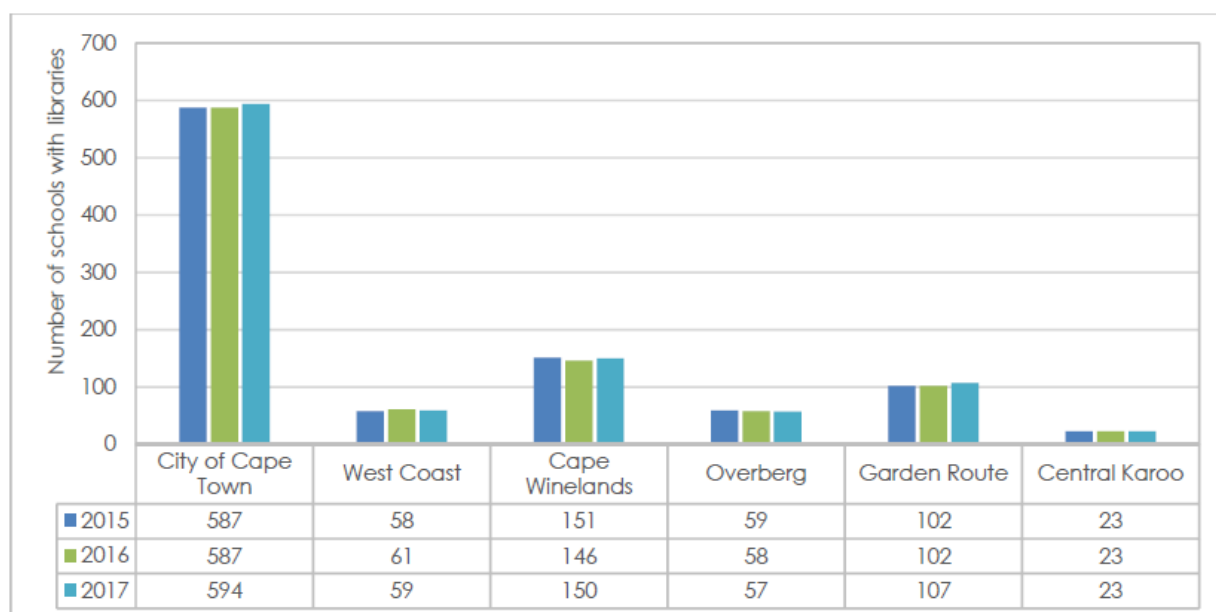
2.3.5 No – fee schools

The proportion of no-fee schools across within the Province has decreased marginally between 2015 and 2017; declining from 60.4 per cent in 2015 to 59.9 per cent in 2016, and further to 59.4 per cent in 2017. The combined Garden Route – Central Karoo Education District followed the same trend with a decline across the period, from 75.8 per cent in 2015 to 74.3 per cent in 2016. In 2017, 73.4 per cent of the schools within the Garden Route - Central Karoo Education District were no fee schools.



2.3.6 Schools with libraries

The number of schools equipped with libraries increased from 102 in 2015 and 2016 to 107 in 2017.



2.3.7 Education Outcomes

Education remains one of the key avenues through which the state is linked to 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 economy and poverty reduction plans can be realised. This section measures the matric pass rate within the Garden Route District municipal area.

Area	2015	2016	2017
Cape Winelands	83.6	84.7	82.3
Garden Route and Central Karoo	85.2	84.8	81.7
Metro Central	86.6	87.3	82.4
Metro East	80.0	82.3	77.2
Metro North	84.0	88.0	85.2
Metro South	84.2	84.8	82.2
Overberg	89.6	92.6	87.6
West Coast	88.9	87.5	85.9
Western Cape	84.3	85.6	82.1

The matric pass rate in the Garden Route – Central Karoo Education District declined from 85.2 per cent in 2015 to 84.8 per cent in 2016, before falling to a low of 81.7 per cent in 2017. In 2017, the Garden Route – Central Karoo was only slightly better than that of the Province's matric pass rate of 82.1 per cent. Better results could improve access for learners to higher education to broaden their opportunities.

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 first access to primary health care services, with a referral system, to secondary and tertiary levels.

Area	PHC Clinics		Community Health Centres	Community Day Centres	Hospitals		Treatment Sites	
	Fixed	Non-fixed			District	Regional	ART Clinics	TB Clinics
Garden Route District	35	33	0	6	6	1	61	88
Western Cape	195	157	10	63	34	5	298	456

In terms of healthcare facilities, in 2017/18, the Garden Route District area had 35 fixed clinics and 33 mobile primary healthcare clinics. In addition, there was also 6 community day centres, 6 district hospitals and one regional hospital, as well as 61 ART and 88 TB treatment clinics/sites.

In terms of changes when compared with the previous year, there were two less mobile/satellite clinics, 4 less ART clinic/treatment site and one additional TB treatment clinics/ sites than in 2016/17.

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.

Provision of more operational ambulances can provide greater coverage of emergency medical services. The Garden Route District had 2.1 ambulances per 10

000 inhabitants in 2017 which is below the Province's average of 2.6 ambulances per 10 000 people. 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 management is crucial given its implications for the labour force and the demand for healthcare services.

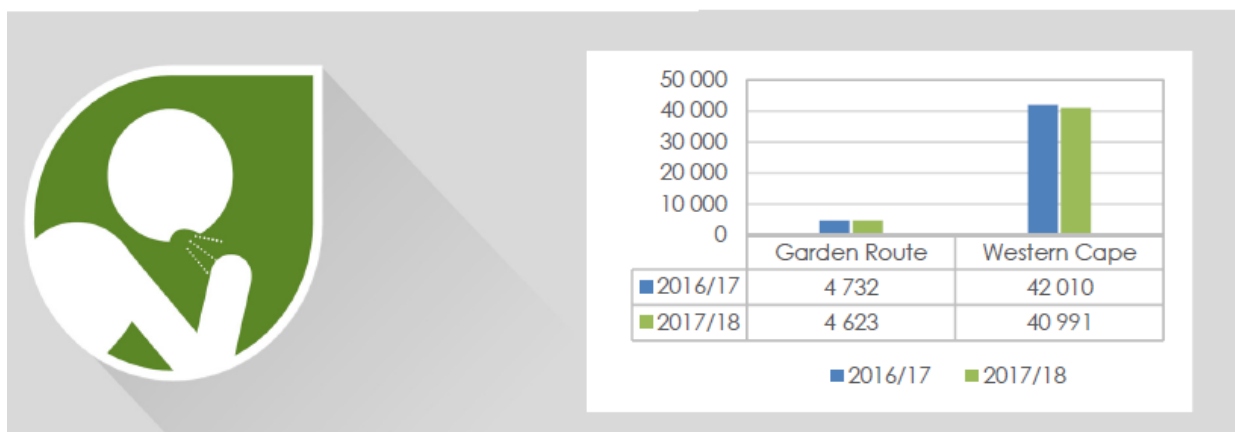
Area	Registered patients receiving ART		Number of new ART patients		HIV Transmission Rate	
	2016/17	2017/18	2016/17	2017/18	2016/17	2017/18
Garden Route District	20 127	21 713	3 603	3 537	1.4	1.3
Western Cape	230 931	256 821	44 869	45 491	0.9	0.8

The Garden Route District area's total registered patients receiving ARTs has been steadily rising. Patients receiving antiretroviral treatment increased by 1 586 between 2016/17 to 2017/18. The 21 713 patients receiving antiretroviral treatment are treated at 61 clinics/ treatment sites. A total of 256 821 registered patients received antiretroviral treatment in Western Cape in 2017/18. The Garden Route District, with 21 713 patients represent 8.5 per cent of the patients receiving ART in the Province.

The number of new antiretroviral patients decreased to 3 537 in 2017/18 from 3 603 in 2016/17. HIV transmission rate for the Garden Route District showed a slight improvement from 1.4 per cent in 2016/17 to 1.3 per cent in 2017/18; similarly, the Province showed a marginal improvement to 0.8 per cent in 2017/18.

2.4.4 Tuberculosis(TB)

In contrast to the rising numbers of HIV/AIDS cases, the Garden Route District



experienced a decline in tuberculosis (TB) cases in 2017/18. The Garden Route, with 4 623 TB patients in 2017/18 compared to 4 732 in 2016/17 represents 11.3 per cent of the TB

patients who are treated in the treatment sites in the Province. The Garden Route's TB patients are treated at 88 TB clinics or treatment sites.

2.4.5 Child Health

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 mortality to at least as low as 25 per 1,000 live births (Source: UN SDG's).

Area	Immunisation Rate		Malnutrition		Neonatal Mortality Rate		Low birth weight	
	2016/17	2017/18	2016/17	2017/18	2016/17	2017/18	2016/17	2017/18
Garden Route District	77.0	74.8	3.2	2.7	8.5	11.4	14.6	17.8
Western Cape	75.1	81.2	2.2	1.9	8.5	9.3	14.3	14.6

The immunisation rate in the Garden Route District area has declined from 77.0 per cent in 2016/17 to 74.8 per cent in 2017/18.

The number of malnourished children under five years in the Garden Route District in 2016/17 was 3.2 per 100 000 people, decreasing to 2.7 per 100 000 people in 2017/18. At 2.7, the Garden Route District rate is better than the Province's 1.9 per 100 000. Neonatal mortality rate (NMR) in the Garden Route area has deteriorated from 8.5 per 1 000 live births in 2016/17 to 11.4 per 1 000 live births in 2017/18. A rise in the NMR may indicate deterioration in new-born health outcomes, or it may indicate an improvement in the reporting of neonatal deaths.

The low birth weight indicator for the Garden Route District area has deteriorated between 2016/17 (14.6) and 2017/18 (17.8).

2.4.6 Maternal Health

Area	Maternal Mortality Rate		Delivery Rate to Women under 20 years		Termination of Pregnancy Rate	
	2016/17	2017/18	2016/17	2017/18	2016/17	2017/18
Garden Route District	0.0	0.1	6.7	15.0	0.5	0.6
Western Cape	0.1	0.1	5.7	11.2	1.1	1.2

The maternal mortality rate in the Garden Route District increased slightly from zero in 2016/17 to 0.1 in 2017/18; the Provincial rate remained at 0.1 in 2016/17 and 2017/18.

The Garden Route District's delivery rate to women under 20 years has deteriorated from 6.7 per cent in 2016/17 to 15.0 per cent in 2017/18; the Province's rate has deteriorated from 5.7 per cent in 2016/17 to 11.2 per cent in 2017/18. This is of concern as these are teenagers who are of school going age and could lead to high dropout rates at schools in the Garden Route District and the Province.

The termination of pregnancy rate for the Garden Route District and the Province increased slightly between 2016/17 and 2017/18; the District's rate increasing from 0.5 per cent to 0.6 per cent and the Province's rate increasing from 1.1 per cent to 1.2 per cent between 2016/17 and 2017/18.

2.5 Poverty

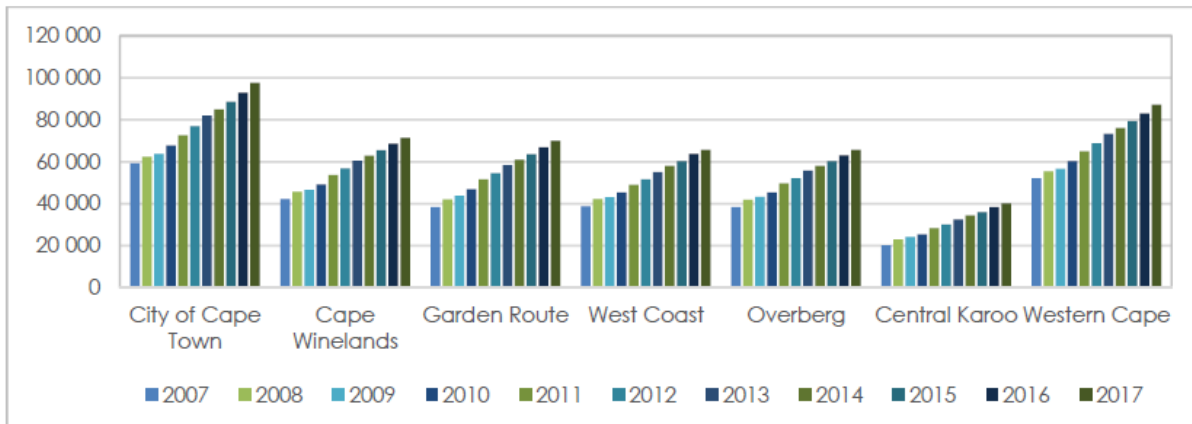
This section outlines living conditions and economic circumstances of households in the Garden Route District area based on most recent data including Global Insight and Quantec. Economic theory suggests that when an economy prospers its households are expected to enjoy an improved standard of living.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

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.

2.5.1 GDP per capita

An increase in real GDP per capita, i.e. GDP 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 GDP per capita indicator.

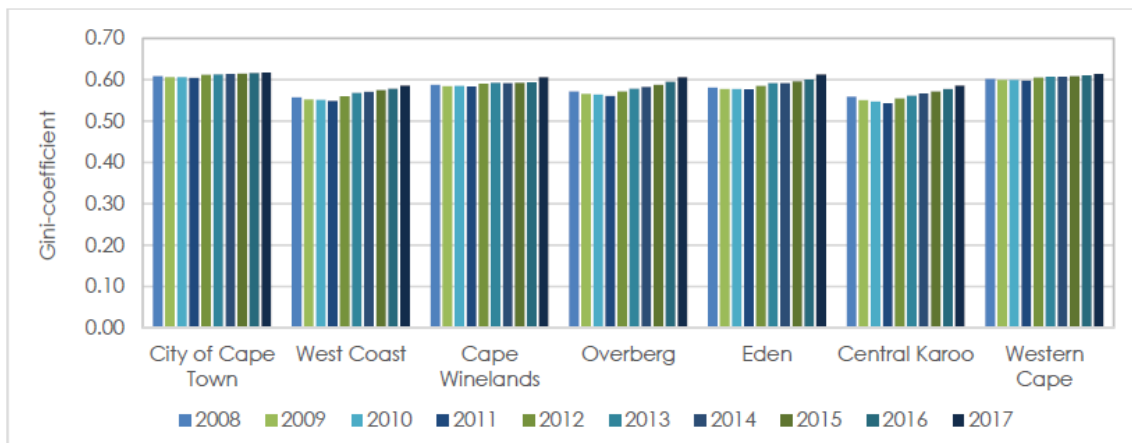


Source: Stats SA 2017. own calculations

In 2017, the City of Cape Town (R97 684) had the highest GDP per capita in the Province, followed by the Cape Winelands (R71 426) and Garden Route Districts (R69 970). All the Districts' GDP per capita was below that of the Western Cape's figure of R87 110

2.5.2 Income inequality

The National Development Plan 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.

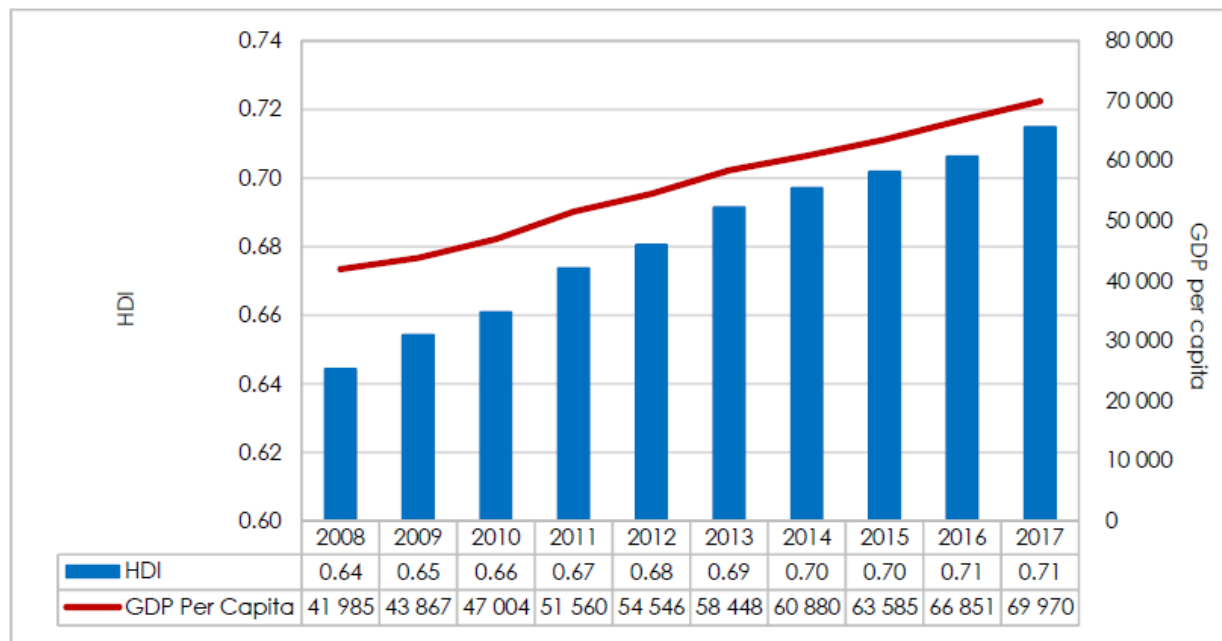


Source: Global Insight, 2017

Although income inequality in the Garden Route District municipal area has generally declined between 2008 and 2011, it has increased since then, reaching 0.613 in 2017. It has from 2015 onward moved beyond the NDP's 0.6 target and the increasing trend could see it moving further beyond this level. Income inequality levels in the Garden Route District were the same as in the Province (0.613).

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.



Source: Global Insight, 2017

There has been a general increase in the HDI of Garden Route District as well as for the Western Cape between since 2008, with the index reaching 0.715 for the District and 0.733 in the Province. Naturally, per capita income as per definition is expected to mimic the trend of HDI and this is clearly displayed in the graphic above.

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.

2.6.1 Access to services and housing

Since no new household survey information is available (compared to SEPLG 2017), this section highlights housing and household services access levels from the

most recent available information from 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 in the Garden Route District area. With a total of 189 345 households, 85.7 per cent have 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. These figures are generally on par or above that of the Western Cape Province.

2.6.2 Services Growth

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

A comparison is made between 2007 and 2017 to determine services growth per consumer/billing unit over the past 10 years. This growth is contrasted against growth in support for indigent households, for which municipalities do not receive services revenue. An understanding of these trends will allow for improved planning for the demand of services per consumer unit as well as for revenue projections.

2.6.3 Water Services

Growth in domestic and non-domestic consumer/billing units for water services recorded average year on year growth of 2.4 per cent over the 2007 – 2017 period. This equates to a total increase of 34 183 consumer units over this 10-year period within the District.

Non-financial Census of Municipalities	2007	2017	Change 2007 - 2017	Average annual change 2007 - 2017
Domestic and non-domestic water services per consumer/billing unit	125 839	160 022	34 183	2.4%
Indigent support for water services	33 795	44 997	11 202	2.9%

There were an additional 11 202 indigents supported for water services in 2017 when compared with 2007. This indicates overall growth in revenue generating consumer units for water services within the Garden Route District area.

2.6.4 Sanitation Services

There was a 39 553-unit increase in total domestic and non-domestic consumer/billing units for sanitation services over the 2007 – 2017 period, recording an average year on year growth of 2.9 per cent over this 10-year period.

Non-financial Census of Municipalities	2007	2017	Change 2007 - 2017	Average annual change 2007 - 2017
Domestic and non-domestic sanitation services per consumer/billing unit	117 754	157 307	39 553	2.9%
Indigent support for sanitation services	33 729	44 596	10 867	2.8%

There was also growth in indigent support for sanitation services within the Garden Route District, increasing by 10 867 between 2007 and 2017, at an average annual rate of 2.8 per cent.

2.6.5 Electricity Services

Electricity services recorded growth of 28 699 consumer/billing units between 2007 and 2017, increasing at an average annual rate of 2.1 per cent.

Non-financial Census of Municipalities	2007	2017	Change 2007 - 2017	Average annual change 2007 - 2017
Domestic and non-domestic electricity services per consumer/billing unit	127 211	155 910	28 699	2.1%
Indigent support for electricity services	33 578	45 270	11 692	3.0%

The growth in overall consumer/billing units was greater than the growth in indigent support for electricity services, which increased by 11 692 over the 2007 – 2017 period, at an average annual rate of 3.0 per cent. This indicates overall growth in revenue generating consumer units over this period.

2.6.6 Refuse Removal Services

Growth in domestic and non-domestic consumer/billing units for water services recorded slow average year on year growth of 1.2 per cent over the 2007 – 2017 period. This equates to a total increase of 16 547 consumer units over this 10-year period.

Non-financial Census of Municipalities	2007	2017	Change 2007 - 2017	Average annual change 2007 - 2017
Domestic and non-domestic refuse removal services per consumer/billing unit	125 119	141 666	16 547	1.2%
Indigent support for refuse removal services	33 779	44 846	11 067	2.9%


With an additional 11 067 indigents between 2007 and 2017, growth in indigent support was relatively strong between 2007 and 2017, growing at an average annual rate of 2.9 per cent. Growth in indigent support for refuse removal services

was still less than additional number of consumer/billing units over the 2007 to 2017 period.

2.7 Safety and Security

South African society is becoming more and more violent. This was confirmed by the 2017/18 crime statistics released by the South African Police Service (SAPS) and Statistics South Africa (Stats SA). The crime statistics show which type of criminal activity has increased/decreased in the past year. The most notable changes that we have seen so far are the marked increases in crime related to murder as well as cash-in transit.

2.7.1 Murder




		Municipal Area		
		2016	2017	2018
Actual Number	Garden Route District	200	181	183
	Western Cape	3 224	3 311	3 729
Per 100 000	Garden Route District	33	30	29
	Western Cape	51	51	56

Definition: *Murder is unlawful and intentional killing of another person.*

The 2017/18 crime statistics released by SAPS and Stats SA indicate that murder has increased by 7 per cent to over 20 000 cases recorded in 2017/18. This gives South Africa an alarming 57 murders a day at a rate of 35.7 people murdered per 100 000 population. Within the Western Cape Province, murder has increased by 12.6 per cent (418) from 3 311 to 3 729, almost doubling the national increase of 6.9 per cent in 2017/18.

Within the Garden Route District area, the number of murders increased slightly from 181 in 2017 to 183 in 2018; based on estimated population growth, the murder rate (per 100 000 population) declined marginally from 30 in 2017 to 29 in 2018 while. This was well below the Province's rates of 51 in 2017 and 56 in 2018. Together with the West Coast, the Garden Route District had the lowest district murder rate in the Province.

2.7.2 Sexual offenses




Municipal Area		2016	2017	2018
Actual Number	Garden Route District	924	1 037	1 046
	Western Cape	7 130	7 115	7 075
Per 100 000	Garden Route District	151	170	168
	Western Cape	114	110	107

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 violence in South Africa is amongst the highest in the world. In addition, a number of sexual offence incidences often go unreported (as in the case of rape). With respect to the crime statistic released by SAPS, sexual offences decreased by 0.6 per cent (7115 to 7 075) in the Western Cape between 2017 and 2018. In 2018, there were 1 046 sexual offences in the Garden Route District area; the District's rate of 168 was well above that of the Province's 107 per 100 000 population.

2.7.3 Drug related offenses




Municipal Area		2016	2017	2018
Actual Number	Garden Route District	9 618	10 931	10 809
	Western Cape	93 996	107 379	117 157
Per 100 000	Garden Route District	1 573	1 787	1 733
	Western Cape	1 497	1 657	1 769

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.

The 2017/18 crime Statistics released by SAPS and Stats SA indicate that the Western Cape Province has the highest rate of drug related crime in the country at 1 769 per 100 000 population. It also contributed more than a third (36.2 per cent) of cases to the country's drug related crime in 2017/18. Drug-

related crime within the Garden Route District area shows a slight decline in 2018, from 10 931 cases in 2017 to 10 809 cases in 2018. When considering the rate per 100 000 population, with 1 733 crimes per 100 000 population in 2018, the Garden Route District's rate is slightly below that of the Province's rate of 1 769. Although drug-related crime remains a challenge, the Garden Route has one of lower district rates in the Province.

2.7.4 Driving under the influence




Municipal Area		2016	2017	2018
Actual Number	Garden Route District	1 494	1 441	1 739
	Western Cape	11 725	12 895	12 776
Per 100 000	Garden Route District	244	236	279
	Western Cape	187	199	193

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. Reckless driving and alcohol consumption remain of the top reasons for road accidents. The number of cases of driving under the influence of alcohol or drugs in the Garden Route District area shows an increase of 298, from 1 441 in 2017 to 1 739 in 2018. This translates into a rate of 279 per 100 000 population in 2018, which is well above that of the Province's 193 per 100 000 population in 2018.

2.7.5 Residential Burglaries




Municipal Area		2016	2017	2018
Actual Number	Garden Route District	5 931	5 654	5 208
	Western Cape	47 569	46 043	42 662
Per 100 000	Garden Route District	970	924	835
	Western Cape	758	710	644

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

The 2017/18 crime statistics released by SAPS indicate that the number of residential burglaries in the Western Cape decreased by 7.3 per cent between 2017 and 2018. Residential burglary cases within the Garden Route District area also declined from 46 043 in 2017 to 42 662 in 2018. The rate (per 100 00 population) of 835 in 2018 is above that of the Province's 644 per 100 000 population. Although declining, the number of cases of residential burglaries remain a serious concern throughout the District area, particularly in the George and Mossel Bay areas.

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	2015	2016	2017
Garden Route District	128	124	132
Western Cape	1 345	1 403	1 364

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 – 64 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 previous section specified that a total of 111 fatal road crashes occurred within the Garden Route District region in 2017. As seen in the table above, a total of 132 road users died in these crashes. While the number of fatal crashes declined slightly in comparison with 2016, the number of fatalities in the Garden Route District area marginally increased in 2017.

Additional, lower-level information regarding the time, location, gender, ages of above specified crashes are available from the Department of Transport and Public Works upon request.

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 change taxes in order to stimulate economic activity, there are a few levers that local government authorities have control over to contribute to economic performance, including, amongst others, procurement of goods and services, job creation through expanded public works programmes as well as creating an enabling environment for small businesses

2.8.1 Economic Sector Performance

The local economy of the Garden Route municipal area is dominated by the finance, insurance, real estate and business services sector (R10 014.3 million or 24.9 per cent), followed by the wholesale and retail trade, catering and accommodation sector (R7 223.4 million or 17.9 per cent), manufacturing sector (R5 853.9 million or 14.5 per cent in 2016), general government (R4 106.2 million or 10.2 per cent) and transport, storage and communication (R4 019.8 million or 10.0 per cent). Combined, these five three sectors contributed R31.2 billion (or 77.5 per cent) to the Garden Route District municipal economy, which was estimated be worth R40.3 billion in 2016.

Garden Route District GDP performance per sector, 2006 – 2017e									
Sector	Contribution to GDP (%) 2016	R million value 2016	Trend		Real GDP growth (%)				
			2006 - 2016	2013 – 2017e	2013	2014	2015	2016	2017e
Primary Sector	6.1	2 443.0	1.4	0.5	1.8	6.4	-2.7	-7.3	4.4
Agriculture, forestry and fishing	5.7	2 295.1	1.5	0.4	1.7	6.4	-2.9	-7.7	4.2
Mining and quarrying	0.4	148.0	0.2	3.5	2.7	6.8	-0.1	0.5	7.7
Secondary Sector	24.2	9 750.3	1.8	0.8	2.0	1.0	0.2	0.9	-0.2
Manufacturing	14.5	5 853.9	1.9	0.9	1.7	0.6	0.3	1.6	0.4
Electricity, gas and water	3.1	1 244.6	-1.1	-1.4	-0.7	-1.2	-2.2	-2.7	-0.1
Construction	6.6	2 651.8	3.2	1.2	3.9	2.9	0.6	0.4	-1.8
Tertiary Sector	69.7	28 077.6	3.3	2.4	3.2	2.8	2.4	2.1	1.3
Wholesale and retail trade, catering and accommodation	17.9	7 223.4	2.5	1.4	2.4	1.5	1.9	1.9	-0.7
Transport, storage and communication	10.0	4 019.8	3.4	2.5	3.2	4.0	1.5	1.5	2.4
Finance, insurance, real estate and business services	24.9	10 014.3	4.2	3.4	3.8	3.5	3.9	3.2	2.7
General government	10.2	4 106.2	2.7	1.2	3.5	2.6	0.3	0.4	-0.6
Community, social and personal services	6.7	2 714.0	2.1	1.6	2.5	1.8	1.1	1.5	1.2
Total Garden Route District	100.0	40 270.9	2.8	1.9	2.9	2.6	1.5	1.2	1.2

Source: Quantec Research, 2017 (e denotes estimate)

The 10-year trend, between 2006 and 2016, shows that the finance, insurance, real estate and business services sector registered the highest average growth rate (4.2 per cent) in the Garden Route District during this period, followed by the transport, storage and communication (3.4 per cent) and construction (3.2 per cent) sectors. Growth of the agriculture sector shrunk into negative territory in 2015 and 2016 due to the severe drought but the estimated growth rate for 2017 is 4.2 per cent.

2.8.2 Labour

This section highlights key trends in the labour market within the Garden Route District municipal area.

The wholesale and retail trade, catering and accommodation sector contributed the most jobs in the Garden Route municipal area in 2016 (52 954 or 23.9 per cent), followed by the finance, insurance, real estate and business services sector (38 357 or 17.3 per cent); community, social and personal services (33 584 or 15.1 per cent); agriculture, forestry and fishing (29 192 or 13.1 per cent) and general

government (22 767 or 10.3 per cent). Combined, these top five sectors contributed 176 854 or 79.7 per cent of the 222 010 jobs in 2016.

Garden Route District employment growth per sector 2006 – 2017e									
Sector	Contribution to employment (%)	Number of jobs 2016	Trend		Employment (net change)				
	2016		2006 - 2016	2013 – 2017e	2013	2014	2015	2016	2017e
Primary Sector	13.2	29 381	-13 853	3 656	1 633	-1 203	5 166	-1 189	-751
Agriculture, forestry and fishing	13.1	29 192	-13 860	3 639	1 633	-1 207	5 155	-1 188	-754
Mining and quarrying	0.1	189	7	17	0	4	11	-1	3
Secondary Sector	16.2	35 905	-569	2 568	788	816	222	353	389
Manufacturing	8.9	19 715	-553	1 558	645	190	341	-192	574
Electricity, gas and water	0.4	875	279	105	7	20	25	35	18
Construction	6.9	15 315	-295	905	136	606	-144	510	-203
Tertiary Sector	70.6	156 724	34 929	18 568	4 196	3 857	5 020	154	5 341
Wholesale and retail trade, catering and accommodation	23.9	52 954	9 520	6 835	977	615	2 214	80	2 949
Transport, storage and communication	4.1	9 062	2 972	1 121	574	270	607	-753	423
Finance, insurance, real estate and business services	17.3	38 357	12 948	7 069	1 503	1 436	1 941	950	1 239
General government	10.3	22 767	4 262	-415	-306	1 019	-550	279	-857
Community, social and personal services	15.1	33 584	5 227	3 958	1 448	517	808	-402	1 587
Total Garden Route District	13.2	222 010	20 507	24 792	6 617	3 470	10 408	-682	4 979

Source: Quantec Research, 2018 (e denotes estimate)

Only the agriculture, forestry and fishing, manufacturing and construction sectors in the Garden Route District municipal area reported average decreases in jobs (-13 860, -553, and -295 respectively) between 2006 and 2016. There were also some job losses reported in the agriculture, forestry and fishing sector in 2016 and 2017 due to the severe drought. This is concerning considering that it provides a significant contribution to Garden Route District's employment. The sector which reported the largest increase in jobs between 2006 and 2016 was the finance, insurance, real estate and business services (12 948) and wholesale, retail and trade (2 658) and community, social and personal services (5 227). The majority of workers in the Garden Route labour force in 2016 was dominated by semi-skilled workers (41.0 per cent) and 27.5 per cent were skilled.

Garden Route District trends in labour force skills, 2006 - 2017					
Formal employment by skill	Skill level contribution (%)	Average growth (%)	Average growth (%)	Number of jobs 2016	
	2016	2006 - 2016	2013 – 2017e	2016	2017e
Skilled	27.5	3.4	3.7	44 472	45 114
Semi-skilled	41.0	0.7	2.0	66 293	66 149
Low skilled	31.5	-0.6	1.9	50 907	50 587
Total Garden Route District	100,0	0,9	2,4	161 672	161 850

Source: Quantec Research, 2018 (e denotes estimate)

The number of skilled workers increased relatively fast over the 2006 – 2016 period, while growth was slower for semi-skilled workers; low skilled employment declined over this period. An improvement in education and economic performance can contribute to further increases in the number of higher skilled workers.

Unemployment Rates for the Western Cape (%)											
Area	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017e
City of Cape Town	16.2	15.2	16.5	17.8	17.9	18.1	18.1	18.5	19.1	20.3	21.1
West Coast	4.7	6.5	7.9	9.3	9.7	9.6	9.2	10.0	9.0	10.1	11.1
Cape Winelands	6.5	7.2	8.3	9.6	9.8	9.7	9.4	9.9	9.1	10.1	10.7
Overberg	6.2	6.9	8.3	9.7	10.0	10.0	9.8	10.5	9.8	11.1	11.8
Garden Route	13.2	12.7	13.8	15.0	14.9	15.0	14.8	15.1	15.0	16.3	17.0
Central Karoo	20.5	21.0	22.0	22.9	22.6	22.4	22.1	22.6	21.7	23.0	24.0
Western Cape	13.3	12.9	14.2	15.5	15.7	15.8	15.7	16.1	16.2	17.4	18.2

Source: Quantec Research, 2018 (e denotes estimate)

Over the last decade, the Garden Route District's unemployment rate² has been rising steadily; it has increased from 15.0 per cent in 2015 to 16.3 per cent in 2016 and an estimated 17.0 per cent in 2017. The Garden Route District's unemployment rate in 2017 is slightly lower than that of the Province's 18.2 per cent.

Garden Route District: At a Glance

Demographics

Population Estimates, 2018; Actual households, 2016



Population

623 800



Households

189 345

Education (Garden Route and Central Karoo) 2017



Matric Pass Rate	73.4%
Learner-Teacher Ratio	42.1
Gr 12 Drop-out Rate	36.0%

Poverty

2017



Gini Coefficient	0.613
Human Development Index	0.715

Health

2017

Primary Health
Care Facilities

68

Immunisation
Rate

74.8%

Maternal Mortality Ratio
(per 100 000 live births)

0.1

Teenage Pregnancies -
Delivery rate to women U/18

15.0%

Safety and Security

Actual number of reported cases in 2018



Residential Burglaries

5 208

DUI

1 739

Drug-related Crimes

10 809

Murder

183

Sexual Offences

1 046

Access to Basic Service Delivery

Percentage of households with access to basic services, 2016



Water

96.9%

Refuse Removal

88.8%



Electricity

94.3%



Sanitation

96.1%



Housing

85.7%



Road Safety

2017

Fatal Crashes	111
Road User Fatalities	132

Labour

2017

Unemployment Rate

17.0%



Socio-economic Risks

- Risk 1** Slow Economic Growth
- Risk 2** Increasing Population & Demand for Services
- Risk 3** Rising Unemployment

Largest 3 Sectors

Contribution to GDP, 2016

Finance, insurance, real estate
and business services

24.9%

Wholesale and retail trade,
catering and accommodation

17.9%

Manufacturing

14.5%



CHAPTER THREE (3) SPATIAL PLANNING

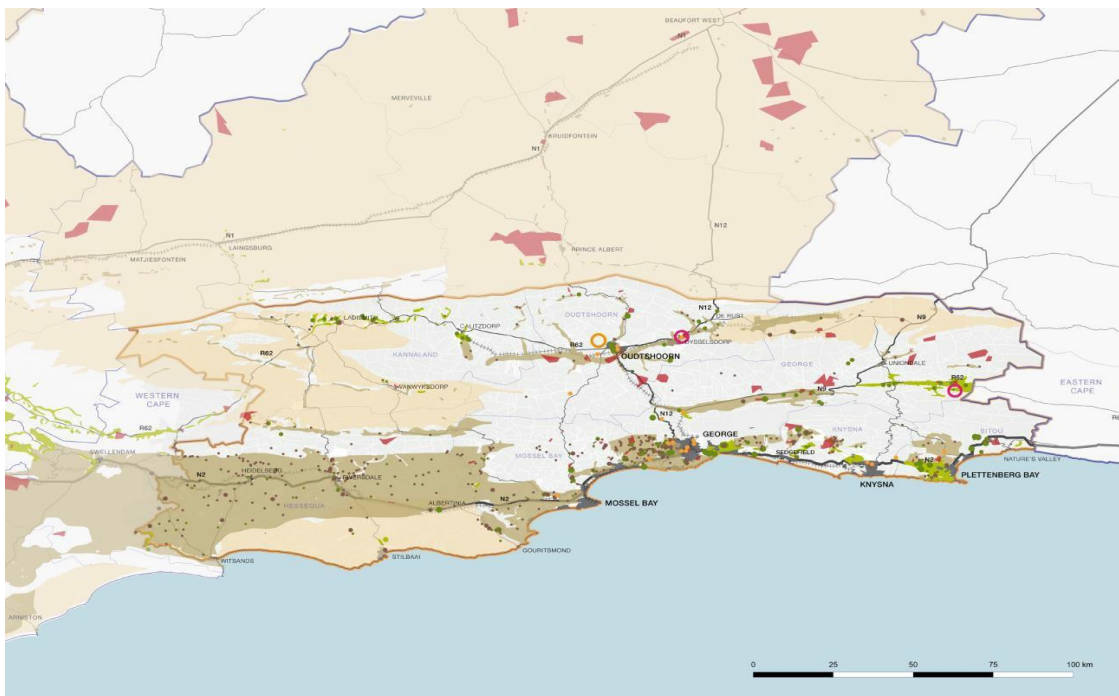
CHAPTER 3: SPATIAL PLANNING

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 Stillbay (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

Out of the seven local municipalities, Kannaland has the lowest emissions; this is related to the fact that there are very few sources inventoried in the current studies. Oudtshoorn and Mossel Bay seem to be the biggest emitters within the Garden Route District. This may be due to the fact that some of the sources in the local municipalities are clustered together thereby increasing cumulative impacts.

Air Quality Management Implications for Garden Route

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.



Picture1: Air pollution in Mossel Bay

3.5 Engineering and Bulk Services

Water

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

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

Sanitation

The Garden Route district has 37 operational wastewater treatment facilities all

operated by the various local municipalities. No regional wastewater schemes exist in the area.

Energy

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

Waste Management

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

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

Bulk Infrastructure Implications for Garden Route

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



Map: Status Quo of Garden Route Bulk Engineering Services

3.6 Environment and Landscape

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

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

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

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

Environment and Biodiversity Implications for Garden Route

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

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

3.7 Business, Industry and Tourism

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

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

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

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

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

Business, Tourism and Industry Implications for Garden Route

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

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

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

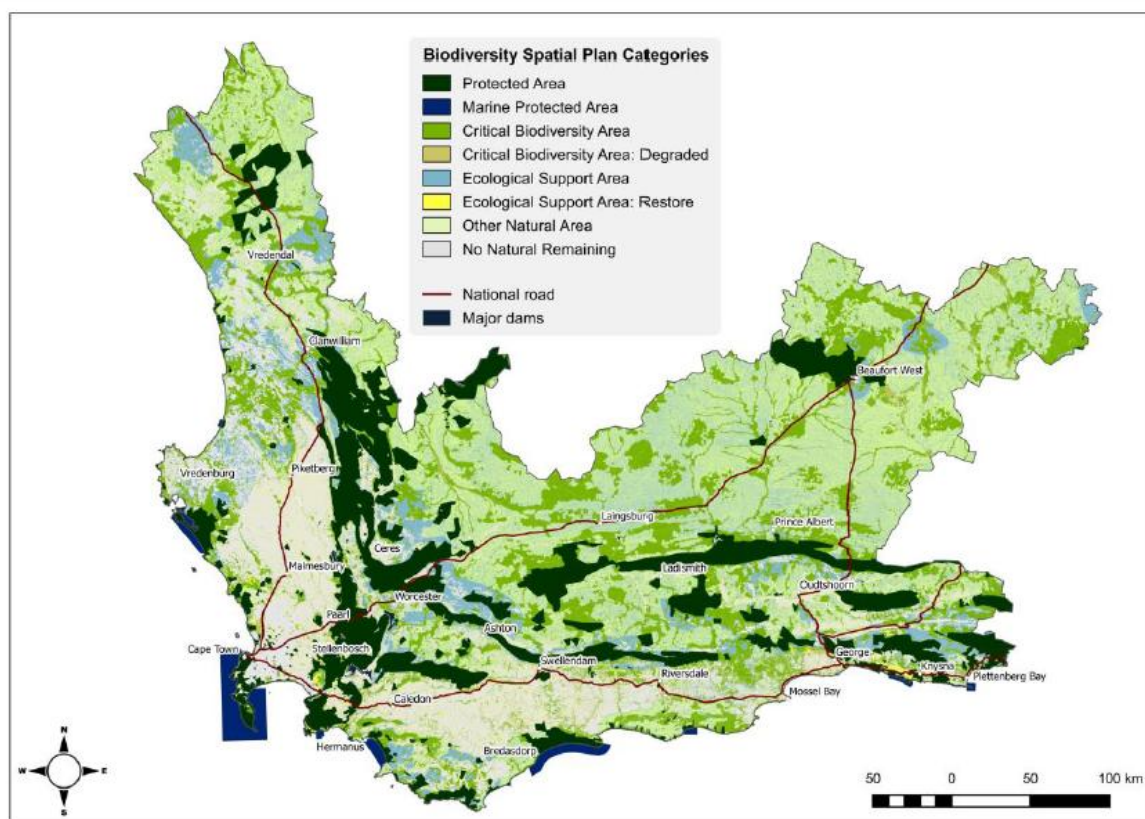
The contribution of informality to the broader economic vitality of the region must be better understood in terms of the informal public transport, food security and waste reduction, recycling and diversion sectors.

3.8 Biodiversity Management

3.8.1 Introduction

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

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



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

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

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

Shrinking of optimal bioclimatic habitats with warming and potential drying;

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

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

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

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

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

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

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

3.8.2 Background

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

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

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

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

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

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

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

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

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

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

3.8.3 Legislative Framework

– **Constitutional Mandate**

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

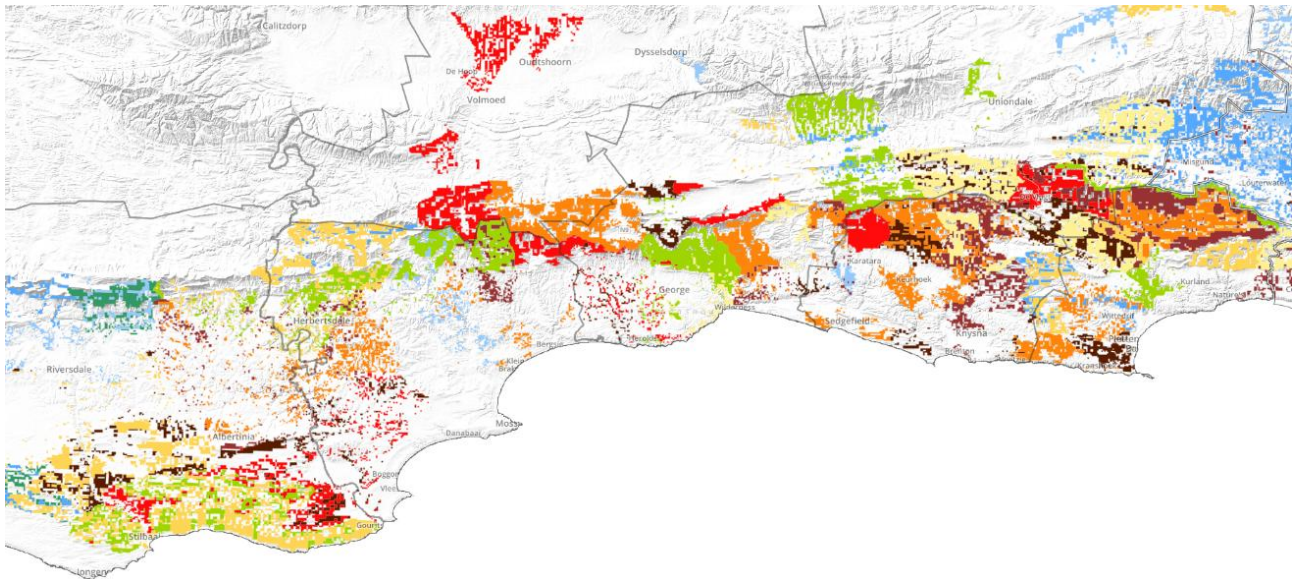
(e) the current measures to monitor, control and eradicate such invasive species; and

(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 revised Garden Route SDF	Incorporate sustainable land use management and planning into other sectors plans.
	Commenting on new	Research and improve

Project	Current Sub-Projects	Future Possible Sub-Projects
	environmental authorisation applications to control unsustainable land development	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 areas		Landscape initiatives / biodiversity corridors and identification of requirements for climate change adaptation corridors

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.

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 CO₂ per unit of power and that SA need to transition to a more energy efficient and lower carbon economy at a pace that makes sense for us.

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

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

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

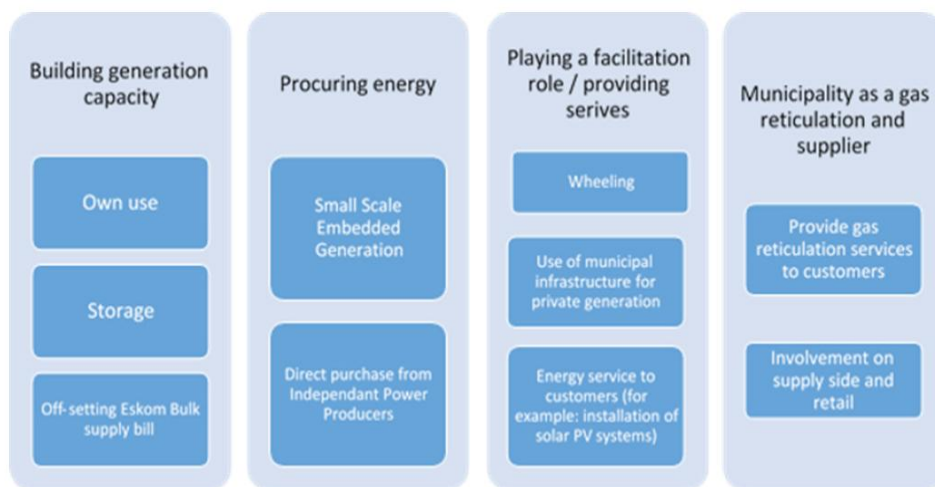
Game changer 1: Small Scale Embedded Generation (SSEG) in terms of which Municipalities are encouraged to adopt a model of providing energy services to their customers, which can include the installation of solar panels and storage to domestic customers

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

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

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

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



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
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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 or further assigned by that

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

- (5) Waste management officers must co-ordinate their activities with other waste management activities in the manner set out in the national waste management strategy 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 Environmental 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.	01 January 2014 – 31 July 2020
Waste Minimisation Education and Awareness Program	Make crèche, school educators and the general public aware 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

Implementation of Alternative Waste Management Technologies at the Regional Landfill facility. Assist Local Municipalities to complete waste characterisation studies.	be implemented by the private sector for green waste, wood waste, abattoir waste and sewage sludge. 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 2014

Implementation Program: Garden Route District Municipality								
OBJECTIVES	TARGET	ACTIONS						
		2014/2015	2015/2016	2016/2017	2017/2018	2019/2020	5 - 10 YEARS	10 - 15 YEARS
GARDEN ROUTE INTEGRATED WASTE INFORMATION SYSTEM (EIWIS) ADVANCEMENT (WCIWMP Goal 2: Improve waste information management) (WCIWMP Goal 4: Mainstream Integrated Waste Management planning in municipalities and industry) (WCIWMP Goal 7: Ensure the safe and	Registration of Health Care and Hazardous waste generators	Registration of existing generators and new generators into EIWIS.		On-going registration of new generators				
	Registration of Waste Management and Recycling facilities	Registration of existing generators and new generators into EIWIS.		On-going registration of new generators				
	Incorporation of Garden Route Integrated Waste Information System into the Integrated Pollutant and waste Information System of D:EA&DP	Synchronisation of systems by Information Technology Personnel of Garden Route DM and D:EA&DP		On-going transfer of EIWIS updated information to IPWIS				
	Access of the municipalities		Access control					

Implementation Program: Garden Route District Municipality								
OBJECTIVES	TARGET	ACTIONS						
		2014/2015	2015/2016	2016/2017	2017/2018	2019/2020	5 - 10 YEARS	10 - 15 YEARS
integrated management of hazardous waste management)	within Garden Route region to the information available in EIWIS.		system implemented by IT personnel of Garden Route DM					
WASTE MINIMISATION (WCIWMP Goal 1: Educate, strengthen capacity and raise awareness in Integrated Waste Management)	Implementation of the Garden Route Region Strategic Waste Minimisation Plan	Lack of accurate data regarding the quantity of waste being generated, landfilled and minimised	Installation of weighbridges at all waste landfill and transfer facilities with operating personnel					
		Lack of an auditing system to determine effectiveness of the awareness and education programmes.	Compile and implement an effective auditing system	Implement the auditing system				
		Registering of all recyclers on the Garden Route Waste Information System	Registration of existing recyclers	On-going registration of new recyclers				
		Establish a Waste Minimisation	Negotiate with the recyclers	Quarterly meeting Waste Minimisation Sub-Committee				

Implementation Program: Garden Route District Municipality									
OBJECTIVES	TARGET	ACTIONS							
		2014/2015	2015/2016	2016/2017	2017/2018	2019/2020	5 - 10 YEARS	10 - 15 YEARS	
		Sub-Committee, Garden Route Integrated Waste Management Forum	industry to establish and attend a minimisation sub-committee						
		Finalisation and Implementation of the Garden Route Region Waste Minimisation Public Awareness Campaign	Utilisation of the Media, Radio, Social media, Websites, newsletters and educational booklets to convey the minimisation message to the residents of the Garden Route District						
			Utilisation of visual medium to convey minimisation message to the residents of Garden Route District (Notice Boards, Street Banners, Teardrop- and Internal Banners)						
			Continuation of the Annual Waste Minimisation Road Show and Wise Up On Waste Program						
	Garden Route District Municipality Office Recycling Program	Revive Recycling Committee in-house and replace broken infrastructure	Appoint recyclers to remove recyclables. Monthly monitoring of recycling program.						
DISPOSAL INFRASTRUCTURE DEVELOPMENT (WCIWMP Goal 3: Promote sound, adequate and	Regional Landfill Facility	Finalisation and Construction of Regional Landfill Facility	Management of Public, Private Partnership contract conditions and Regional landfill Facility management supervision.						
			Establish Regional Landfill	Quarterly Meetings Regional Landfill Facility Monitoring Committee					

Implementation Program: Garden Route District Municipality								
OBJECTIVES	TARGET	ACTIONS						10 - 15 YEARS
		2014/2015	2015/2016	2016/2017	2017/2018	2019/2020	5 - 10 YEARS	
equitable waste management practices)			Facility Monitoring Committee					
						Planning for future management system for the continuation of the Regional Landfill Facility		
	Implementation of Alternative Waste Management Technologies	Finalisation of the implementation of Alternative Waste Management Technologies	Implementation of Alternative Waste Management Technologies					
			Planning for future management system for the continuation of the Alternative Waste Management Technology					
Garden Route District Municipal Waste Management By-Laws	Compile By-Laws for promulgation in Garden Route District	Enforcement of promulgated Waste Management By-Laws						
COOPERATIVE GOVERNANCE: REGIONAL	Continuation of the Garden Route	Quarterly Meetings Garden Route Integrated Waste Management Forum						

Implementation Program: Garden Route District Municipality								
OBJECTIVES	TARGET	ACTIONS						10 - 15 YEARS
		2014/2015	2015/2016	2016/2017	2017/2018	2019/2020	5 - 10 YEARS	
WASTE MANAGEMENT APPROACHED (WCIWMP GOAL 4: Mainstream Integrated Waste Management planning in municipalities and industry)	Integrated Waste Management Forum Meetings on a Quarterly Basis							
	Motivation of all Municipalities to take part in Forum meetings and project	Meeting with Management of Kannaland and Hessequa Municipality to attend Forum meetings on a regular Basis	Municipalities attend quarterly meetings Garden Route Integrated Waste Management Forum					
	Incorporating Representative of Department of Environmental Affairs and Development Planning on a permanent basis	Attend Garden Route Integrated Waste Management Forum meetings	DEADP attend quarterly meetings Garden Route Integrated Waste Management Forum					

Implementation Program: Garden Route District Municipality								
OBJECTIVES	TARGET	ACTIONS						10 - 15 YEARS
		2014/2015	2015/2016	2016/2017	2017/2018	2019/2020	5 - 10 YEARS	
<p>INSUFFICIENT FUNDS FOR DISTRICT WASTE MANAGEMENT FUNCTION</p> <p>(WCIWMP Goal 5: Mainstream sustainable waste management practices)</p> <p>(WCIWMP Goal 8: Facilitate access to funds to implement Integrated Waste Management in the province)</p>	Source Funding for Regional waste Management Functions	Liaise with National and Provincial Departments to Source Funding to ensure the implementation of sufficient Regional waste Management Functions						
WASTE RECYCLING ECONOMY	Creation of a more stable recycling market	Liaise with Provincial Department of Environmental Affairs and Development Planning to enter into discussions with private sector producers to establish targets for the purchasing and usage of recycled materials from recyclers.						

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 2019/2020 Projects and Programmes: Roads Maintenance and Construction

4.4.1 Upgrade Projects km

PROGRAM	Name	Road Number	Start Km	End Km	Width	Qty km	Start date	End Date	Q1	Q2	Q3	Q4	Annual Total
UPGRADE	Friemersheim	DR01578	15,50	23,00	6,80	7,50	1/4/2016	28/06/2019		7,50			7,50
UPGRADE	Slangrivier	DR01297	6,26	7,57	6,80	1,31	1/07/2019	27/06/2020				0,98	0,98
UPGRADE	Slangrivier	DR01263	4,30	5,42	6,80	1,12	1/07/2019	27/06/2020				0,84	0,84
Upgrade Total kms						9,93			0,00	7,50	0,00	1,82	9,32

4.4.2 Regravel Projects

PROGRAM	NAME	Road Number	Start Km	End Km	Width	Qty m ²	Start Date	End Date	Q1	Q2	Q3	Q4	Annual Total
REGRAVEL	CONCORDIA	DR01783	3,50	4,40	7,00	0,90	2/04/2019	30/04/2019	0,90				0,90
REGRAVEL	SWARTBERG	MR00369	20,00	23,24	5,50	3,24	2/04/2019	15/05/2019	3,24				3,24
REGRAVEL	KRUISRIVIER	DR01577	1,04	11,00	7,00	9,96	15/05/2019	30/08/2019	3,00	6,96			9,96
REGRAVEL	KAMANASSIE STASIE	DR01673	7,29	11,00	7,00	3,71	1/09/2019	15/10/2019		3,00	0,71		3,71
REGRAVEL	GEELHOUTBOOM	DR01631	4,15	8,19	6,00	4,04	15/10/2019	6/12/2019			4,04		4,04
REGRAVEL	VAN WYKS KRAAL	DR01692	1,80	7,65	7,00	5,85	15/01/2020	28/02/2020				5,85	5,85
REGRAVEL	SAASVELD/KEYTERNEK	MR00355	10,52	15,01	7,00	4,49	1/03/2020	31/03/2020				4,49	4,49
Regravel Total kms						32,19			7,14	9,96	4,75	10,34	32,19

4.4.3 Reseal Programmes

PROGRAM	NAME	Road Number	Start Km	End Km	Width	Qty m ²	Start Date	End Date	Q1	Q2	Q3	Q4	Annual Total
RESEAL	PRINCE ALFRED'S PASS	TR05901	2,00	5,15	6,20	19 530,00	1/09/2019	27/09/2019		19 530,00			19 530,00
RESEAL	VLEESBAAI	MR00336	9,43	14,20	6,50	31 005,00	1/09/2019	27/09/2019		31 005,00			31 005,00
RESEAL	DE DRAAI	DR01568	49,50	51,65	6,90	14 835,00	1/10/2019	31/10/2019			14 835,00		14 835,00
RESEAL	SORGFONTEIN	DR01578	23,34	31,13	7,30	56 867,00	1/10/2019	31/10/2019			56 867,00		56 867,00
RESEAL	OUDE MURAGIE	DR01524	0,00	2,69	6,60	17 754,00	1/11/2019	30/11/2019			17 754,00		17 754,00
RESEAL	OLIFANTSHOEK	OP06893	0,00	0,72	5,60	4 032,00	1/11/2019	30/11/2019			4 032,00		4 032,00
RESEAL	FRANSMANSHOEK	OP04979	0,00	0,64	5,60	3 584,00	1/11/2019	30/11/2019			3 584,00		3 584,00
RESEAL	PREEKSTOEL	MR00335	0,00	3,12	6,60	20 592,00	1/11/2019	30/11/2019			20 592,00		20 592,00
RESEAL	BOGGOMSBAAI	OP04982	0,00	1,76	5,60	9 856,00	14/01/2020	31/1/2020				9 856,00	9 856,00
RESEAL	AMANDELBOSCH	DR01323	0,00	0,82	7,00	5 740,00	14/01/2020	31/1/2020				5 740,00	5 740,00
RESEAL	HOEKWIL	DR01626	0,71	1,52	6,70	5 427,00	14/01/2020	31/1/2020				5 427,00	5 427,00
RESEAL	KRUISRIVIER	DR01577	0,00	1,04	7,20	7 488,00	14/01/2020	31/1/2020				7 488,00	7 488,00
RESEAL	MURRAYSBURG	TR01610	32,80	40,23	6,80	50 524,00	3/02/2020	28/02/2020				50 524,00	50 524,00
RESEAL						0,00							0,00
Reseal Total m2						247 234,00			0,00	50 535,00	117 664,00	79 035,00	247 234,00

4.5 Needs Raised By (B) Municipalities To The District

MUNICIPALITY	NEEDS RAISED FOR THE DISTRICT
BITOU	<ul style="list-style-type: none"> • Increase water capacity. • Need for landfill site. • Maintenance of District roads.
KNYSNA	<ul style="list-style-type: none"> • Assistance to development marketing & tourism development. • Water security. • Sport summit.
GEORGE	<ul style="list-style-type: none"> • Crime awareness campaigns. • Small business training and support.
MOSSEL BAY	<ul style="list-style-type: none"> • Electrification of informal settlement. • Business training and development of SMME's. • Funding to host arts and culture development festival.
HESSEQUA	<ul style="list-style-type: none"> • Road upgrades. • JPI 1_088 : Upgrade of Port Beaufort Road (EDM Agreement 46_2014). • Water Assessments on Sources and Quality.
OUDTSHOORN	<ul style="list-style-type: none"> • Regional landfill site. • Water project for Volmoed & Klipokasie. • Maintenance of district roads.
KANNALAND	<ul style="list-style-type: none"> • Water services. • Regional landfill site. • Business training and development of SMME's.

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.

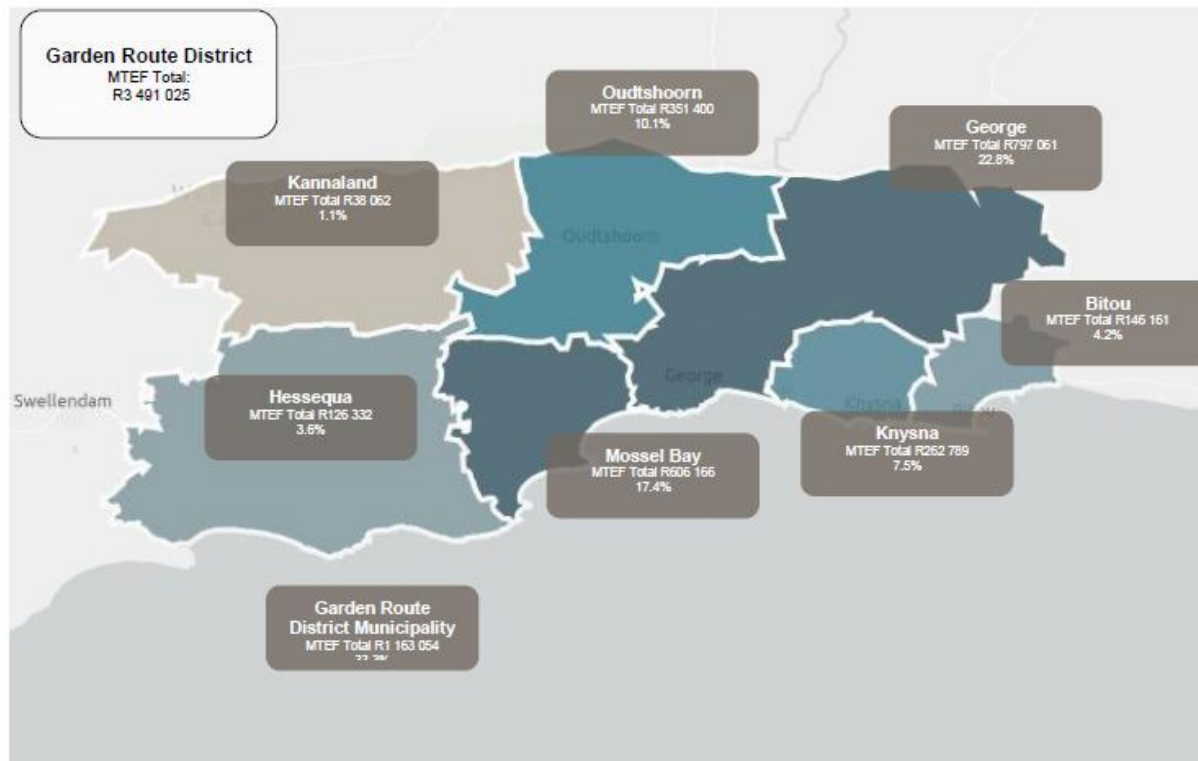
Summary: Garden Route District Municipality

Department	Number of Projects	Value (R'000)
Transport & Public Works	15	1163054
Total MTEF Period	15	1163054

Summary: Garden Route District (including Local Municipalities)

Department	Number of Projects	Value (R'000)
Education	11	285500
Health	31	64507
Human Settlements	45	1158321
Social Development	2	335
Transport & Public Works	39	1962362
Total MTEF Period	128	3491025

GRD Map 1: Spatial Distribution of Planned Infrastructure Expenditure in Garden Route District - MTEF Total (R'000)



GRD Table 2: Top 10 Infrastructure Projects in Garden Route District - MTEF Total (R'000)

Department	Project/Programme Name	Infrastructure Type	Nature of Investment	MTEF Total (R'000)
<i>Transport and Public Works</i>	Maintenance ED DM	Routine Maintenance	Maintenance and repair	287,005
<i>Human Settlements</i>	George: Rosedale: Syferfontein - 3800 Services IRDP	Municipal project: Planning	Infrastructure transfers - Capital	259,670
<i>Transport and Public Works</i>	Maintenance Eden	Blacktop/Tarred Roads	Maintenance and repair	221,834
<i>Transport and Public Works</i>	C918 PRMG Oudtshoorn-De Rust	Blacktop/Tarred Roads	Refurbishment and rehabilitation	143,000
<i>Human Settlements</i>	Mossel Bay: Kwanonqaba: Louis Fourie Corridor: 1312 Sites - IRDP	Municipal project: Planning	Infrastructure transfers - Capital	126,110
<i>Transport and Public Works</i>	C1100 PRMG Reseal Holgaten	Resealing	Refurbishment and rehabilitation	111,000
<i>Transport and Public Works</i>	C964.2 Mossel Bay-Hartenbos phase 2	Blacktop/Tarred Roads	Upgrades and additions	105,000
<i>Transport and Public Works</i>	C1124 PRMG Reseal Herbertsdale Albertinia Gouritz Mond	Resealing	Refurbishment and rehabilitation	103,000
<i>Transport and Public Works</i>	C822 PRMG Hartenbos-Groot Brak River	Blacktop/Tarred Roads	Refurbishment and rehabilitation	100,000
<i>Transport and Public Works</i>	C1008.1 Calitzdorp-Oudtshoorn rehabilitation (Spa Road)	Blacktop/Tarred Roads	Refurbishment and rehabilitation	77,000



CHAPTER FIVE (5) ENVIRONMENT & HEALTH SERVICES

CHAPTER 5: ENVIRONMENT & HEALTH SERVICES

5.1 Municipal Health Services

5.1.1 Legislative Requirement (s)

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

- The Constitution of the Republic of South Africa 1996
- The Municipal Systems Act, 2000 (Act 32 of 2000)
- The Municipal Structures Act, 1998 (Act 117 of 1998)
- The Municipal Finance Management Act, 2000 (Act 56 of 2000)
- The National Health Act, 2003 (Act 63 2003) and promulgated Regulations
- Health Professions Act, 1974 (Act 56 of 1974): Regulation 123 of 8 Feb 2008
Regulations defining the scope of the profession of Environmental Health:
Amendment
- Tobacco Products Control Act, 1993 (Act 83 of 1993)
- The Foodstuffs, Cosmetics and Disinfectants Act and Regulations, 1972 (Act 54 of 1972) and promulgated Regulations.
- The National Building Regulations and Building Standards Act, 1977 (Act 103 of 1977)
- Hazardous Substances Act, 15 of 1973
- Garden Route District Municipality Municipal Health By-Laws
- National Environmental Management Act, 1998 (Act 107 of 1998)
- Disaster Management Act, 2002 (Act 57 of 2002)
- 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
<ul style="list-style-type: none"> National Environmental Health Policy, 2013 	Notice no. 951 in Government Gazette 37112	04 December 2013
<ul style="list-style-type: none"> National Environmental Health Strategy, 2016 		

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

Standard operating procedures/ Investigation guidelines

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

5.1.4 Alignment with provincial and National Objectives/Goals

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

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

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

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

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

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

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

	<ul style="list-style-type: none"> ○ Outbreak of communicable diseases ○ Spread of communicable disease
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5.1.5 Projects and Programs

Project/Program	Objective	Date from - date to 2018/07/01 - 2019/06/30
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	<ul style="list-style-type: none"> • Poor management and failing Infrastructure. • Pollution
Communication with foreigners	Language barriers Interpreters	Spaza shop owners/ workers changing regularly.
Poor communication, cooperation and collaboration between spheres of government (National, Provincial and Local)	Hampering of service delivery due to poor cooperation and collaboration	Commitment and Communication

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

<ul style="list-style-type: none"> - Landfill sites (transfer stations, transportation, etc) 	<p>health related issues.</p>	<p>landfill sites and other waste facilities</p>	<p>landfill sites and other waste facilities premises b) Increase Awareness and Education programmes c) Enforcement</p>
<p>Health surveillances of premises</p> <ul style="list-style-type: none"> - Commercial, residential, industrial and occupied or unoccupied premises 	<p>Communicable diseases and health related. Squatting in unoccupied premises Health Nuisances and/or risk Illegal dumping</p>	<p>Ineffective control over vacant land and unoccupied spaces.</p>	<p>a) Increase surveillance of premises b) Increase Awareness and Education programmes. c) Enforcement d) Reports</p>

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

5.2.3 Policies 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.

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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 (GRGS)

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; and
- to encourage the involvement of communities and community organizations 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 be 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 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, SMEs development, integrated waste management etc. 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

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 GDP 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.

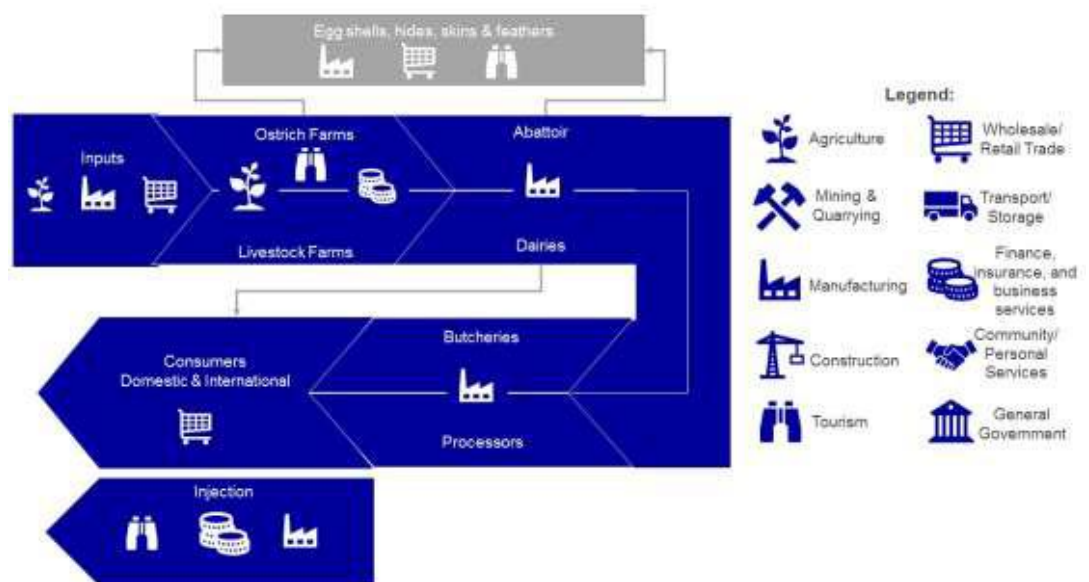


Diagram : Sectoral Linkages, Source: Urban-Econ, 2017

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 GDP 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 GDP 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 GDP 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 Oudtshoorn 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 GDP (Wesgro, 2015).

Most of these are BPO companies that have established offshore operations in Cape Town with BPESA Western Cape's help. These include, Teleperformance (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, iinet, 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 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 intend 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
- 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;

The Regulatory Environment	The Processing Environment	The Communication Environment
<p>The Challenge: Regular review and appropriate amendment or repeal of legislation to support business and so investment <i>(MBM & George raised these as a key challenge). Bitou raised the key challenge of a necessary, but absent policy environment (Proc linked to ED)</i></p>	<p>The Challenges:</p> <ul style="list-style-type: none"> • Incomplete and non-compliant applications by local business • Complexity and non-standardised workflow in the municipality that is time-consuming and costly to investment 	<p>The Challenge:</p> <ul style="list-style-type: none"> • 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?
<p>An Approach:</p> <ul style="list-style-type: none"> • 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 • Ascertain alternative business-friendly interpretations 	<p>An Approach:</p> <ul style="list-style-type: none"> • Assess business processes and workflow that support business-facing services - noting time, cost and administrative burden efficiencies. <p>Examples include:</p> <ul style="list-style-type: none"> ○ BUILDING PLAN APPROVAL ○ PROCUREMENT ○ EVENT PERMITTING ○ ACCESS TO LAND/property for development <ul style="list-style-type: none"> • Render intervention support for improvement optimisation or enhancements (internal & external improvement interventions) (land-use – Jaco MBM - municipal incentive policy) • Processing-type activities that can be improved (by way of example in Application & Permitting Management) <ul style="list-style-type: none"> ○ Online or Centralise Application processing (e.g. digitise 	<p>An Approach:</p> <ul style="list-style-type: none"> • 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; • Structured and ongoing engagement with business and other stakeholders;

<p>(without compromising safety, good governance, etc.) – support a pro-economic growth approach;</p> <ul style="list-style-type: none"> • Lobby for the business-friendly application of the legislation; • Amend the legislation 	<p>a process that may include an enhancement of an existing municipal electronic-systems)</p> <ul style="list-style-type: none"> ○ Develop Criteria for assessing (e.g. events, municipal incentives) ○ 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 	<ul style="list-style-type: none"> • 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.;
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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

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

- 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, N12 Treasure Route, Culture and Heritage with special focus on township and rural tourism.
- Compilation of an inclusive, implementable 5-year Tourism marketing and development strategy.
- Ongoing skills development to harness existing programmes addressing unemployment/poverty alleviation etc.

6.1.19 2019/2020 Proposed district Economic Development and Tourism Projects

Project	Description	Amount
SMME Export Development Programme	Continuation of the Export Development Programme to capacitate small businesses who want to venture into exporting or expand their export markets.	R250 000
Garden Route Film Office	<p>The DED unit spent the year compiling the Garden Route & Klein Karoo strategy for the development of the film industry together with other key stakeholders. Initiatives identified in terms of this strategy now requires funding for implementation in order to promote Garden Route District as a preferred film production destination. One of these is a regional (GR KK) Film Office to coordinate such activities for the region. These are:</p> <ul style="list-style-type: none"> • Marketing & Market intelligence • Content Development Support for local productions • Skills Development • Permits and location management • Lobbying & Advisory • Information dissemination • Alignment with WCPG initiatives • Facilitation and coordination 	R200 000
Basic Film Training	<p>Second phase of basic film and film entrepreneurship training for (Hessequa, Kannaland and Knysna). The first phase included all the other areas of the district.</p> <p>Develop Community media in their own areas Build up small businesses Provide audio visual and media services to commerce, industry, government and their own communities Strives to prepare the learner to think entrepreneurially, empowering them to create their opportunities & boosting their self-confidence.</p> <p>Under an over-arching umbrella of empowering entrepreneurial thinking, this program will outline theoretical and</p>	R200 000

	<p>practical, experiential learning components in respect of occupational skills, as well as basic, generic life skills and will furthermore introduce the learner to the profoundly important role they play in the development of the film sector of the Garden Route District</p> <p>Course Outline & Structure: <i>Life skills and entrepreneurship phase:</i> Content covered: Start up, Profiling, Research, Legal Aspects, Marketing Strategy, Management Functions, Costing & Pricing, Finance management, Business admin., Business Plan Development. <i>The production process and various steps from concept to screen.</i> Content covered: Understanding the Industry, Making content for online broadcasting (cell phone exercise) Visual Literacy (scripts, schedules, call sheets, Concept development, production workflow. Studio Environment, Set Etiquette, Health and Safety on set, Casting process Target Audience: Matric Certificate with Mathematics & English + Basic Computer literacy; 18 – 25, Previously Disadvantaged preference although open to real talent. Aim to have 75% black beneficiaries. Competent at a level where they will develop themselves in following fields: An assistant position on a professional production in any department in the film or TV industry; semi-skilled position in any other industry (tourism/ publishing, etc.); entrepreneur initiating opportunities for him/herself.</p>	
Growth and Development Strategy	The development and compilation of the GDS to map the economic growth and development trajectory for the district for the next 20 years.	R1 000 000
Investment Prospectus	Compilation of an investment prospectus showcasing the district's investment potential and opportunities.	R800 000

South Cape Economic Partnership	Continuation of the current partnership between municipalities, businesses and the Western Cape Economic Partnership for the facilitation of economic growth and development opportunities in the district.	R100 000
LED/SCEP Forum	Platform where discussions take place for economic growth and development.	R10 000
Assistant Chef Training	<p>The François Ferreira Academy has been in operation in George since 2004, and has been working in partnership with the National Young Chefs Training Programme (NYCTP) managed by the South African Chefs Association (SACA) and funded by the National Department of Tourism and EPWP.</p> <p>The Francois Ferreira Academy has extended its scope of accreditation with CATHSSETA to include the Certificate in Professional Cookery as well as the Assistant Chef Skills programme.</p> <p>There is a great need in the hospitality sector for young chefs with good basic cooking skills. The Assistant Chef programme provides these basic skills needed by young chefs in the industry. After the success of the Cater Care programme, it seems natural to take the training up a step and place prospective learners on a career path with a good set of basic cooking skills. The learner will be entering the workplace as a cook and not a kitchen assistant.</p> <p>Duration:6 months</p>	R300 000.00
Garden Route & Klein Karoo Regional Tourism Strategy	Development of an inclusive, implementable regional Tourism Strategy for the District.	R300 000.00
Kannaland Tourism Strategy	Development of a comprehensive, implementable Tourism Strategy for the	R100 000.00

	Kannaland Municipality.	
Annual Tourism Indaba	INDABA brings together a showcase of Southern African tourism products and services for the international travel trade. Exhibitors in the DEC (Durban Exhibition Centre) include provincial authorities, provincial products and African Countries. In the ICC (International Convention Centre), exhibitor categories include accommodation, tour operators, game lodges, transport, online travel, media publications and industry associations. Outdoor exhibitors include transport, camping and safari companies.	R150 000.00
World Travel Market Africa	<p>World Travel Market Africa is the leading B2B exhibition for the inbound and outbound African travel & tourism markets. It is a very important platform for us to reach the International Tour operators market.</p> <ul style="list-style-type: none"> • 4127 industry professionals from over 60 different countries & regions at WTM Africa • 82% new buyers from over 45 different countries • 572 exhibiting companies at WTM Africa 2015 • 2 days of speed networking • 7600 Pre scheduled appointments • 142 travel media <p>Method</p> <ul style="list-style-type: none"> • Coordinate region • Branding of region • Set up appointments with tour operators and agents to sign agreements • Compile marketing material to ensure the lesser known areas are marketed <p>Date: April 2018 Venue: CTICC (Cape Town)</p>	R300 000.00
Getaway Show Gauteng	The Gauteng Getaway Show will be held at the Ticketpro Dome from 14 to 16 September 2018. Showcasing over 350 exhibits including travel destinations, accommodation, outdoor gear, 4x4 products and accessories, motor homes, caravans	R150 000.00

	and trailers, camping equipment and adventure operators.	
Marketing Material	<p>Develop marketing material e.g. brochures, map, website and mobile app.</p> <p>Provide effective updated tourism information and compile route information to ensure lesser known areas are marketed.</p> <p>Method:</p> <ul style="list-style-type: none"> • Develop and print Maps & Brochures to be distributed at various tourism information locations e.g. Cape Town, George & PE Airports • Marketing material to be used at various travel expos. • Website: Constant updating of content and ensure correct links to and from the website. Translation of website in to 4 foreign languages. • GR&KK App 	R500 000.00
LTO Forum meetings	Local Tourism Organisations's forum meetings held once every quarter, to update and inform the local tourism organizations on progress/plans currently under-taken by the District and a platform for the LTO's to update the District on projects/plans in their respective areas	R10 000.00
Film Orientation Program in partnership with IKASI Media		R200 000
Logistics and Market Access Support for Small Medium & Micro Enterprises		R250 000
"Woman on Fleek" and Persons with Disabilities Entrepreneur Expo – SMME Development Programme-		R80 000

Mossel Bay Interpretive (Discovery Centre – Point caves)		R500 000
Electronic Brochure for Arts & Crafts + update database		R250 000
Events: GRKK Surfing Classic Harold Meander Leiwater Fees Mossel Bay Port & Peoples Festival/Soul Calitzdorp Winter Festival Plett Wine & Bubbly Festival Knysna Timber Festival Proe Bietjie Fees Garden Route Music Festival		GRKK Surfing Classic- R500 000.00 Harold Meander Leiwater Fees- R80 000.00 Mossel Bay Port & Peoples Festival/Soul- R100 000.00 Calitzdorp Winter Festival- R80 000.00 Plett Wine & Bubbly Festival-R150 000.00 Knysna Timber Festival- R150 000.00 Proe Bietjie Fees- R80 000.00 Garden Route Music Festival-R1 million
Corporate Gifts		R250 000.000
Branded/Promotional Clothing		R150 000
Tourism Logo Trademark-Renewal Registration Service		R10 000

6.1.20 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 (GRI), 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 points 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.

6.1.21 Challenges

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

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 From 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 Management with 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 stakeholders and communities	Awareness promotion and of Intergovernmental Relation	EPWP Manager, IDP Section and Communication Section



CHAPTER SEVEN (7) GOOD GOVERNANCE

CHAPTER 7: GOOD GOVERNANCE**7.1 Internal Audit**

7.1.1 Legislative Requirement

Section 165 of the Local Government: Municipal Finance Management Act, No. 56 of 2003 (MFMA), prescribes that each municipality must have an internal audit unit.

The internal audit unit of a municipality must —

- (a) prepare a risk-based audit plan and an internal audit program for each financial year;
- (b) advise the accounting officer and report to the audit committee on the implementation of the internal audit plan and matters relating to —
 - (i) internal audit;
 - (ii) internal controls;
 - (iii) accounting procedures and practices;
 - (iv) risk and risk management;
 - (v) performance management;
 - (vi) loss control; and
 - (vii) compliance with the MFMA, the annual Division of Revenue Act and any other applicable legislation; and
- (c) perform such other duties as may be assigned to it by the accounting officer.

7.1.2 Structures and committees in places

The Internal Audit Unit functionally reports to the Audit and Performance Audit Committee (APAC). 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

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 7.2	22 June 2018

7.2.4 Alignment with provincial and National Objectives/Goals

Garden Route District Municipality	Western Government	Cape	National Government
Good Governance and IGR	Embed governance and integrated delivery partnerships and alignment	good and service through spatial	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	1 April 2019

7.2.6 Challenges

Currently using excel document as risk register. Not one template in distribution and conflicting information can occur. The need for an electronic full circle Audit, Risk and compliance system. Risk management not part of all day to day activities and still seen as a tick box exercise. Risks not aligned to strategic goals and SDBIP. Not all risks are identified correctly and incorrect mitigation plans put in place.

7.2.7 Objectives

Objectives of Risk Management Unit

- more sustainable and reliable delivery of services;
- informed decisions underpinned by appropriate rigour and analysis;
- achievement of strategic goals as set out in the Integrated Development Plan;
- prevention of fraud and corruption;
- better value for money through more efficient use of resources; and

- better outputs and outcomes through improved project and program management.
- mitigation of risks identified per project

7.2.8 Strategic risk(s)

Risk Name	Possible Cause of Risk	Consequences	Current controls	Actions to improve management of the risk
Excessive alien vegetation in the District	<ul style="list-style-type: none"> • Alien infestation not being eradicated due to no Alien invasive species, monitoring, control and eradication plan • Droughts, • unharvestable fields/crops • Non maintenance of fire breaks • Excessive alien invasive plant growth in the entire district. 	<ul style="list-style-type: none"> • Litigation Fires, • loss of income due to fires destroying livestock and crops, • loss of life • Directives s74 of NEMBA act that can result in fines and imprisonment to a maximum of R10m and 10 years in prison 	<p>Harkerville/Crags eradication completed</p> <p>Firebreaks being completed in Swartvlei, Kleinkrantz, De Hoek, Calitzdorp Spa and Victoria Bay</p> <ul style="list-style-type: none"> • Appointment of consultants to compile framework as per NEMBA act 	<ul style="list-style-type: none"> • EPWP: Firebreaks in Heroldsbay to start • Prioritisation of sites to be cleared. • Plan/Framework to be completed to assist in different phases identified
Climate Change	<ul style="list-style-type: none"> • Greenhouse gases • Changes in temperature • Changes in weather patterns • Human fingerprint 	<ul style="list-style-type: none"> • Drought • Water shortages • Fires • Litigations • Job losses (Poverty) • Diseases 	<ul style="list-style-type: none"> • Appointment of Climate change specialist, • Green energy expert appointed, • MOU with Stellenbosch University, • Alien vegetation Clearing R4m in current budget, • Climate Change adaptation plan, • Air Quality management plan, • Waste Management plan 	<ul style="list-style-type: none"> • The update of the GRDM Climate Change Adaptation Plan has begun. • Busy with the compilation of inputs from both the Provincial- as well as National Departments. • Final GRDM Climate Change Adaptation and Mitigation Plan to be completed by the end of this year. • Council report related to Climate Change to be submitted • Disaster Management tender in process

Risk Name	Possible Cause of Risk	Consequences	Current controls	Actions to improve management of the risk
Financial Sustainability	<ul style="list-style-type: none"> • Limited own revenue sources • Grant dependency • Lost opportunity of income due to minimal or no payments of Council properties • District municipality providing minimal leviable services • Non recoverability of fire service accounts 	<ul style="list-style-type: none"> • Financial loss • Credit rating • Going concern • Staff turnover • Possible staff retrenchments • Poor Service Delivery 	<ul style="list-style-type: none"> • PwC Revenue Enhancement report, • Revenue Enhancement Committee established • Updating of lease agreements, • Lease agreements, Lease register 	<ul style="list-style-type: none"> • Implementation of Revenue Enhancement report, • Continued engagements with developers for resorts • Appointment of evaluator to determine market value of property for purposes of market related rentals, • Current lease agreements are under review. • Review and update asset management policy to unlock property related revenue stream • Research alternative funding sources e.g. Borrowings, international funding • Engage with other DM CFO re DM funding
Negative Audit Opinion	<ul style="list-style-type: none"> • Irregular expenditure • Failure to provide credible AFS • Failure to properly administrate payments • Ineffective systems control procedures with regards to capturing of data • Lack of / no service delivery with regard to key areas within the finance department • Incorrect treatment of VAT resulting in over-or under payment to SARS • Vendor still developing basic functionality on the system e.g. 	<ul style="list-style-type: none"> • Loss equitable share • Reputation Risk • Staff turnover and poor staff moral • Poor service delivery • Credit Rating • Financial Sustainability and viability 	<ul style="list-style-type: none"> • Audit action plan (OPCAR) • mSCOA streamleads meetings • Regular GRAP meetings • Phoenix support onsite 3 days per week • VAT parameters corrected in system configuration • Contract with service providers to assist if required 	<ul style="list-style-type: none"> • Audit on transaction from July 2019 • Utilisation of Caseware • Parallel Preparation of manual AFS, • Training on system • Full VAT reconciliations to be submitted to SARS by April 2019

Risk Name	Possible Cause of Risk	Consequences	Current controls	Actions to improve management of the risk
	Bank reconciliation module •Capacity of the vendor to support their client •SCM related processes			

Risk Name	Possible Cause of Risk	Consequences	Current controls	Actions to improve management of the risk
Lack in economic growth in the district	<ul style="list-style-type: none"> • 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 • Capacity constraints at B or C municipal level; • Lack of buy in from stakeholders; • Misalignment of programs; • Lack of coordinated strategic plan to grow the district; • Failure of b municipalities to regularly attend LED / IGR Forums; • Outdated Growth and Development Strategy for the district. 	<ul style="list-style-type: none"> • Increase in poverty; unemployment; • increase in dependency on government grants; Less people being able to pay for municipal services; • No growth in the economy. 	<ul style="list-style-type: none"> • Growth and Development Strategy for the district. • The South Cape Economic Partnership -working groups (All Mum's + Private Sector Business Chambers) • LED Forums (Mun's, + Provincial Sector Departments + SEDA) • Investment readiness workshops held as well as Business Engagements and Investment Conference as platform to launch the GR & KK as investment destination. 	<ul style="list-style-type: none"> • Continued and improved communication with all economic growth and development stakeholders and roleplayers. • Export Development Programme for businesses. • Continued industry and economic sector support and development through projects and programmes. • Continued partnership through South Cape Economic Partnership to ensure integrated planning and implementation between government and private sector. • Avail GRDM agricultural land for emerging farmer development. • Continued skills development programmes focussed on marginalized groups in collaboration with GRDM skills unit. • Compilation of Growth and Development Strategy for the district.

Risk Name	Possible Cause of Risk	Consequences	Current controls	Actions to improve management of the risk
Loss of Roads Agency Function	There are discussion of taking the function back to province Receiving R150m	<ul style="list-style-type: none"> •Financial Loss (Loss of R150m allocation, Lose admin income (R15m, R64m post retirement liability) •Retrenchment or absorption of road staff (+- 300 employees) •Sustainability of the district •Poor Services delivery •Loss of assets 	<ul style="list-style-type: none"> •Political intervention. •Negotiations at DCF and MMF Meetings. •Current SLA was extended 	<ul style="list-style-type: none"> •Treat as high priority on DCF and MMF Agendas •Discussion with Provincial Treasury on new SLA to include all stakeholders inputs before finalisation

Risk Name	Possible Cause of Risk	Consequences	Current controls	Actions to improve management of the risk
Litigation	<ul style="list-style-type: none"> •Incorrect legal advice •Possible litigation as a result of district fire (R500m) •Non Compliance with legislation an policies •Lack of knowledge/understanding •Poor Contract Management •Lack of life savers at resorts •Poor service 	<ul style="list-style-type: none"> •Financial Loss •Reputational Risk •Poor Service Delivery •Loss of life 	<ul style="list-style-type: none"> •Register of all summonses served on the Municipality. •Summons forwarded to the relevant department & Insurance. • Memo to the MM to notify him of the proposed legal action with recommendation. •Request permission to appoint attorney • Set up consultation with attorney and relevant staff. •New/ amended legislation forwarded to relevant staff. •Alerts to responsible contract manager of renewal/termination date of contract. •Contracts Management Policy approved. 	<ul style="list-style-type: none"> •Legal Services now informs the contract owner and HOD of contract alert date to minimise risks. • Roadshows will take place to show staff how to complete the contract management process on collaborator / awareness of non-compliance. •Notification alert send to initiator and HOD on contract management process •Combined report from Contract management on the period of active contracts to MANCOM •Formulation of SOP's for diseases

Risk Name	Possible Cause of Risk	Consequences	Current controls	Actions to improve management of the risk
Non Compliance with legislation and policies	<ul style="list-style-type: none"> •Lack of knowledge and understanding •Lack of resources •Inaccurate reporting •Red tape •Lack of training •System failures •Incorrect decisions 	<ul style="list-style-type: none"> •Negative Audit Opinion •Litigation •Loss of grants •Reputation Risk •Poor service deliver •Credit Rating •Possible retrenchments •Financial Sustainability and viability 	<ul style="list-style-type: none"> •Departments are informed on a weekly basis of new and/or amended legislation as well as the due dates for comments (if any). • Relevant legislation are also addressed in reports. •Monthly reports to the Corporate Services Portfolio Committee of new and/or amended legislation. •Policy register updated and submitted to Mancom. 	<ul style="list-style-type: none"> •Roadshows on the importance of new/amended legislation and how it might impact on the Municipality. •SCM/Contract Management workshop (was postponed waiting on a new date)
Failure to properly dispose of waste	Long process before the establishment of the land fill site	<ul style="list-style-type: none"> •Litigation •Health hazards •Public protests •Reputational Risk •Poor service deliver •Decrease in tourism industry (loss of revenue and job opportunities) 	Regional Landfill site tender near completion	<ul style="list-style-type: none"> •First meeting with the appointed preferred bidder took place. •Progress report to Council. •Section 33 process. •PPP TVR 3. - DBSA funding meeting was successful and funding approval granted •Signing of Contract with Service Provider/SLA. Service provider on site September 2019

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 Garden Route Service Delivery and Budget Implementation Plan

SDBIP: Top layer 2019/2020

Ref	Directorate.	Strategic Objective	KPI	Unit of Measurement	KPI Owner	Baseline	Revised Target	KPI Calculation Type	Sep-19	Dec-19	Mar-20	Jun-20
									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 quarterly	Strategic Manager	4	4	Carry Over	1	1	1	1
TL2	Office of the Municipal Manager	Good Governance	Develop Standard Operating Procedures for the Municipality and submit to MANCOM for approval(Inclusive Report)	Number of SOP's developed and submitted to MANCOM	Manager: Legal Services	New KPI for 2019/2020		Carry Over	3	2	2	3
TL3	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

Ref	Directorate.	Strategic Objective	KPI	Unit of Measurement	KPI Owner	Baseline	Revised Target	KPI Calculation Type	Sep-19	Dec-19	Mar-20	Jun-20
									Target	Target	Target	Target
TL4	Office of the Municipal Manager	Good Governance	Draft the annual performance report for 2018/19 and submit to the Auditor General by 31 August 2019	Annual performance report for 2017/18 drafted and submitted to the Auditor General by 31 August 2019	Performance Manager	1	1	Carry Over	1			
TL5	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 2020	Individual Performance Management System developed by June 2020	Performance Manager	New KPI for 2019/2020		Carry Over				1
TL6	Office of the Municipal Manager	Good Governance	Review the risk management policy submit to Council by 31 May 2020	Reviewed risk management policy submitted to Council by 31 May 2020	Risk Officer	New KPI for 2019/2020		Carry Over				1
TL7	Office of the Municipal Manager	Good Governance	Compile the Risk based audit plan (RBAP) for 2019/20 and submit to the Audit Committee for	RBAP for 2019/20 compiled and submitted to the Audit	Chief Audit Executive	1	1	Carry Over				1

Ref	Directorate.	Strategic Objective	KPI	Unit of Measurement	KPI Owner	Baseline	Revised Target	KPI Calculation Type	Sep-19	Dec-19	Mar-20	Jun-20
									Target	Target	Target	Target
			consideration by 30 June 2020	Committee by 30 June 2020								
TL8	Corporate Services	Good Governance	Report to MANCOM on the revision of the Human Resource Policies of the Organisation	Number of reports submitted to MANCOM	Executive Manager: Corporate Services	New KPI for 2019/2020		Accumulative	1	1	1	1
TL9	Corporate Services	Good Governance	Compile and submit an implementation plan to MANCOM addressing the Improved Corporate Image of the Organisation	Number of implementation plans compiled and submitted to MANCOM by March 2020	Executive Manager: Corporate Services	New KPI for 2019/2020		Carry Over			1	
TL10	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 2019/20 financial year in compliance with the municipality's approved employment equity	Number of people that will be appointed in the three highest levels of management in compliance with a municipality's approved employment	Executive Manager: Corporate Services	1	1	Accumulative	0	0	0	1

Ref	Directorate.	Strategic Objective	KPI	Unit of Measurement	KPI Owner	Baseline	Revised Target	KPI Calculation Type	Sep-19	Dec-19	Mar-20	Jun-20
									Target	Target	Target	Target
			plan	equity plan								
TL11	Corporate Services	A Skilled workforce and Communities	Spent 0.5% of personnel budget on training by 30 June 2020 (Actual total training expenditure divided by total personnel budget)	% of the personnel budget spent on training by June 2020	Executive Manager: Corporate Services	0.5%	0.5%	Carry Over				0.5%
TL12	Corporate Services	A Skilled workforce and Communities	Limit vacancy rate to 10% of budgeted post by 30 June 2020 (Number of funded posts vacant divided by number of budgeted funded posts)	% vacancy rate	Executive Manager: Corporate Services	10%	10%	Reverse Last Value				10%
TL13	Corporate Services	A Skilled workforce and Communities	Develop an Work Study Strategy and submit to MANCOM for approval by March 2020	Work Study Strategy developed and submitted to MANCOM by March 2020	Executive Manager: Corporate Services	New KPI for 2019/2020		Carry Over			1	

Ref	Directorate.	Strategic Objective	KPI	Unit of Measurement	KPI Owner	Baseline	Revised Target	KPI Calculation Type	Sep-19	Dec-19	Mar-20	Jun-20
									Target	Target	Target	Target
TL14	Corporate Services	A Skilled workforce and Communities	Review the organisational structure and submit to Council by 30 June 2020	Organisational structure reviewed and submitted to Council by 30 June 2020	Executive Manager: Corporate Services	1	1	Carry Over				1
TL15	Corporate Services	A Skilled workforce and Communities	Compile a Fleet Management Policy for the Organisation and submit to Council for approval by March 2020	Fleet Management Policy developed and submitted to Council by March 2020	Executive Manager: Corporate Services	New KPI for 2019/2020		Carry Over			1	
TL16	Corporate Services	A Skilled workforce and Communities	Develop an Implementation Plan for the Skills Mecca concept and submit to MANCOM by January 2020	Implementation Plan developed and submitted to MANCOM by January 2020	Executive Manager: Corporate Services	New KPI for 2019/2020		Carry Over			1	
TL17	Corporate Services	A Skilled workforce and Communities	Award 2 external bursaries to qualifying candidates by 31 March 2019	Number of external bursaries awarded by March 2019	Executive Manager: Corporate Services	10	10	Carry Over			10	

Ref	Directorate.	Strategic Objective	KPI	Unit of Measurement	KPI Owner	Baseline	Revised Target	KPI Calculation Type	Sep-19	Dec-19	Mar-20	Jun-20
									Target	Target	Target	Target
TL18	Planning and Economic Development	Grow an Inclusive District Economy	Development of a Growth and Development Strategy and submit to Council by June 2020	Growth and Development Strategy developed and submitted to Council by June 2020	Executive Manager: Planning and Economic Development		New KPI for 2019/2020	Carry Over				1
TL19	Planning and Economic Development	Grow an Inclusive District Economy	Development of a Garden Route Tourism Strategy and submit to Council by June 2020	Tourism Strategy develop and submitted to Council by June 2020	Executive Manager: Planning and Economic Development		New KPI for 2019/2020	Carry Over				1
TL20	Planning and Economic Development	Grow an Inclusive District Economy	Develop a Strategy on SME's development and submit to Council by March 2020	SME's development strategy developed and submitted to Council by March 2020	Executive Manager: Planning and Economic Development		New KPI for 2019/2020	Carry Over			1	
TL21	Planning and Economic Development	Grow an Inclusive District Economy	Compile a Township Economic Development Strategy and submit to MANCOM by March 2020	Implementation Plan on Township Economic Development compiled and submitted to	Executive Manager: Planning and Economic Development		New KPI for 2019/2020	Carry Over			1	

Ref	Directorate.	Strategic Objective	KPI	Unit of Measurement	KPI Owner	Baseline	Revised Target	KPI Calculation Type	Sep-19	Dec-19	Mar-20	Jun-20
									Target	Target	Target	Target
				MANCOM by March 2020								
TL22	Planning and Economic Development	Grow an Inclusive District Economy	Develop an Implementation Plan addressing the Investment Conference, Smart City Summit and Green Energy Summit resolutions and submit to MANCOM by January 2020	Implementation Plan developed and submitted to MANCOM by January 2020	Executive Manager: Planning and Economic Development	New KPI for 2019/2020	Carry Over			1		
TL23	Planning and Economic Development	Financial Viability	Appointment of an Independent Valuer to evaluate the District Properties by June 2020	Valuer appointed by June 2020	Executive Manager: Planning and Economic Development	New KPI for 2019/2020	Carry Over					1
TL24	Planning and Economic Development	Grow an Inclusive District Economy	Create job opportunities through the Expanded Public Works Programme (EPWP) by 30 June 2020	Number of Job opportunities created through the Expanded Public Works Programme	Executive Manager: Planning and Economic Development	Determined after the final actual for 2018/2019	Accumulative		50			100

Ref	Directorate.	Strategic Objective	KPI	Unit of Measurement	KPI Owner	Baseline	Revised Target	KPI Calculation Type	Sep-19	Dec-19	Mar-20	Jun-20
									Target	Target	Target	Target
				(EPWP) by 30 June 2020								
TL25	Planning and Economic Development	Grow an Inclusive District Economy	Create job opportunities through the Expanded Public Works Programme (EPWP) by 30 June 2020	Number of Job opportunities created through the (EPWP) (Extensions of contracts) by 30 June 2020	Executive Manager: Planning and Economic Development		Determined after the final actual for 2018/2019	Accumulative	20	20	20	20
TL26	Planning and Economic Development	Grow an Inclusive District Economy	Compile a Development Strategy on Organisational Implementation of EPWP and submit to Council by March 2020	Development Strategy compiled and submitted to Council by March 2020	Executive Manager: Planning and Economic Development		New KPI for 2019/2020	Carry Over			1	
TL27	Planning and Economic Development	Grow an Inclusive District Economy	Compile and submit the final annual report and oversight report for 2017/18 to Council by 31 December 2019	Final annual report and oversight report for 2017/18 submitted to Council by 31 December 2019	Executive Manager: Planning and Economic Development	1	1		1			

Ref	Directorate.	Strategic Objective	KPI	Unit of Measurement	KPI Owner	Baseline	Revised Target	KPI Calculation Type	Sep-19	Dec-19	Mar-20	Jun-20
									Target	Target	Target	Target
TL28	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 2020	Executive Manager: Community Service		New KPI for 2019/2020	Accumulative		50		50
TL29	Community Services	Promote sustainable environmental management and public safety	Compile a Development plan to establish a fire training division, submitted to Council by March 2020	Compiled Development plan submitted to Council by March 2020	Executive Manager: Community Service		New KPI for 2019/2020	Carry Over			1	
TL30	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 2020	Strategy submitted to MANCOM by March 2020	Executive Manager: Community Service		New KPI for 2019/2020	Carry Over			1	
TL31	Community Services	Promote sustainable environmental management and public safety	Development of climate change adaptation interventions in terms of Municipal Health and Environmental Services Strategy and submit to Council by	Municipal Health and Environmental Services Strategy submitted to Council by March 2020	Executive Manager: Community Service		New KPI for 2019/2020	Carry Over			1	

Ref	Directorate.	Strategic Objective	KPI	Unit of Measurement	KPI Owner	Baseline	Revised Target	KPI Calculation Type	Sep-19	Dec-19	Mar-20	Jun-20
									Target	Target	Target	Target
			March 2020									
TL32	Community Services	Healthy and socially stable communities	Raise Public Health awareness through 8 sessions with the community by 30 June 2020	Number of session held by 30 June 2020	Executive Manager: Community Service	8	8	Accumulative	2	2	2	2
TL33	Community Services	Good Governance	Signing an MOU with Stellenbosch University to improve qualifications by December 2019	MOU signed by December 2019	Executive Manager: Community Service	New KPI for 2019/2020		Stand alone		1		
TL34	Community Services	Healthy and socially stable communities	Develop a Strategic Plan for the establishment of a Regional Waste Management Facility and submit to Council by March 2020	Strategic Plan submitted to Council by March 2020	Executive Manager: Community Service	New KPI for 2019/2020		Carry Over			1	
TL35	Roads and Transport Development	A Skilled workforce and Community	Develop an Implementation Strategy to obtain EPWP funding for Calitzdorp and submit to the Municipal Manager by December 2019	Implementation Strategy submitted to the Municipal Manager by December 2019	Executive Manager: Roads and Transport Development	New KPI for 2019/2020		Carry Over		1		

Ref	Directorate.	Strategic Objective	KPI	Unit of Measurement	KPI Owner	Baseline	Revised Target	KPI Calculation Type	Sep-19	Dec-19	Mar-20	Jun-20
									Target	Target	Target	Target
TL36	Roads and Transport Development	Financial Viability	Spent 95% of the roads maintenance budget allocation by 30 June 2020 (Actual expenditure divided by approved allocation received)	% of the roads maintenance spent by 30 June 2020	Executive Manager: Roads and Transport Development	95%	95%	Last Value				95%
TL37	Roads and Transport Development	Bulk Infrastructure and Co-ordination	Compile a Development Strategy on the upgrading of the Radio Communication System and submit to the Municipal Manager by December 2019	Development Strategy compiled and submitted to the Municipal Manager by December 2020	Executive Manager: Roads and Transport Development	New KPI for 2019/2020		Cary Over		1		
TL38	Financial Services	Financial Viability	Financial viability measured in terms of the available cash to cover fixed operating expenditure by 30 June 2020 ((Cash and Cash Equivalents - Unspent Conditional Grants - Overdraft) + Short	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

Ref	Directorate.	Strategic Objective	KPI	Unit of Measurement	KPI Owner	Baseline	Revised Target	KPI Calculation Type	Sep-19	Dec-19	Mar-20	Jun-20
									Target	Target	Target	Target
			Term Investment) / Monthly Fixed Operational Expenditure excluding (Depreciation, Amortisation, and Provision for Bad Debts, Impairment and Loss on Disposal of Assets))									
TL39	Financial Services	Financial Viability	Submit a Strategic Plan to Council to address the financial sustainability of Eden District Municipality by December 2019	Strategic Plan submitted to Council by December 2019	Chief Financial Officer	New KPI for 2019/2020		Carry Over		1		
TL40	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
TL41	Financial Services	Good Governance	Develop Standard Operating Procedures for the	Number of SOP's developed	Chief Financial Officer	New KPI for 2019/2020		Accumulative	5	5		

Ref	Directorate.	Strategic Objective	KPI	Unit of Measurement	KPI Owner	Baseline	Revised Target	KPI Calculation Type	Sep-19	Dec-19	Mar-20	Jun-20
									Target	Target	Target	Target
			Finance department on the ten most critical processes and submit to MANCOM for approval by December 2019	and submitted to MANCOM by December 2019								
TL42	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 2019	Strategic Plan submitted to MACNOM by December 2019	Chief Financial Officer	New KPI for 2019/2020	Carry Over	Chief Financial Officer		1		
TL43	Financial Services	Financial Viability	The percentage of the municipal capital budget spent on capital projects by 30 June 2019 (Actual amount spent on capital projects /Total amount budgeted for capital projects)(Report submitted by CFO)	Number of reports submitted to Council of the % of capital budget spent by 30 June 2019	Chief Financial Officer	1	1					1

Ref	Directorate.	Strategic Objective	KPI	Unit of Measurement	KPI Owner	Baseline	Revised Target	KPI Calculation Type	Sep-19	Dec-19	Mar-20	Jun-20
									Target	Target	Target	Target
TL44	Financial Services	Financial Viability	Financial viability measured in terms of the municipality's ability to meet its service debt obligations by 30 June 2017 ((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%
TL45	Financial Services	Financial Viability/Good Governance	Compilation of the Annual Financial Statements(AFS) for the 2018/2019 financial year and submit to the Auditor General(AG) by 31 August 2019	Compilation and submission of the AFS to the AG by 31 August 2019	Chief Financial Officer	New KPI for 2019/2020	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, District Management Area 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.

1. Constitution of the Republic of South Africa Act, 1996.
2. Copyright Act, Act No. 98 of 1978.
3. Electronic Communications and Transactions Act, Act No. 25 of 2002.
4. Minimum Information Security Standards, as approved by Cabinet in 1996.
5. Municipal Finance Management Act, Act No. 56 of 2003.
6. Municipal Structures Act, Act No. 117 of 1998.
7. Municipal Systems Act, Act No. 32, of 2000.
8. National Archives and Record Service of South Africa Act, Act No. 43 of 1996.
9. Promotion of Access to Information Act, Act No. 2 of 2000.
10. Protection of Personal Information Act, Act No. 4 of 2013.
11. Regulation of Interception of Communications Act, Act No. 70 of 2002.
12. Treasury Regulations for departments, trading entities, constitutional institutions and public entities, Regulation 17 of 2005.
13. Public Administration Management Act, 2016.
14. 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 provide 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

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 2019/2020
Revisit current ICT Structures/Strategy , to bring in line with new Business Processes, Council Strategy (ICT Strategy and Implementation Plan)
Re-look functional ICT Shared Services for the Garden Route Region
Get buy in Hosting off-site DR. Sites for B Municipalities
Hosting Regional GIS Forum
Hosting regional ICT Forums
Council resolution “workflow” on Collaborator
Investigate Broadband capabilities to B Municipalities
Continue Paperless Agenda's as requested at Strategic Session with Councillors
Provide basic map reading and GPS training for Garden Route officials (GISc)
Provide support with geo-coding of projects (GISc)
Video Conferencing
BI and MIS independent systems integration cross-communication (Enterprise Architecture)
GRDM Smart Region –Interconnect Project.

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:

1. **Consultation:** Citizens should be consulted about the level and quality of the public services they receive and, wherever possible, should be given a choice about the services that are offered.

2. **Service Standards:** Citizens should be informed of the level and quality of public services they will receive so that they are aware of what to expect.
3. **Access:** All citizens should have equal access to the services to which they are entitled.
4. **Courtesy:** Citizens should be treated with courtesy and consideration.
5. **Information:** Citizens should be given full, accurate information about the public services they are entitled to receive.
6. **Openness and transparency:** Citizens should be informed on how national and provincial departments are run, how much they cost, and who is in charge.
7. **Redress:** If the promised standard of service is not delivered, citizens should be offered an apology, a full explanation, and a speedy and effective remedy; additionally, when the complaints are made, citizens should receive a sympathetic, positive response.
8. **Value for Money:** Public services should be provided economically and efficiently in order to give citizens the best possible value for money.

Further to these, the Municipality has committed to improving efficiency and effectiveness in the manner in which it delivers services to its customers, which includes the manner through which it administers its daily activities.

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 Corporate 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 will be 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.

The ICT Strategy therefore will seeks to enhance the maturity of the municipalities ICT environment through identifying key initiatives to be delivered by the municipality's ICT environment. These Initiatives will be identified as strategic enablers to the IDP. As such these initiatives, will find its delivery through an ICT architecture roadmap and implementation plan which will be delivered over a five (5) year cycle

The Council and Management of municipalities need to extend their governance functions to include the Corporate Governance of ICT.

In the execution of the Corporate Governance of ICT, they should provide the necessary strategies, architectures, plans, frameworks, policies, structures, procedures, processes, mechanisms and controls, and culture which are in compliance with the best practice ICT Governance Frameworks.

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 will be followed:

Phase 1

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;

Phase 2

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.

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.

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. This portal will strive to integrate different information

systems into a single data warehouse, from where information and knowledge can be accumulated and distributed from. This will include:-

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 Quarterly Wrap internal newsletter.	Engage and inform employees of staff-related, soft issues.	September 2019, December 2019, 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	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • Portray a unified and credible corporate identity of the organization 	During the 2019/2020 financial year
Electronic Newsletters	<ul style="list-style-type: none"> • Aimed at informing formal and informal businesses about municipal health, waste management and air quality management 	Entire financial year
Fire Season Awareness	<ul style="list-style-type: none"> • Inform the public about the municipality's role during fire season, the difference between district and local firefighting; municipal resources for fighting 	Before the end of December 2019

	fires; causes of fires; how to prevent fires; where to report fires and emergencies, through our various platforms.	
Multimedia Communication Activities	<ul style="list-style-type: none"> Engage with the public through digital multimedia communication activities, including drone footage, interview videos, infographics, interviews etc. 	Ongoing
A6 Booklet	<ul style="list-style-type: none"> Inform attendees to events about the municipality's role, achievements and other details 	As the need arises
Grade 12 Writing competition	<ul style="list-style-type: none"> To promote the importance of water and electricity 	After December 2019
Media Monitoring	<ul style="list-style-type: none"> To monitor what is said about the organization, including when, where, how often. 	Within the 2019/2020 financial year

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
Vacant	Supervisor Records
SECTION: ACCESS CONTROL SERVICES	
Nobuhle Rasi	Access Control Officer
Gideon Noni	Access Controller
Veronica Gxojeni	Switchboard Operator
SECTION: RECORDS AND ARCHIVES SERVICES	
Alvina Pikaan	Senior Registry Clerk
Gideon Joubert	Senior Registry Clerk
Vacant	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

8.1 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.

8.1.1 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 14 March 2019. 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 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
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 and Communicators 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 and Communication 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 21 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 PPCOM
- Provincial PPCOM
- 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 an 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.

8.2 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 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	Appointments of interns to do practical

Highlights	Description
intern/learnership programme	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

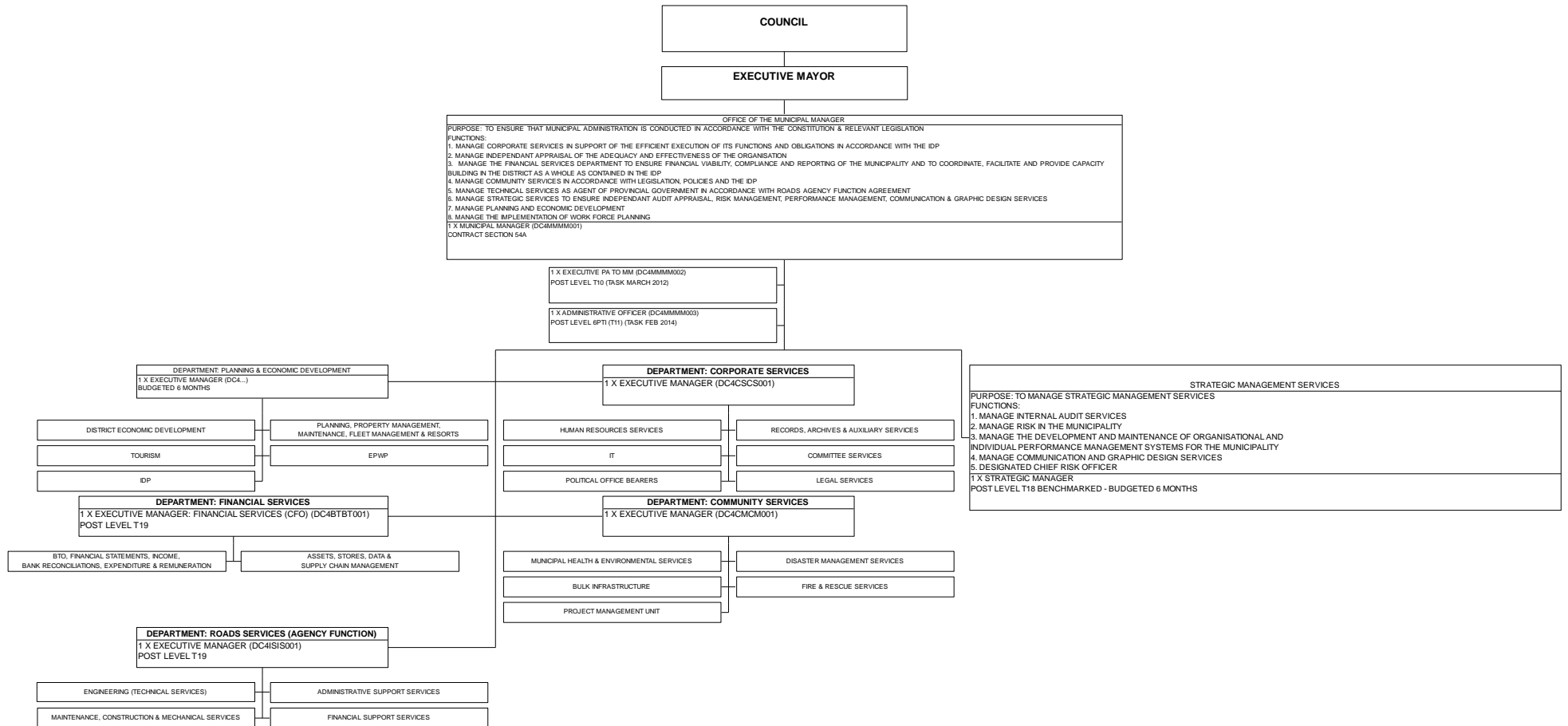
Labour Relations

- 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 scarce 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 use 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).

The 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 policies, 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 Status of Sector Plans

PLAN	STATUS
District Growth and Development Strategy	To be developed in 2018
Spatial Development Framework	Completed
Integrated Waste Management Plan	Completed and approved in 2015
Air Quality Management Plan	
Integrated Transport Plan	
Disaster Management Plan	
Climate Change Adaptation Plan	Under Review
Garden Route Corporate Disaster Management Plan	To be reviewed July 2018
Garden Route Disaster Risk Assessment	To be reviewed 2018/2019
Coastal Management Program	To be updated by end of 2018
Garden Route Climate Change Strategy	To be updated 2019/2020
Wetland Strategy and Implementation Plan	Draft to be adopted at April MAYCO
Garden Route Alien vegetation control plan	To be updated 2019/2020
Garden Route Environmental Framework	To be developed 2019/2020
Garden Route Biodiversity Plan	To be developed 2019/2020



CHAPTER NINE (9) FINANCIAL ANALYSIS

CHAPTER 9: FINANCIAL ANALYSIS

The Final 2019/20 MTREF Budget align to the municipality's IDP Strategic Objectives:

Expenditure per IDP Strategic Objectives						
Objective	2019/20	%	2020/21	%	2021/22	%
Healthy and SOCIALLY Stable Communities	69 473 118	17%	74 437 331	17%	79 652 494	17%
A Skilled Workforce and Communities	16 907 831	4%	17 680 638	4%	18 995 588	4%
Bulk Infrastructure Co-ordinating	164 125 197	39%	163 992 069	38%	175 341 820	38%
Enviromental Management and Public Safety	34 756 101	8%	37 363 130	9%	39 942 277	9%
Good Governance	104 330 738	25%	109 547 163	25%	115 730 787	25%
Financial Viability	21 607 861	5%	25 572 480	6%	24 785 158	5%
An Inclusive District Economy	7 456 815	2%	5 914 075	1%	5 311 347	1%
Total Expenditure	418 657 661	100%	434 506 886	100%	459 759 471	100%

The following 2019/20 Annual Budget is presented to Council for consideration:

9.1 HIGH LEVEL SUMMARY: MTREF BUDGET 2019/20

High-level Summary	Budget 2019/20	Budget 2020/21	Budget 2021/22
Income	- 417 319 945	- 436 294 101	- 461 558 654
Operational expenditure	418 657 661	434 786 055	460 058 182
(Surplus)/Deficit	1 337 716	- 1 508 046	- 1 500 472
Capital expenditure	6 922 668	6 800 000	6 160 000
Less funded from CRR	- 5 860 000	- 5 300 000	- 4 660 000
(Surplus)/Deficit after Capital	2 400 384	- 8 046	- 472

9.2. SUMMARY: TOTAL EXPENDITURE

Summary: Total Expenditure	Budget 2019/20	Budget 2020/21	Budget 2021/22
Remuneration of Councillors	12 827 664	13 725 604	14 686 395
Employee Related Cost	144 963 803	157 655 021	168 273 416
Debt Impairment	1 720 642	1 841 087	1 969 963
Contracted Services	46 673 185	60 512 527	61 070 546
Depreciation	3 476 657	3 985 969	4 264 986
Other Expenditure	208 995 710	197 065 847	209 792 876
Total Operating Expenditure	418 657 661	434 786 055	460 058 182

9. 3. OPERATING REVENUE

Revenue	Budget 2019/20	Budget 2020/21	Budget 2021/22
Exchange Revenue - Agency Services	- 183 014 500,00	- 179 200 000,00	- 191 744 000,00
Exchange Revenue - IntercompanyParent-Subsidiary Transactios	- 16 869,00	- 18 050,00	- 18 050,00
Exchange Revenue - Interest, Dividend and Rent on Land	- 17 857 286,00	- 19 107 295,00	- 20 444 808,00
Exchange Revenue - Operational Revenue	- 3 277 578,00	- 3 758 681,00	- 4 015 903,00
Exchange Revenue - Rental from Fixed Assets	- 4 507 607,00	- 4 823 138,00	- 5 095 924,00
Exchange Revenue - Sales of Goods and Rendering of Services	- 37 315 105,00	- 60 112 437,00	- 64 104 919,00
Non-exchange revenue - Licences or Permits	- 105 000,00	- 115 500,00	- 127 050,00
Non-exchange revenue - Property Rates	- 5 800 000,00	-	-
Non-exchange revenue - Transfers and Subsidies	- 165 426 000,00	- 169 159 000,00	- 176 008 000,00
Total Revenue	- 417 319 945,00	- 436 294 101,00	- 461 558 654,00

9.4 OPERATING (SURPLUS)/DEFICIT:

High-level Summary	Budget 2019/20	Budget 2020/21	Budget 2021/22
Income	- 417 319 945	- 436 294 101	- 461 558 654
Operational expenditure	418 657 661	434 786 055	460 058 182
(Surplus)/Deficit	1 337 716	- 1 508 046	- 1 500 472
Capital expenditure	6 922 668	6 800 000	6 160 000
Less funded from CRR	- 5 860 000	- 5 300 000	- 4 660 000
(Surplus)/Deficit after Capital	2 400 384	- 8 046	- 472

This table indicates decreases in the surplus/deficit over the next three financial years. A deficit MTREF budget is being tabled for 2019/2020. The deficit will be funded from accumulated surplus due to the following savings on the 2018/2019 budget:

- R2m saving on the contracted services cost for the firefighting section. A R10m disaster recovery grant was received during 2018/2019 to cover the majority of the aerial firefighting cost during the October/November 2018 fires.
- R450k saving on the projects of the project management unit. These projects are under SCM processes and will only be committed in the 2019/2020 financial year, The R450k has been allocated again to the project management unit for projects for 19/20.

Further moneys were included for the additional income from resorts, projects and catalytic projects, if these revenues are not realised, the budget will run into a deficit from 2019/2020. It is thus 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

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 for district municipality versus the CPIX increase in the majority of the expenditure line items. The turnaround strategy and revenue enhancement initiatives aim to address this. 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.

High Level Summary	Budget 2019/20	Budget 2020/21	Budget 2021/22
Capital	6 922 668,00	6 800 000,00	6 160 000,00
Funded from CRR	- 5 860 000,00	- 5 300 000,00	- 4 660 000,00
Nett (Surplus)	1 062 668,00	1 500 000,00	1 500 000,00

Notes on the above Capital Budget:

- R6.4m of the Capital Replacement Reserve was utilized in 2018/2019 to fund the capital budget, however the balance of this cash backed reserve was only R30m at that stage (20% of the reserve will be utilized in one financial year (2018/2019)).
- It is not encouraged to utilize the full R30m balance of the Capital Replacement Reserve, as funding may be needed during the year or for the outer years for capital expenditure and possible emergency replacements that is not budgeted for.
- R5.86m of the capital budget will be funded from the Capital Replacement Reserve for the 2019/2020 financial year.
- The purchase of the office Plettenberg Bay building will only be completed in the 2019/2020 financial year, it was included in the 2018/2019 budget, but must be included in the 2019/2020 budget. This will be funded from the capital replacement reserve and has been added to the capital budget since March 2019's draft budget to the final budget.

The detailed capital budget for the 2019/2020 MTREF are listed below:

CostCentre	OwnDescription	Budget 2019/20	Budget 2020/21	Budget 2021/22
Fire Fighting	Water Tankers (CRR)	-	1 800 000	-
Fire Fighting	LDV - 1 x Skid Unit & 1 x Command Unit (CRR)	-	-	700 000
Fire Fighting	Hazmat Rescue & Fire Equipment Equipment	400 000	500 000	530 000
Fire Fighting	New Fire Station/ Training Academy (CRR Funding)	2 000 000	-	-
Fire Fighting	Firestation	-	1 500 000	1 500 000
HR Manager	Evacuation Chair	20 000	10 000	-
Information technology	Replacing ICT Capital Equipment beyond economical repairs	-	50 000	-
Information technology	Insurance claims	-	50 000	-
Information technology	Laptop	-	200 000	-
Information technology	Personal Computers	-	200 000	-
Information technology	Printer HP Black\White	-	5 000	-
Information technology	Printer HP 4 in One	-	5 000	-
Information technology	Printer HP Colour	-	5 000	-
Information technology	MS Office	-	150 000	-
Information technology	ICT Harware	1 502 668	1 500 000	2 430 000
Municipal Health Services	Plett Office Building	2 300 000	-	-
Resorts: Calitzdorp Spa Kiosk	Upgrading of Council Buildings	500 000	825 000	1 000 000
Support servives: registry	Steel Shelves	50 000	-	-
Waste Management	Home Composting Containers (Pilot Project) 100 x R 800.00	80 000	-	-
Waste Management	Vermi-Composting Holders and Red Wiggler Worms (Pilot Projec	40 000	-	-
Waste Management	Recycling Mascot	30 000	-	-
		6 922 668	6 800 000	6 160 000

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

9.6.4 Projects and Programs

Project/Program	Objective	Date from - date to
Supplier Development Open Day (in Partnership with Hessequa / Oudtshorn & Kannaland	Supplier Development / Registration on the National Central Supplier Database / Empowerment of Suppliers – Local Content updates	Date to be confirmed (In Discussion)

9.6.5 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.

9.6.6 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.

9.6.7 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 to Provincial- 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, Health, Agriculture and Transport as well as NGO's including the Red Cross, Lions, Garden Route Initiative, South Cape Land Initiative (SCLI) etc. In addition to this local engagements with major role players i.e. ACSA, Petro SA, Cape Nature, San Parks, the South Cape Fire Protection Association (SCFPA) the local industry i.e. Cape Pine, PG Bison etc. is held.

Forum name	Frequency of meetings	Forum purpose	Forum composition	Forum chairperson
<i>DMAF</i>	Bi -annually	Discuss regional disaster management issues	Regional	Garden Route Portfolio Chairperson
<i>PDMAF</i>	Quarterly	Discuss provincial disaster management issues	Provincial	Head of Prov. Centre
<i>SAPS Cluster joints</i>	Bi-Monthly	Discuss district safety and security concerns	Regional	Maj. Gen. Reddy
<i>Climate Change Adaptation</i>	Bi -annually	Discuss district climate change adaptation matters	Regional	Head of Garden Route DMC
<i>SCLI</i>	Bi -annually	Discuss invasive alien plant eradication	Regional	Kobus Meiring
<i>SCFPA</i>	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 - October and November 2018

During October and November 2018 the GRDM district experienced a fire extending over more than 4 times the area that burnt in last year's 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 2019/2020 book year the focus would be to quantify the current 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.

10.2.2 Policies and Strategies

Policy name	DC number	Approved on
National Disaster Management Framework	To be reviewed	n/a
Provincial Management Framework	To be reviewed	n/a
District Management Framework	To be reviewed after	n/a

	National and Provincial frameworks have been revised to be in line with the amended DM Act	
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 Management Official, Mr. Wouter Jacobs,
- one Call Centre Supervisor, and Me. Stella Boucher with 4 permanent and two contract call centre staff as well as
- two Disaster Management Interns manning the DMC research unit,

For the 2019/2020 book year the intention would be the appointment and placement of at least two disaster management officials to be placed at disaster management capacity constrained local municipalities.

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;

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. In addition to the EMS call taking staff the Garden Route DM call centre is staffed with four permanently employed Operators as well as two call centre reservists.

For the 2019/2020 book year the intention would be to roll out the newly procured disaster management information management as well as fire dispatch platform 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 on account 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 October and November 2018 disaster fires as well as the prevailing drought conditions will continue to cripple the local economy of the district.

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 Oudtshoorn LM municipal disaster risk assessment	To identify emerging disaster risks in order to build resilience or to mitigate the possible affects thereof	01/01/2019 - 30/10/2019
Update Kannaland LM municipal disaster risk assessment	To identify emerging disaster risks in order to build resilience or to mitigate the possible affects thereof	01/01/2019 - 30/10/2019
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	1/10/2018 - 31/12/2019
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 providers (WSP)	01/06/2018- 30/06/2020
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 appoint seven disaster management interns to be coached by the District HOC for placement at each LM	Two DMO's to be appointed and placed by the end of June 2019.
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	Continuous

	awareness and education Enforcement Report	
Environmental pollution control	Monitoring water quality(bacteriological and chemical) Report to Water Services Authority and other relevant departments, stakeholders and interested and affected parties Awareness programs Enforcement	Continuous
Disposal of the dead	Monitoring Awareness and education 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 prioritised the development of a Climate Change Vulnerability Assessment and Climate Change Response Plan.

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	<ul style="list-style-type: none"> Increased evaporation and decreased water balance; Increase wild fire danger (frequency and intensity).
Higher maximum temperatures, more hot days and more heat waves	<ul style="list-style-type: none"> Heat stress on humans and livestock; Increased incidence of heat-related illnesses; Increased incidence of death and serious illness, particularly in older age groups; Increased heat stress in livestock and wildlife; Decreased crop yields and rangeland productivity; Extended range and activity of some pests and disease vectors; Increased threat to infrastructure exceeding design specifications relating to temperature (e.g. traffic lights, road surfaces, electrical equipment, etc.); Increased electric cooling demand increasing pressure on already stretched energy supply reliability; Exacerbation of urban heat island effect.
Higher minimum temperatures, fewer cold days and frost days	<ul style="list-style-type: none"> Decreased risk of damage to some crops and increased risk to others such as deciduous fruits that rely on cooling period in autumn; Reduced heating energy demand; Extended range and activity of some pests and disease vectors; Reduced risk of cold-related deaths and illnesses.
General drying trend in western part of the country	<ul style="list-style-type: none"> Decreased average runoff, stream flow; Decreased water resources and potential increases in cost of water resources; Decreased water quality; Decrease in shoulder season length threatening the Western Cape fruit crops; Increased fire danger (drying factor); Impacts on rivers and wetland ecosystems.
Intensification of rainfall events	<ul style="list-style-type: none"> Increased flooding; Increased challenge to stormwater 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.

Change to climate variable	Vulnerability Details
Increased mean sea level and associated storm surges	<ul style="list-style-type: none"> • Salt water intrusion into ground water and coastal wetlands; • Increased storm surges leading to coastal flooding, coastal erosion and damage to coastal infrastructure; • Increased impact on estuaries and associated impacts on fish and other marine species.

The provincial climate change strategy lists a number of priority responses in each of the key sectors. These are summarised in the table below

10.6.4 Priority Climate Change Adaptation Responses for the Western Cape province

Adaptation Category	Adaptation Responses
Water Security and Efficiency	<ul style="list-style-type: none"> • Invasive alien vegetation clearing; • Prioritisation, valuation, mapping, protection, and restoration of ecological infrastructure in catchments; • Effective utilisation of irrigation water; • Develop ecosystem goods and services (EGS) investment opportunities.
Biodiversity and Ecosystem Goods and Services	<ul style="list-style-type: none"> • Prioritisation, valuation, mapping, protection, and restoration of ecological infrastructure; • Landscape initiatives/biodiversity corridors and identification of requirements for climate change adaptation corridors; • Biodiversity stewardship; • Mainstreaming of conservation planning into decision making.
Coastal and Estuary Management	<ul style="list-style-type: none"> • Establishment of coastal hazard overlay zones and setback lines; • Research best practice regarding responding to repeated coastal inundation in high risk areas; • Protecting and rehabilitating existing dune fields as coastal buffers / ecological infrastructure; • Monitor possible linkages between climate change and fisheries industry; • Ensure Estuary Management Plans take cognisance of climate change.
Food Security	<ul style="list-style-type: none"> • Farming practices that are in harmony with nature, i.e. 'conservation farming'; • Climate smart agriculture; • Agricultural water technologies that reduce consumption and increase efficiency; • Research on climate resilient and alternative crops and livestock applicable to the Western Cape; • Addressing climate vulnerability through the Municipal Support Programme; • Assessing food security in the context of the resource

Adaptation Category	Adaptation Responses
	nexus.
Managing the effects of increased temperature on human lives	<ul style="list-style-type: none"> • Societal adaptation to human health impacts from temperature increases associated with climate change.
Healthy Communities	<ul style="list-style-type: none"> • Monitoring health trends in relation to climate trends; • Research linkages between human health and climate change in the WC context. These include: Air quality, Water quality, Food security, Heat stress, Disease vectors

10.6.5 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, 2018/19 and beyond

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, 2018/19. 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 OneCape2040 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. CO₂, greenhouse gases, etc.

Once atmospheric emission licences (AELs) have been issued it is the responsibility of such licence holders to submit data about their emissions according to a time scale defined by GRDM.

Should this data reveal that emission limits are being exceeded administrative steps will be taken to enforce compliance with the licences. Such steps include compliance notices, fines for non-compliance, etc.

It is accepted that emissions from various sources may result in complaints from neighbouring communities. In such cases the complaints will be investigated and the sources of the pollutants inspected for compliance or, if necessary, inclusion in GRDM's list of controlled emitters. If deemed necessary spot checks of pollutant concentrations may be made by GRDM personnel.

In such cases plans must be formulated to achieve the required degree of reduction through measures deemed appropriate at that stage, e.g. revised emission licences, etc.

The issuing of AELs does not imply that emissions can continue ad infinitum, even though the emissions may fall within the limits set in the AELs. GRDM will, therefore, develop a plan to audit the terms and conditions contained in AELs for revision as and when required. The audit plan must define an audit frequency, i.e. time scale between audits, the parameters that will be audited and the criteria against which audit results will be evaluated.

The linkage between Air Quality and Climate change is well documented. Controlling the Air Quality Environment is directly correlated to Climate Change mitigation. The District Air Quality sections therefore play an important role in climate change mitigation. The following objectives are set in the AQMP and will play a direct and indirect role in Climate change mitigation.

Project	Current Sub-Projects	Future Possible Sub-Projects
Set Air Quality goals	Set up air quality goals that are linked to climate change mitigation and which talks to all the applicable legislation.	3 rd Generation AQMP development
	<p>Emissions Database Maintaining the current Garden Route Air Quality emissions inventory and the NAEIS system. The sources can be grouped into three classes:</p> <ul style="list-style-type: none"> - Point Sources: Industrial emissions: stacks, fugitive process emissions, etc. - Area Sources: Residential and refuse sources, etc. - Line Sources: motor vehicles, ships, aircraft, trains, etc. 	
Set up Air Quality management system	<p>Air Quality Monitoring Network Maintaining and expanding the Garden Route monitoring network. Passive sampling</p>	Procuring a full air quality monitoring station for the Garden Route region.

	programmes Diesel vehicle emission testing programmes with the B-authorities.	
	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: <ul style="list-style-type: none"> - Dose - Health Effects - Ecological 	
Revise Air Quality goals	Based on the air quality information generated from the AQ monitoring stations and the outcome of risk assessments, a decision must be made on the implementation of remedial actions and the source sector on which the remedial actions must be focused. Potential interventions must be identified and ranked in order of perceived effectiveness and cost.	
Linkage to IDP	Should it appear that health and ecological risk assessments reveal an increased risk due to the presence of air pollutants in the atmosphere, or that industrial growth, urbanisation, etc., result in the long-term decrease in air quality, it may become necessary to revise the air quality goals adopted as an	

	initial step to the implementation of the AQMP.	
	Link the Air Quality Climate change interventions and projects with the IDP in order to secure the necessary funding.	

Climate Change and Environmental Management

Coastal and Estuary Management

Sea level rise and storm surges pose a significant threat to the Garden Route District. There are areas that are already being inundated by storm surges, and although this is largely due to historically inappropriate development in high risk areas, this risk is only set to increase with the progression of climate change. In line with the requirements of the National Environmental Management: Integrated Coastal Management Act, 2008, coastal setback lines are currently being delineated across the province. This will assist in deterring future developments in high risk coastal areas. The below priority projects are aligned with the Western Cape Climate Change Response Strategy (DEA&DP, 2014):

Climate change predictions include the impacts on benthic ecosystems, loss of livelihoods and impacts resulting from sea level rise.

The following key coastal and marine indicators, sub-projects and actions were identified:

Project	Current Sub-Project	Future Possible Sub-Project
Manage loss of land due to sea level rise	Comment on Environmental Authorisation Applications to control unsustainable/risk coastal development	Revise the Spatial Development Framework to consider areas vulnerable to climate change impacts.
Protecting and rehabilitating existing dune fields as coastal buffers / ecological infrastructure;		Monitor possible linkages between climate change and fisheries industry;

Manage increased damage to property from sea level rise		Protect biophysical barriers to coastal storm surges such as rehabilitation of dune systems and the establishment of coastal management zones that will restrict development within at risk areas
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		Increase investment in ecological infrastructure

ecosystems		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	Incorporate sustainable land use management and planning into other sectors

	the revised Garden Route SDF	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 Identify priority wetlands and River ecosystems to be conserved	Restrict discharges of untreated wastewater and storm water into natural wetlands
	Develop Wetland Strategy and Implementation Plan	Protect ecological infrastructure functioning/ecosystem services
Biodiversity stewardship; Biodiversity and Environment		Garden Route Biodiversity Report
Prioritisation, valuation, mapping, protection, and restoration of critical biodiversity and ecological support areas		Landscape initiatives / biodiversity corridors and identification of requirements for climate change adaptation corridors

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		Alternative water resources – new non-potable treated wastewater pipeline for non-potable household use.

	use efficiency		
Water Resource Management Collaboration and Partnerships	Water Resource Management Collaboration Initiatives and Partnerships – Breede-Gouritz Catchment Management Agency, and some local Category B-Municipalities		Integrated water resource management and adaptation initiatives
	Seawater desalination plants		
Prioritisation, valuation, mapping, protection, and restoration of ecological infrastructure in catchments	Development of Garden Route DM Wetland Strategy and Implementation Plan		

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. A district flood hazard master plan has been developed and included as part of the District SDF	Conduct regular assessments of informal dwellings in order to identify priority areas for interventions to reduce climate change risk.
		Implement informal settlement upgrades.
	Development of evacuation plans and the execution of evacuation drills	Update community emergency plans that will assist with responding to climate change related impacts/risks.
Manage potential increase migration to urban and peri-urban areas.	Conduct public awareness on campaigns to save water by Disaster Management sector in collaboration with District Communications Department	
Manage potential increased risk of wildfire	Develop Integrated Veld fire management Plan for the Garden Route District.	

		Strengthening of existing initiatives such as Working on Fire and the SCFPA
	Fuel load management master plan to be completed in this year	
		Buy-in from private landowners and farmers through the construction of firebreaks.
		Improvement of fire safety through urban fringe management
		Fireproof alternative building/construction materials

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 SYSMAN disaster management information management system. Final costing has been requested from the service provider.	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	
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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 2019/2020

Project Description	Funding source
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 2017 and 2018 fires	Interns
Research on civil unrest/ protest action at the Bitou and Mossel Bay Local Municipal areas	Interns
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
Status of Forestry Industry Research, in collaboration with GRDM (LED), including reflection on indigenous forestry industry	Fund for the reconstruction of Knysna and the Eden District (FRKED)
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)
WWF herbicide assistance, project completed February 2019	WWF
TMF/ GREF/ SCLI/ SANParks/ CNC Floristic Corridor Revival	Table Mountain Fund
Establishment of the Garden Route Environmental Forum	Fund for the reconstruction of Knysna and the Eden District (FRKED) / GRDM environmental section
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, R363 and other relevant legislation.	Ensure conformance with legislation and certificate of competence.	Quarterly

KPA 3: WATER QUALITY MONITORING

OBJECTIVES	PLANNED ACTIVITY	KEY PERFORMANCE INDICATORS (KPI)	TARGET	TIMEFRAME/FREQUENCY
Ensure clean and safe drinking water for human consumption and an acceptable quality of final treated waste water effluent which is released into other water	Monitor the water quality other than municipal water e.g. farms, resorts and rural areas	Water samples comply with SABS Code 241 for drinking Water.	Regular monitoring of drinking water and waste water effluent.	Monthly
	Monitor the drinking water quality in the district in terms of the identified sample as per the EQMS program / water services authority	Clean and safe drinking water provided to the community	Regular monitoring of drinking water	Monthly
	Monitor the quality of river/sea water in	Final sewage effluent samples comply with legislation and permit / license requirement	Regular monitoring of river and sea water	Monthly

resources.	accordance with national standards			
	Monitoring of waste water quality (water services authority)		Regular monitoring of waste water (water services authority)	Monthly
	Monitoring of waste water quality (private: sewerage (non WSA))		Regular monitoring of waste water (non-water services authority)	Monthly

KPA 4: SURVEILLANCE AND PREVENTION OF COMMUNICABLE DISEASES

OBJECTIVE	PLANNED ACTIVITY	KEY PERFORMANCE INDICATORS (KPI)	TARGET	TIMEFRAME/FREQUENCY
Prevent the spread of communicable diseases through investigation and contact tracing.	Investigate reported cases and do contact tracing. Give education to patients and report findings to relevant health establishments	Reports of completed investigations of notifiable medical conditions.	Investigation of all received notifications of cases of notifiable medical conditions	Ongoing

KPA 5: CHEMICAL SAFETY

OBJECTIVE	PLANNED ACTIVITY	KEY PERFORMANCE INDICATORS (KPI)	TARGET	TIMEFRAME/FREQUENCY
Educating the public on the risks associated with chemicals and pesticide poisoning and monitoring premises to promote safe storage and disposal of chemical waste to ensure a safe environment.	Investigation and monitoring of all notified cases of pesticide and chemical poisoning and providing education to patients, traders, farms, schools etc.	<ul style="list-style-type: none"> • Safe handling, usage, storage and disposal of chemicals and pesticides. • Investigation reports of pesticide poisoning. 	Investigate all notified cases and provide relevant education to specific target groups.	Ongoing

KPA 6: ENVIRONMENTAL POLLUTION CONTROL

OBJECTIVE	PLANNED ACTIVITY	KEY PERFORMANCE INDICATORS (KPI)	TARGET	TIMEFRAME/FREQUENCY
To ensure a clean and safe environment through monitoring and addressing water, air and soil pollution.	Exercise Environmental Pollution Control through monitoring, inspections, law enforcement, sampling and Health Education.	A clean, safe, healthy and pollution-free environment.	Regular inspection and monitoring of premises and the effect of the industrial activities on the environment and public health.	Ongoing
	Conduct inspections at the following premises:			Once a year
	Claybrick ovens			Once a year
	Industrial fuel burning appliances			Once a year
	Quarries			Once a year
	Sawmills			Once a year
Stone crushers	Once a year			

KPA 7: VECTOR CONTROL

OBJECTIVE	PLANNED ACTIVITY	KEY PERFORMANCE INDICATORS (KPI)	TARGET	TIMEFRAME/FREQUENCY
To provide education and awareness in regard to eradication of vector breeding places and carriers.	Investigate vector breeding places and relevant complaints. Monitor of conditions promote the breeding habits of vectors.	Vector free environment and decreased number of identified potential breeding places for vectors	Continuous monitoring of potential vector breeding places	Ongoing
	Conduct inspections at the following premises:			Every 2 Months
	Composting sites			Monthly
	Sewage sludge storage areas			

KPA 8: WASTE MANAGEMENT

OBJECTIVE	PLANNED ACTIVITY	KEY PERFORMANCE INDICATORS (KPI)	TARGET	TIMEFRAME/FREQUENCY
Ensure effective, waste management systems to be implemented within the district.	Educate establishments and communities on issues of waste management and save storage of waste.	Save storage & disposal of solid, liquid and health care risk waste.	Continuous monitoring, inspections and education.	Ongoing
	Conduct inspections to establish and maintain proper control over the disposal of health care risk waste		Conduct inspections at health care risk waste generator premises	Twice a year
	Conduct inspections at the following premises:			
	Recycling points			Quarterly
	Refuse dumping sites			Monthly
	Refuse transfer stations			Monthly
	Sewage disposal works			Monthly
	Sewage pump stations			Monthly

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 2019/2020 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 awareness	Strengthening of existing initiatives such as Working on Fire and the GEF climate change and fire project	Roll-out of fire wise campaigns in the district
Integrated Fire Management	Develop Integrated Veld fire management Plan for the Garden Route District	Fire proof alternative building/construction materials
ICS training		
Creating defensible spaces around homes situated in high risk areas		
Role clarification	Development of MOUs with agencies such as SANParks , DAFF and Cape Nature to define	

	their roles and responsibilities	
Enhancement of the fire related regulatory framework	Development and promulgation of fire specific by-lays to promote risk reduction, and explore measures to enforce existing legislation.	



CHAPTER ELEVEN (11) SPATIAL DEVELOPMENT FRAMEWORK

CHAPTER 11: SPATIAL DEVELOPMENT FRAMEWORK

The Spatial and Development Framework was approved at Council Meeting on 5 December 2017.

This Spatial Development Framework (SDF) for Garden Route District supercedes the 2009 Garden Route District SDF. The SDF has been reviewed and updated to align with the Spatial Planning and Land Use Management Act (SPLUMA) of 2013, the Western Cape Government (WCG) Provincial Spatial Development Framework (PSDF) and Land Use Planning Act (LUPA), as well as the Garden Route District Integrated Development Plan (IDP) and strategic goals.

This format of the SDF has been prepared in line with the Department of Rural Development and Land Reform's (DRDLR) SDF Guidelines. The outline of the document is described below.

Chapter 1: SDF Focus and Process, outlines the purpose, scope of the Garden Route District SDF and provides a synopsis of the process followed in the preparation of the SDF commencing in November 2016. This chapter also frames parallel planning processes and strategies of other spheres of government that have taken place within the Garden Route District jurisdiction and are relevant to the spatial structuring of the District.

Chapter 2: Policy Context and Vision Directives, this chapter describes the spatial implications of national, provincial, regional and local scale policies relevant to spatial planning in the District. These policies are distilled to set out the legislative foundation for the SDF Review. This Chapter also includes an overview of key points raised in engagements with the local 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.

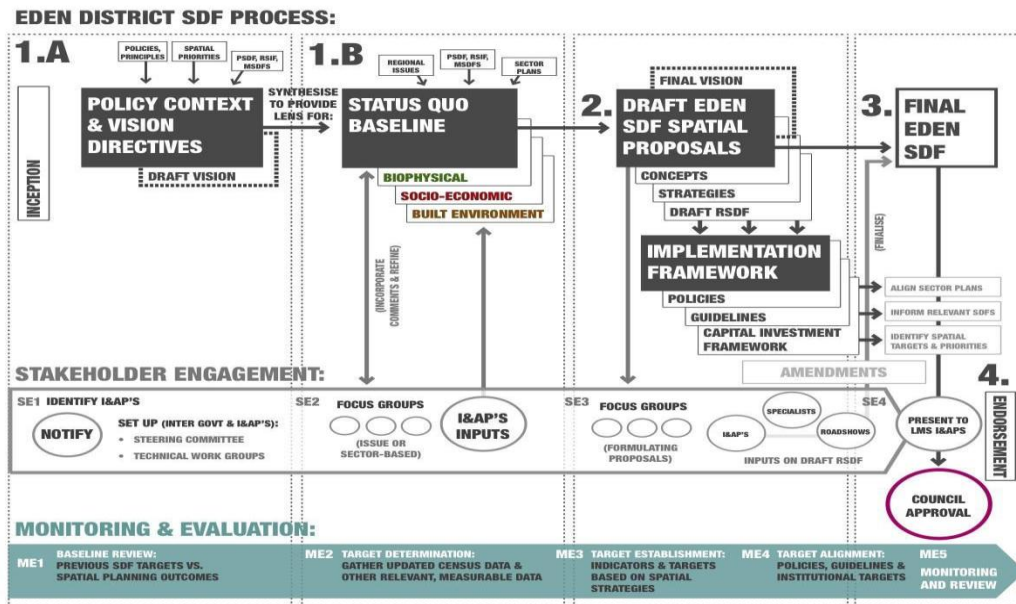
This document is supplemented by the following annexures that provide supporting detail to the main report:

- 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:

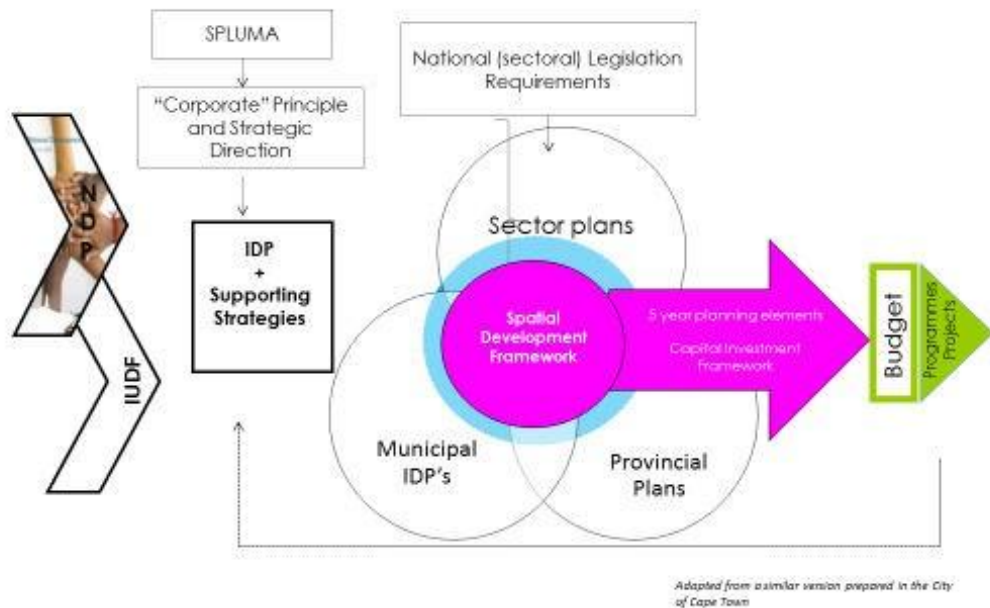


Illustration 8: Role of the Garden Route SDF

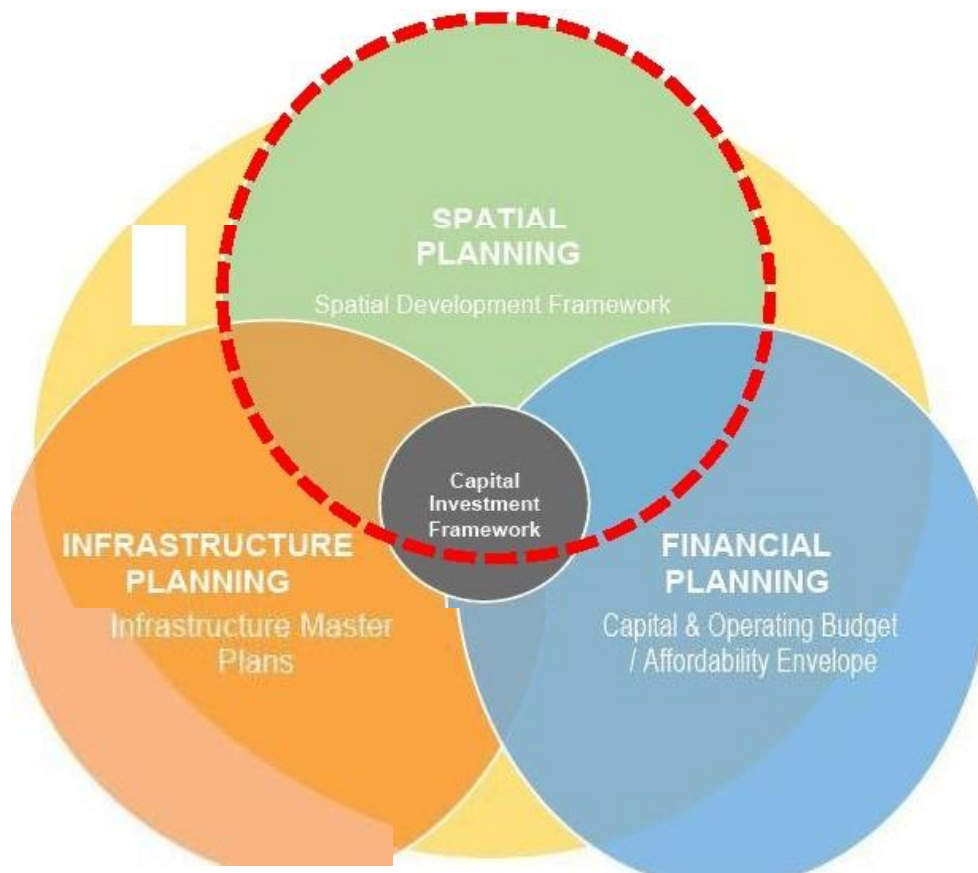
11.2 Garden Route Spatial Drivers of Change

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:

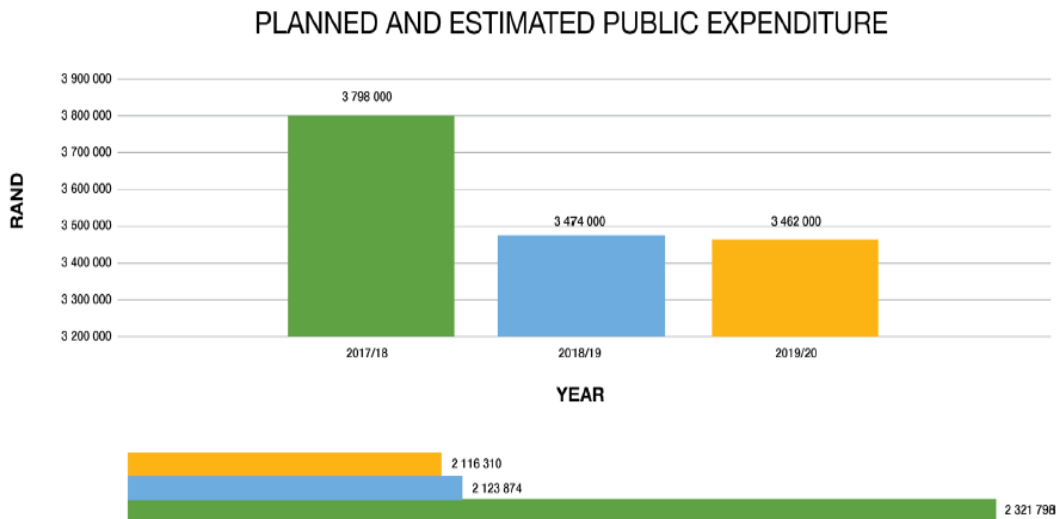
- A sustainable environment is an economy positioned for growth - The Environment is the Economy
- Regional Accessibility for Inclusive and Equitable Growth
- Coordinated Growth Management is Key to Financial Sustainability

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



Note: Community survey, 2016 population statistics on municipal level used for the entire MTEF period for the calculation of the per capita GDP

PER CAPITA INFRASTRUCTURE & TRANSFERS FOR EDEN DISTRICT

Diagram 16. Public Expenditure - Per Capita Infrastructure & Transfers (WCG, 2016)

The following recommendations were made in the Garden Route SDF:

- The District needs to take a strong leadership and capacity building role in verifying and segmenting the real housing backlogs in the municipality so that proper infrastructure, human settlement and social facility planning can take place;
- The District must build capacity to assist in land use decisions that impact on infrastructure co-ordination, environmental health and disaster management;
- The District needs to build capacity to assist and coordinate fiscal impact tools to evaluate the financial capability and impacts of land use management decisions at the B Municipality level.

11.3 The conceptual methodology that has been used to undertake long-term infrastructure investment planning is as follows:

- Have a **common set of growth assumptions**. These may need to be varied or adjusted over time, which implies a flexible model that can vary

assumptions and produce future implications.

- Growth assumptions should have a solid evidence base
- **Project forward** over a sufficient time frame to allow for proper infrastructure planning and for life-cycle costing of decisions. Between 20-30 years is an appropriate time frame
- Use the growth projections, backlogs, levels of service, and evidence-based unit demands to project **the service demands in a spatially disaggregated way** as possible.
- **Differentiate users** with distinct consumption patterns, or with clear revenue or funding characteristics
- Once the future service demands are understood, these can be **costed by either identifying projects to address the demands** (where master planning has been undertaken), **or by applying high level unit costs to the future demands**. Unit costs should be spatially differentiated if possible. A project-level assessment allows for more spatial differentiation of the costs
- **Use technical asset registers to calculate the cost of asset renewal** based on prevailing costs and asset condition
- **Match the funding stream to the type of infrastructure required**, i.e. conditional grants should be allocated to their intended beneficiaries or service, and development charges should be allocated to non-indigent residential development and non-residential development based on the municipal development charges policy. The balance of the funding will need to come from municipal resources (reserves and borrowing)
- Once a capital programme has been determined and aligned to spatial planning objectives, the operating **account implications can be calculated** to assess the on-going affordability of the growth plan. This will also inform assessments of borrowing capacity. In sophisticated analyses, these operating costs can be varied in space according to the authority providing the service and their underlying cost drivers

11.4 Spatial Development Action plan aligned to IDP 2019/2020

5.3. Implementation Action Table

5.3.1. Policy Actions: The Economy is the Environment

POLICY ACTION NUMBER	DESCRIPTION	RESPONSIBILITY	OBJECTIVES	OUTCOME INDICATOR	BUDGET	IMPLEMENTING AGENT	TIME FRAMES
E-1	Consolidate and align tourism agencies around a clear Eden Brand. Develop and implement a unified regional marketing and branding strategy that provides branding and marketing services for the Garden Route and Klein Karoo, which makes consideration for signage, way-finding, unified branding and brand management.	SCEP, Eden DM, WCG Economic Development & Tourism	1. Establish, manage and market the Garden Route and Klein Karoo as two unique sub-regions of Eden	<ul style="list-style-type: none"> The Eden brand has been developed, approved and adopted The establishment of a funded, consolidated tourism agency for Eden District 		SCEP Eden DM WCG EDT B Municipalities	1 year
E-2	Manage rural areas through appropriate application of SPCs. Protect and enhance the sense of place, character and scenic assets of the region by implementing multiple interrelated and layered strategies to achieve this such as clear design guidelines for new developments and innovative infrastructure within different contexts (resort, urban, lifestyle estates, subsidy housing).	Eden DM, DEA&DP, WCG DRDLR, WCH DoHS	1. Apply SPCs in order to contain development	<ul style="list-style-type: none"> SPCs have been approved and applied Rural Development is contained 			
E-3	Demarcate and ensure legislative protection of the regional biodiversity and cultural landscape network to inform planning within the B Municipalities. <ul style="list-style-type: none"> Appropriate listing and gazetting of Heritage and Cultural resources of Provincial and District significance Ground-truthing of regionally significant biodiversity corridors / coastal edges Develop guidelines for cultural landscape management specifically for managing regional route in a small town urban environment 	Eden DM,DEA&DP Heritage Western Cape, SANParks, WCG Cultural Affairs & Sports	<ol style="list-style-type: none"> Align with the National Biodiversity corridors, protected areas, ecological support areas, Provincially demarcated Cultural Landscapes, climate change and disaster risk areas Protect the cultural landscape as a key economic asset Secure national and regional biodiversity corridors 	<ul style="list-style-type: none"> Demarcation and gazetting of regional green network for Eden (biodiversity, cultural landscape, climate change and risk mitigation) Gazetting of cultural landscapes and heritage resources identified in the WC PSDF 2012 Incorporation of regional green network within B Municipality Plans 	R3 million	DEA&DP, CapeNature, SANParks	2 years

The Economy is the Environment

POLICY ACTION NUMBER	DESCRIPTION	RESPONSIBILITY	OBJECTIVES	OUTCOME INDICATOR	BUDGET	IMPLEMENTING AGENT	TIME FRAMES
E-4	Develop an ecosystem service inventory to manage risks and designate core service zones to be protected (where rivers, wetlands are adjacent to infrastructure)	DEADP, Cape Nature, SANParks, Eden DM	1. Protect and conserve Eden's important terrestrial, aquatic and marine habitats.	<ul style="list-style-type: none"> An inventory of ecosystem service delivery has been established Demarcation and protection of core ecosystem service zones 			
E-5	Establish a DRDLR Agrihub In Oudtshoorn with connecting Farmer Production Support Units (FPSU) Integrate the proposed investment into Agri-hubs and rural support outlined in the Eden District Rural Development Plan	DEA&DP, Eden DM, WCG Economic Development & Tourism, DRDLR SCEP, WCG DAFF	<ol style="list-style-type: none"> Revive local agricultural economy Increase jobs in agriculture by developing local agri-processing facilities Identify and implement new agricultural products in response to climate change and fire risk Support an inclusive and accessible agricultural value chain 	<ul style="list-style-type: none"> Established agrihubs 		DRDLR Eisenburg DOA	
E-6	Provide guidelines for estuarine Management Plans. <ul style="list-style-type: none"> Delineate coastal sensitivities and integrate these into all applicable planning decisions within the coastal region. Ground-truth floodlines in the District and incorporate these into the local municipalities' SDFs. Establish and provide generous buffer zones for coastline and estuaries. 	Eden DM, Cape Nature, Eden Disaster Risk Management, DEA&DP	<ol style="list-style-type: none"> Protection of inherent scenic assets. Protect coastlines and estuaries. Biodiversity management. Mitigate river erosion, siltation and flooding disaster risk in relation to climate change. Support inclusive and equitable, managed public access to the coastline and estuaries. Ecological infrastructure should be protected along the coastline and estuaries 	<ul style="list-style-type: none"> Co-ordinated flood plain and stormwater management The development of an Estuarine Management Plan. There is minimal human intervention along coastlines. Sustainable and equitable coastal access for all users (not just recreational users) enabled. 			

4 The Economy is the Environment

POLICY ACTION NUMBER	DESCRIPTION	RESPONSIBILITY	OBJECTIVES	OUTCOME INDICATOR	BUDGET	IMPLEMENTING AGENT	TIME FRAMES
E-7	Provide transitional relocation areas for displaced community members from areas affected by natural disasters. Prioritise subsidy application for top structures for the most deserving beneficiaries from the affected informal settlements to rule out "queue jumping".	Eden DM, WCG DTPW, WCG DoHS Bitou Municipality Knysna Municipality George Municipality	<ol style="list-style-type: none"> Rehabilitate community facilities and municipal services Provide safe and secure shelter for displaced communities 	<ul style="list-style-type: none"> The establishment of safe, transitional relocation areas 		Garden Route Rebuild	
E-9	Provide guidelines for Air Quality Management and monitoring in Eden District. Commence an Eden Clean Fires campaign that involves an educational project on air quality awareness.	DEA&DP, Eden DM: Air Quality Control Air Quality officers of B-authorities to assist Air Quality Control with the development of their respective AQMPs	<ol style="list-style-type: none"> Ensure there is adequate monitoring of air quality in Eden District. Uphold the high quality living environment of Eden District and maintain it as an attractive place to live and as tourist destination 	<ul style="list-style-type: none"> Continuous sampling of air quality to aid with decision making-development related to the status of air of Eden District. 	R1 800 000	Johan Schoeman	2-5 years
E-10	Implement measures to mitigate against future disasters: <ul style="list-style-type: none"> Manage alien vegetation to mitigate fire risks and impacts on disaster management. The Eden District Municipality's Disaster Risk Management Department must be given opportunity to provide input into development applications in interface areas where veldfire is a risk Establish a fire management agency" 	Eden DM: Disaster Risk Management, DEA&DP, Cape Nature, 7 B Local Municipalities	<ol style="list-style-type: none"> Protect CBAs, wildlife and Eden District's from disaster risks Mitigate fire risks and impacts on disaster management. 	<ul style="list-style-type: none"> Protected natural environment assets The establishment of an alien vegetation removal plan 			



CHAPTER TWELVE (12) CONCLUSION

CHAPTER 12: CONCLUSION

The 2019/20 – 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

