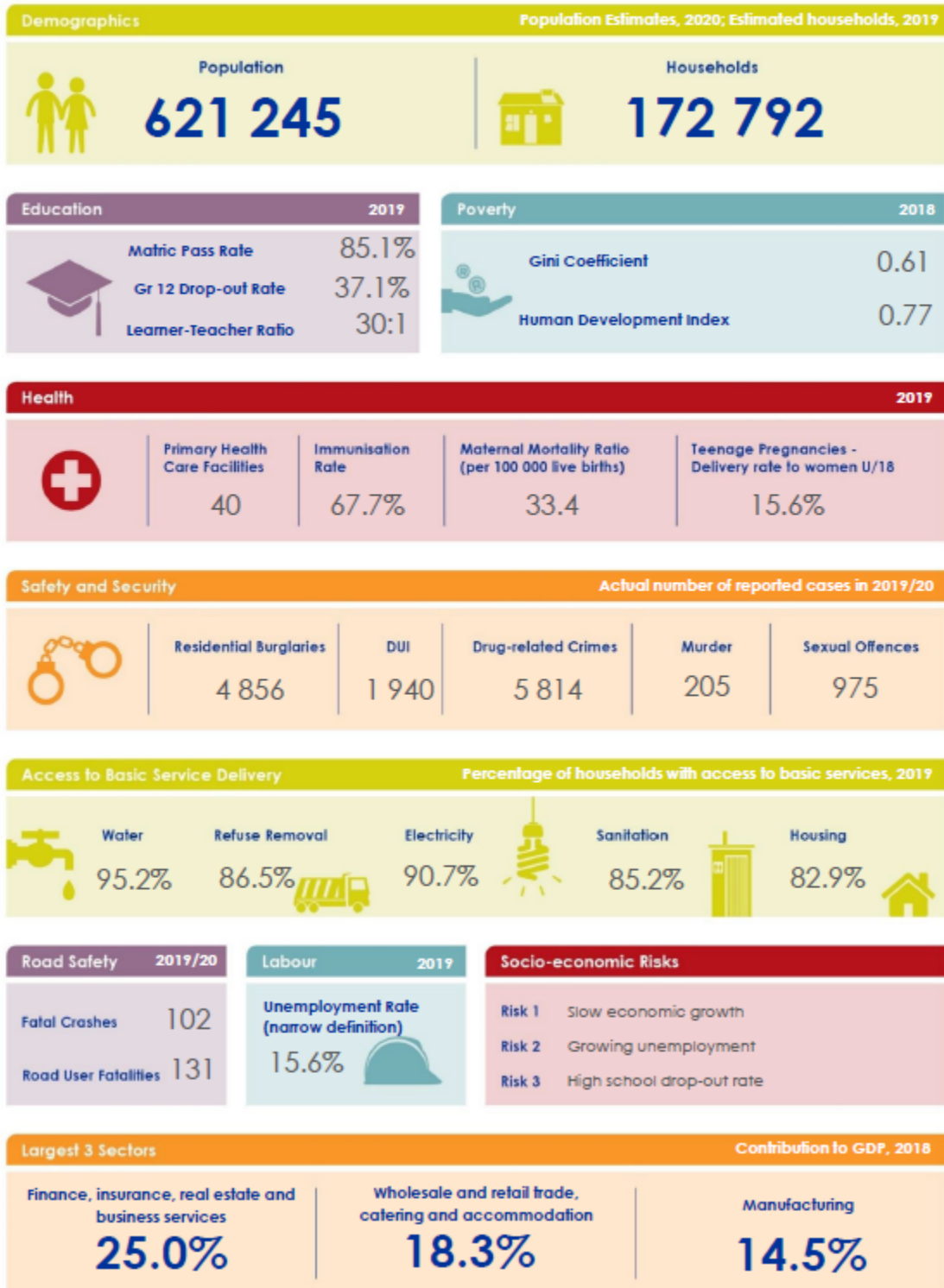




Joint District and Metro Approach (JDMA) Implementation Plan (One Plan) of Garden Route District



Garden Route District: At a Glance



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ACRONYMS

BPO: Business Process Outsourcing

CAE: Chief Audit Executive

CRO: Chief Risk Officer

DCF: District Coordinating Forum

DMC: Disaster Management Centre

DEDAT: Department of Economic Development and Tourism

DoA: Department of Agriculture

GCBR: Gouritz Cluster Biosphere Reserve

GDPR: Gross Domestic Product per Region

GDS: Growth Development Strategy

GRD: Garden Route District

GRDM: Garden Route District Municipality

FY: Financial Year

FLISP: Finance Linked Individual Subsidy Programme

JDMA: Joint District and Metro Approach

LED: Local Economic Development

LTO: Local Tourism Officer

MACC: Multi Agency Command Centre

M&E: Monitoring and Evaluation

MMF: Municipal Managers Forum

NICD: National Institute for Communicable Diseases

PSDF: Provincial Spatial Development Framework

PSP: Provincial Strategic Priorities

RAMSAR: Convention on Wetlands of International Importance

RTO: Regional Transport Offices

SCEP: South Cape Economic Partnership

SDF: Spatial Development Framework

SMME: Small Medium and Micro Enterprises

UNESCO: United Nations Education, Scientific and Cultural Organisation

WCEDP: Western Cape Economic Development Partnership

WESGRO: Economic Entity for Western Cape Government and Cape Town

WHO: World Health Organisation

CHAPTER 1: INTRODUCTION AND BACKGROUND**1.1 Introduction: DDM and JDMA**

The need for a new district-based coordination model was announced in the Presidency budget speech in 2019. The President directed the sixth administration to develop and implement a new integrated District based approach to address service delivery challenges. Cabinet then approved the District Development Model (DDM) as an “All of Government and Society Approach” providing a method by which all three spheres of government and state entities work in unison in an impact-oriented way, where there is higher performance and accountability for coherent and effective service delivery and development outcomes.

In response to the President's call, The Western Cape Government endorsed the Joint District and Metro Approach (JDMA) as part of the DDM. The JDMA envisages the three spheres of government to converge, using IGR engagements, to develop similar Western Cape strategic, developmental and planning priorities with aligned budgets to accelerate service delivery.

Objectives of DDM and JDMA	
DDM	JDMA
<ul style="list-style-type: none"> • solve the silos at a horizontal and vertical level; • maximise impact and align plans and resources at our disposal through the development of “One District, One Plan and One Budget”; • narrow the distance between people and government by strengthening the coordination role and capacities at the District level; • ensure inclusivity through gender-responsive budgeting based on the needs and aspirations of our people and communities at 	<ul style="list-style-type: none"> • is a geographical (District) and team based, citizen focused approach; • has the output of a single implementation plan to provide planning and strategic priorities, developmental initiatives, service delivery and capacity building; • has the desired outcome of improving the living conditions (lives) of citizens; • has a horizontal interface (between provincial departments) and a vertical interface (National, Provincial and local government spheres); • does not exclude local municipalities;

Objectives of DDM and JDMA	
DDM	JDMA
<p>a local level;</p> <ul style="list-style-type: none"> • build government capacity to support municipalities; • strengthen monitoring and evaluation at district and local levels; • implement a balanced approach towards development between urban and rural areas; • ensure sustainable development whilst accelerating initiatives to promote poverty eradication, employment and equality; and • exercise oversight over budgets and projects in an accountable and transparent manner 	<ul style="list-style-type: none"> • is not a functions and power debate; and • Promotes collaboration using the District Coordinating Forum as the governance instrument for co-planning, co-budgeting and co-implementation to strengthen service delivery to communities.

1.2 Location

The Garden Route District Municipality (GRDM) District spans 23 331 km² (18% of the WesternCape's land area) and is home to a total of 621 245 people (as at 2016) that are unevenly distributed across seven local municipalities and 26 dispersed urban nodes. The District is bounded by the Western Cape's Central Karoo District to the north, the Overberg District to the West and the Cacadu District in the Eastern Cape to the East.

Garden Route District's landscape is diverse consisting of distinct geophysical zones with prominent features such as the coastal platform, stretching approximately 336km. The upper plateaus form the Klein Karoo; the Outeniqua, Kouga, Kammanassie, Tsitsikamma and Swartberg mountains

The District consists of seven (7) local category B Municipalities, which are: George, Bitou, Knysna, Kannaland, Oudtshoorn, Hessequa, and Mossel Bay. The Garden Route District has 2% people without any education. In total, the number of people

with primary and secondary education is 46.5%, while 31.1% of people in the region have matric. Only 3.7% of people in the Garden Route District have an undergraduate qualification. The District's economy is dominated by Community and Government Services, Trade, Finance and Manufacturing. The economic growth and development of the district depends on harnessing on its competitive advantages.

1.3 Historical Perspective

The town of George, which is located centrally in the GRDM, is the sixth oldest colonial-town in South Africa gaining municipal status in 1837. It has the oldest Roman Catholic Church in the country, completed in 1843. South Africa's largest Rastafarian community live in the Judah Square Rastafarian Village is situated in the Khayaletu Township in Knysna. Mossel Bay is known as the historical capital of the Garden Route and one of the most historically significant towns in South Africa. Caves at Pinnacle Point have revealed evidence that some of the planet's very first inhabitants lived here.

The Khoi and San people are some of the earliest inhabitants George. Bartholomeu Dias, the Portuguese navigator, was the first European to land in Mossel Bay on 3 February 1488– 165 years before the first settlement in Cape Town. The early seafarers found three (3) tribes here, the Gouriqwas, the Outeniqua or Attaqwa, and the San.

On the 9th June 2015, UNESCO (United Nations Education, Scientific and Cultural Organisation) approved the Gouritz Cluster Biosphere Reserve (GCBR) in the Hessequa region, as South Africa's 7th biosphere reserve. It exists to promote sustainable development through combining local community efforts with science. The history of Oudtshoorn is rich and varied. Rock Art is found on many private farms in the area, giving a glimpse of "Feather Palaces" that sprang up during the ostrich feather boom. By the 1880's ostrich feathers had become South Africa's fourth largest export after gold, diamonds and wool and Oudtshoorn was at the epicentre of this. 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 and effective natural resources. **The rural**

rustic untouched and naturally beautiful Kannaland municipal area is brother to the six mentioned municipalities residing in the Garden Route District and comprises of the towns of Calitzdorp, Ladismith, Zoar and Van Wyksdorp. Kannaland was historically named after the kanna plant (*Sceletium totuosum*), also referred to as nature's Prozac. The kanna plant has been used by South Africans as a mood altering substance since prehistoric times and it is legal. Evidence of early San and Khoi people in numerous rock paintings, majestic Seweweekspoort, fertile agricultural valleys and the spectacular aerodynamic interconnecting Route 62 traversing this fascinating picturesque land is famed as the longest wine route in the world.

1.4 Spatial Status

The GRDM is highly urbanized with 75% of the population centred between three principal regional centres George, Mossel Bay and Knysna while the remaining 25 % is scattered amongst other towns within the District. The coastal towns have experienced a growth in population because of migration from Little Karoo. The district is divided into different functional areas categorized as:

- Agricultural Service Centres: - Calitzdorp, Ladysmith, Riversdale and Uniondale.
- Regional Service Centres: - George, Oudsthoorn and Mossel Bay
- Residential Centres: - Dysselsdorp, Kranshoek and Kurland
- Residential/Tourism: Groot Brakrivier, Herolds Bay, Sedgefield, Stilbaai, and Wilderness
- Tourism: De Rust, Knysna and Nature's valley

Historically the urban areas have been characterized by urban sprawl, which is driven by dispersed, low-density greenfields higher income development and low-income settlements located on the outskirts of the settlement footprints. This resulted in a social and spatial fragmentation in the urban areas. The inland areas of Van Wyksdorp, Ladismith, Calitzdorp and Zoar are 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 predominantly 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.

Growth Nodes in Garden Route District Area	
<p>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:</p> <ul style="list-style-type: none"> • 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 Swartburg 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 surrounding area send a message that survival in this area requires respect for the natural environment.</p>

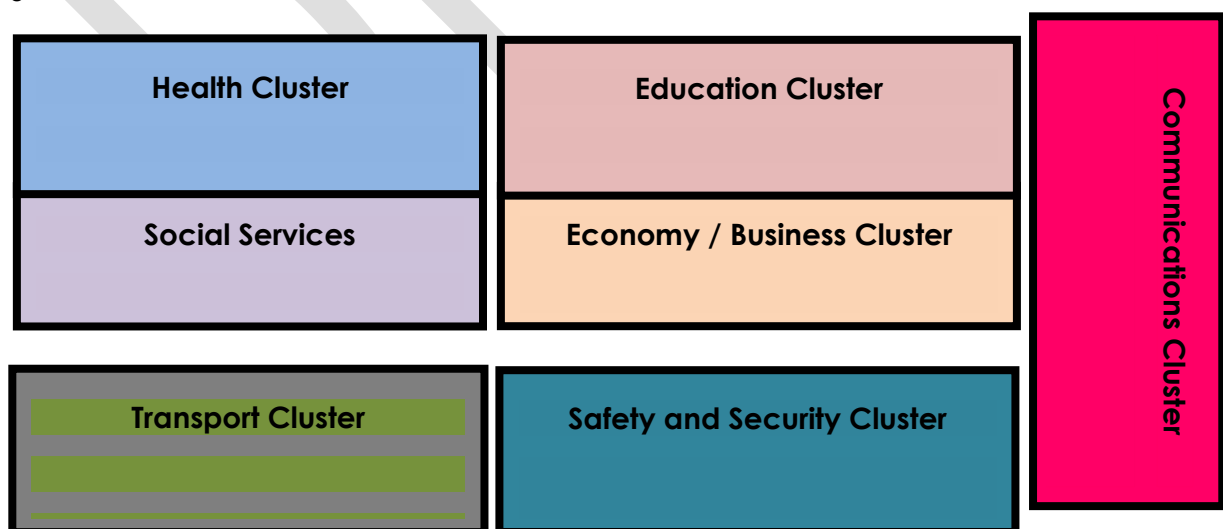
1.5. COVID- 19 Pandemic

COVID-19 Pandemic at Garden Route District Municipality

From the onset of the outbreak of the Coronavirus, now referred to as COVID-19, in early March 2020, daily situation reports were provided to the Garden Route Disaster Management Centre (DMC) officials by the National Institute for Communicable Diseases (NICD). On 12 March 2020, the GRDM DMC convened all the stakeholders in the district to provide a status quo briefing in terms of the spread of the COVID-19 disease in the country. At this meeting, the Provincial Health Communicable Diseases Leader, provided an update report on the activities initiated by the Department of Health since the outbreak of the COVID-19 disease. Following this meeting, the GRDM DMC provided copies of the district communicable diseases outbreak response procedure and contact person details to each of the sub-districts/ Local Municipalities in the district.

On 19 March 2020 all stakeholders were invited to the GRDM Multi Agency Command Centre (MACC) in George in order to establish district coordination clusters as well as to set a coordination platform for the coordination of all COVID-19 related matters. At this meeting, the following seven clusters and cluster leads were established:

Figure 1: GRDM COVID-19 CLUSTERS



All local municipalities were requested either to duplicate this structure at local municipal level or to at least establish a coordination platform where local coordination could be done.

Impact of COVID-19 on the Economy

The full effect of the Covid-19 pandemic on the World, our Country, Province and District will not be fully understood until this crisis has passed. Various surveys have been done to have some idea on how this is affecting businesses, and one of the major outcomes is the issue of cash flow. Many smaller companies (lower turnover) do not have the financial resources to manage the COVID-19 response options.

All the growth sectors in the District have been impacted, especially the Tourism, Hospitality and Retail sectors that have been hardest hit by this pandemic, and which will also be the last sectors to recover from this crisis. The impact on the informal sector, spaza shops and SMMEs must still be determined, but will certainly increase the poverty headcount which was already on 40, 5% prior COVID19, as this is the “bread and butter” for many families . *{However given the migration patterns by low income households and resulting densities in informal settlements proliferation patters, there is a need to prioritise decanting and in-situ upgrading interventions to limit the current risks. One informal structure of less than 20 square meters in size currently houses 3.5 – 5.5 households which would appear to be a significant as a breeding ground for Covid exposure to the households concerned - this therefore merits urgent intervention in the form alternative forms of incremental alternative housing schemes linked to alternative energy, water and sewerage services. The National Department of Human Settlements recently announced a budget of R9bn for accelerated upgrading of informal settlements as a priority, with the Western Cape' slice in this regard being R421m for related Upgrading of Informal Settlements Grants (UISDG)}.*

A survey, done by the George Business Chamber specifically, which was completed by 345 business` across the District, indicated that the Covid19 pandemic has disrupted businesses far more severely than the challenges this District has seen and is still facing in terms of Load-shedding, Drought, Fires and Crime. Based on this survey a total of 37,54% (128 respondents) of 341 respondents have indicated that

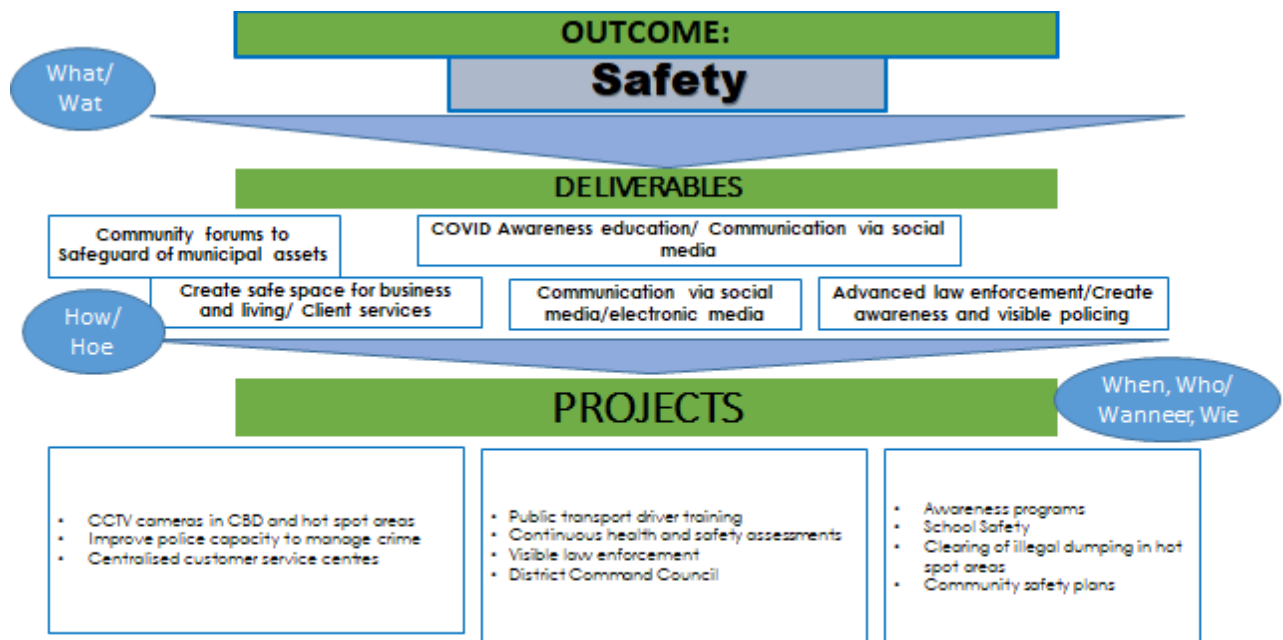
they are considering closing their business` due to the disruptive factors, whilst 51,32% (175 respondents) have indicated that they are considering retrenching staff.

The Economic Cluster was established with stakeholders across the sectors being represented, and is a platform where information is shared, assistance and guidance is given in terms of government interventions. Business Continuity working group was formed from the Economic Cluster focusing on a recovery plan for the District, addressing business rescue, business support, business resilience etc. This plan will be informed by the Economy Recovery Plan that Department of Economic Development and Tourism (DEDAT) drafted results of the District and other surveys, as well as input from sector experts and other stakeholders such as relevant Government Departments, municipalities, WESGRO, SCEP/WCEDP, Small Business Development forum, Business Chambers etc. The plan which has been tabled to GRDM Council addresses short, medium - and long-term basis, and the financial resources from needed to make the implementation of the plan. The pillars, with interventions of the Garden Route District Recovery plan will be discussed later in the plan.

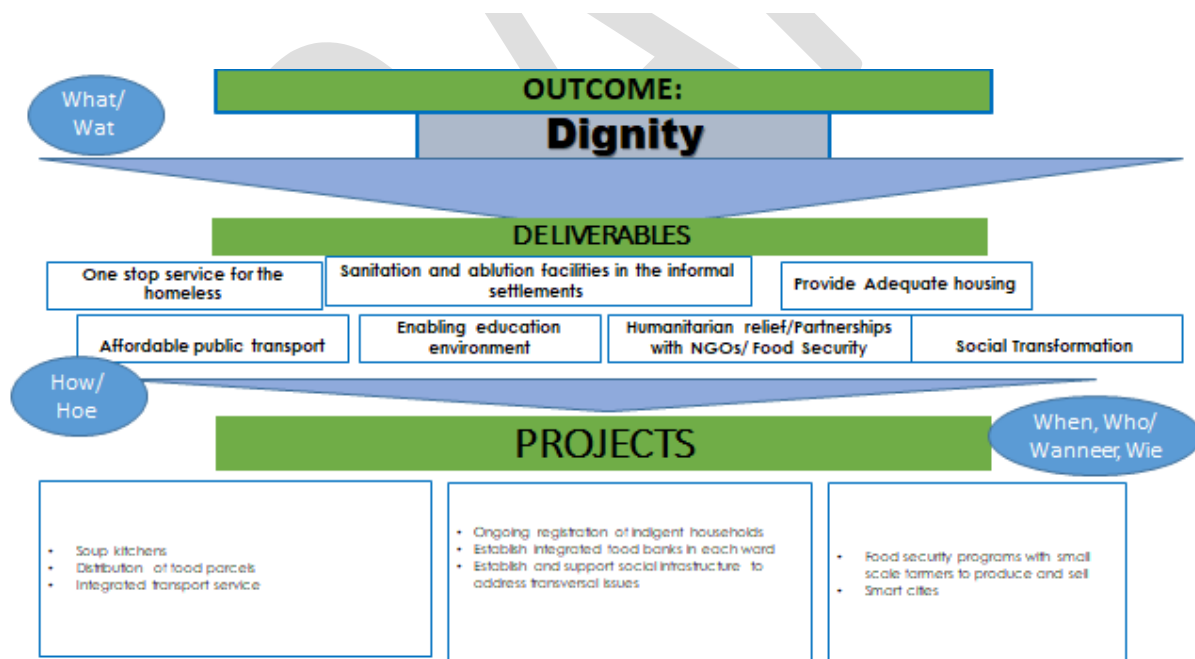
Western Cape's three priority areas post COVID19

The Western Cape Government acknowledges the impact of COVID19 and the need to "shift focus" from the approved provincial strategic plan and municipal Integrated Development Plans, and to rather focus on interventions to manage the pandemic. The pandemic has in Western Cape, exacerbated the levels of poverty and inequality - this has calls for extraordinary responses to an extraordinary disaster. Based on extensive engagements with municipalities and provincial departments, the Western Cape Cabinet resolved, at its Bosberaad on 7 August 2020, to focus the post COVID19 recovery on three priorities namely, **Safety, Dignity & Well-being**, and **Jobs**. These three priorities relate closely to the Western Cape Provincial Strategic Plan priorities, inclusive of municipal priorities.

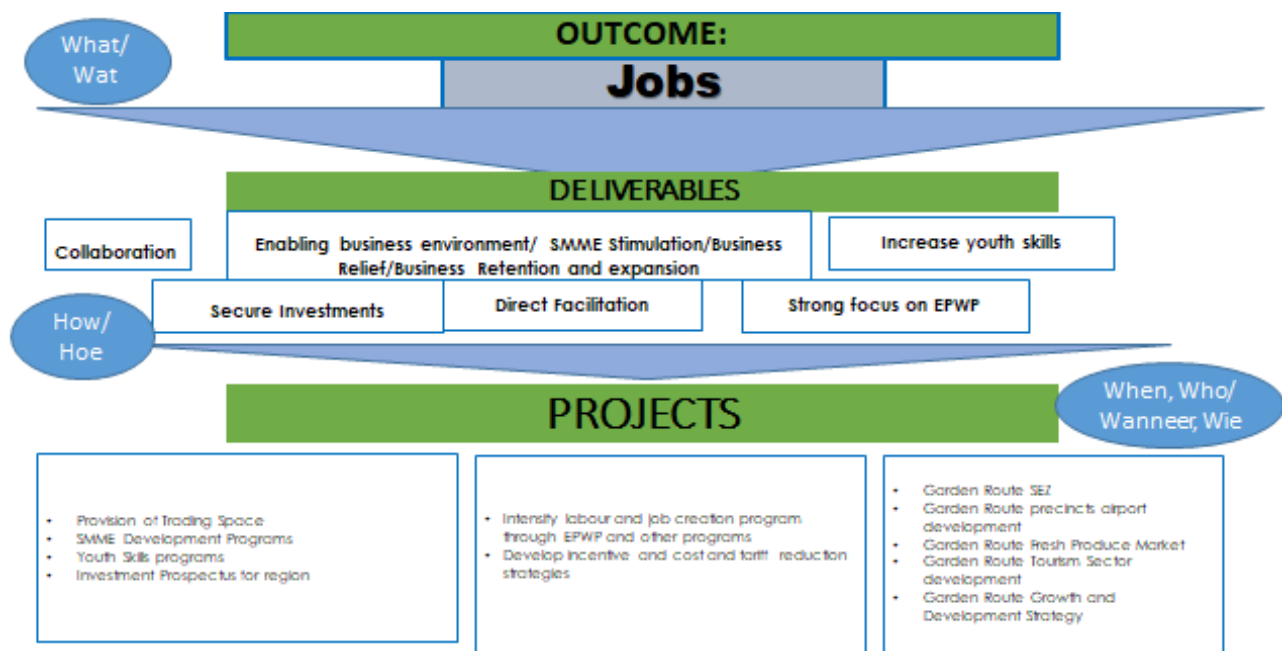
Municipalities in the district agreed to focus on the following initiatives to ensure that the three priorities as part of the Western Cape's recovery plan be addressed:



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CHAPTER 2: ECONOMIC POSITIONING

2.1 GDPR contribution and growth

Table 1: GDPR CONTRIBUTION AND AVERAGE GROWTH RATES PER MUNICIPAL AREA, Garden Route District 2018

Municipality	R Million value 2018	Contribution to GDPR (%) 2018	Trend 2014–2018(%)	Real GDPR Growth 2019e(%)
Kannaland	R1 280.8	2.9%	1.6%	-1.1%
Hessequa	R3 932.5	8.8%	1.4%	-0.2%
Mossel Bay	R7 716.3	17.3%	1.1%	0.2%
George	R17 863.0	40.0%	1.9%	0.7%
Oudtshoorn	R5 708.5	12.8%	1.4%	0.3%
Bitou	R3 269.8	7.3%	1.3%	0.6%
Knysna	R4 920.2	11.0%	0.7%	0.1%
Garden Route District	R44 691.1	100.0%	1.5%	0.4%
Western Cape	R58 9443.7	-	1.4%	0.3%

Source: Quantec Research, 2020 (e denotes estimate)

The GRD's GDPR was R44.6 billion in 2018, having grown by 1.5% between 2014 and 2018, which was slightly higher than the provincial growth rate of 1.4% during the same period. Estimates indicate that GDPR growth in the GRD and the Western

Cape slowed significantly in 2019. The GRD's GDP growth was expected to be 0.4% in 2019, which was slightly more than the Western Cape's estimated GDP growth of 0.3%.

The main economic centre and business hub of the District is the urban George area, which contributed 40.0% to the GRD's economy in 2018, followed by the Mossel Bay (17.3%), Oudtshoorn (12.8%) and Knysna (11.0%) municipal areas. The Kannaland municipal area has the smallest GDP in the GRD, with a 2.9% contribution in 2018.

George experienced the highest GDP growth rate (1.9%) of all the GRD municipal areas between 2014 and 2018, followed by Kannaland (1.6%), Hessequa (1.4%) and Oudtshoorn (1.4%). It is estimated that the George municipal area experienced the best growth performance (0.7%) in 2019. However, this is only half of what it experienced between 2014 and 2018. The next best growth performance was in the Bitou municipal area (0.6%). It is further noted that the Kannaland and Hessequa municipal areas' GDP contracted by (1.1%) and (0.2%) respectively in 2019. The overreliance on the agriculture, forestry and fishing sector has made the economies more vulnerable to shocks in this sector, such as the provincial drought.

2.2 Employment

In 2018, 233 012 people were employed in the GRD. The George municipal area contributed the most towards jobs, employing (35.7%) of all people employed in the GRD in 2018. The Mossel Bay at (15.9%), Oudtshoorn (13.0%), Knysna (11.5%) and Hessequa (10.9%) municipal areas also showed strong contributions to employment. Employment in the GRD increased by an average of 3 863 jobs per annum between 2014 and 2018. All municipal areas indicated increases in employment for this period, with the George (1 561 jobs per annum), Bitou (458 jobs per annum), Mossel Bay (462 jobs per annum), Knysna (444 jobs per annum) and Oudtshoorn (432 jobs per annum) municipal areas contributing the most. It is, however, estimated that employment decreased by 1 163 jobs in 2019 in the GRD, with the largest decreases occurring in the Mossel Bay (354 jobs), Hessequa (262 jobs) and Oudtshoorn (155 jobs) municipal areas.

This decrease can be attributed to poor economic performance within the District owing to increased load-shedding, the South African economy entering a recession and the persistent drought in the region. Formal businesses in the GRD have experienced several constraints in terms of expanding their businesses and creating jobs. These include limited land, infrastructure challenges, municipal red tape, inter-town transport and inter-regional transport (Metrorail), water security, trading space, funding requirements, skills and market penetration.

As well as above highlighted intensive migration patterns in between some of the towns within a radius of less than 140 kms – George, Mossel Bay, Knysna and Bitou which appear to bear the brunt of increased internal migration and proliferation of informal settlements – people migrate due to reality of poverty and seeking of jobs to sustain themselves and their households. In essence therefore economic migration and sustainability are an undeniable factor which influence or drive these patterns).

Table 2: EMPLOYMENT GROWTH, Garden Route District 2018

Municipality	Number of jobs 2018	Contribution to employment (%) 2018	Average annual change 2014–2018	net change 2019e
Kannaland	10 230	4.4%	145	-114
Hessequa	25 484	10.9%	362	-262
Mossel Bay	37 055	15.9%	462	-354
George	83 169	35.7%	1 561	-122
Oudtshoorn	30 211	13.0%	432	-155
Bitou	19 998	8.6%	458	-50
Knysna	26 865	11.5%	444	-106
Garden Route District	233 012	100.0%	3 863	-1 163
Western Cape	2 589 080	-	46 746	-4 421

Source: Quantec Research, 2020 (e denotes estimate)

2.3 Sectoral Employment

Table 3: EMPLOYMENT PER SECTOR, Garden Route District 2018

Sector	Number of Jobs in 2018	Contribution to Employment (%) 2018	Average annual change 2014	Net change 2019e
PrimarySector	28 421	12.2%	171	-266
Agriculture, forestry & fishing	28 243	12.1%	171	-258
Mining & quarrying	178	0.1%	0	-8
SecondarySector	37 523	16.1%	357	-1 825
Manufacturing	20 668	8.9%	172	-220
Electricity, gas & water	866	0.4%	13	-12
Construction	15 989	6.9%	172	-1593
Tertiary Sector	167 068	71.7%	3 335	928
Wholesale & retail trade, catering & accommodation	58 619	25.2%	1 212	834
Transport, storage & communication	9 884	4.2%	130	370
Finance, insurance, real estate & business services	41 688	17.9%	1517	277
General government	23 324	10.0%	101	276
Community, social & personal	33 553	14.4%	375	-829
TotalGardenRouteDistrict	233 012	100.0%	3 863	-1 163

Source: Quantec Research, 2020 (e denotes estimate)

2.4 Areas of Concern and Opportunities

Concerns	Opportunities
Disaster management and Climate Change	Regional resilience to handle disasters Pro-active approach to the disasters with an operational and well managed JOC
Water security	Effective provision of basic services by Local Municipalities
Load Shedding	Alternative energy solutions
Instability of municipalities	Strong leadership at District Municipal level and some local municipalities Innovation and forward-thinking municipalities – despite their diverse ways Systems and structures in place for inter-

	governmental and business collaboration
Crime	Community Safety initiatives
Economic decline	Construction work to create jobs Knowledgeable people who retire in the region is a resource Garden Route is seen as a tourism destination

2.5 Tourism

The tourism sector comprises a set of industries that facilitate traveling for leisure and business by providing necessary and desired infrastructure, products and services. The sector will both affect and be affected by the socio-economic and environmental performance; and impact on several industries including hospitality, attractions and recreation, entertainment, transport and retail. This interconnectedness, offer opportunities for collaboration and coordinated strategies with other sectors to provide innovative new products and serve new markets. The centrality of tourism to the Garden Route presents opportunities and risks to the region. In particular, the COVID19 crisis has emphasised the need for diversification and adaptability in sector development.

2.6 Pillars of the recovery plan

- Enhance the resilience and responsiveness of the District and B-municipalities towards local economic recovery and establishment of a central M&E function
- Facilitating the Region's support to business retention, growth, and development
- Re-starting the tourism and events sector (inclusive of the creative industries)
- Protecting and building the rural, township and informal economy
- Creating an extra-ordinary environment for construction, infrastructure and property development
- Ensuring a resilient agricultural sector and promoting agri-processing

Pillar	Target	Impact	Interventions
Municipal Resilience	Bring about R 500	Increase economic	Mandate MMF to act as

Pillar	Target	Impact	Interventions
And Responsiveness	million worth of economic benefits and savings to the Regional economy	benefits in the Garden Route by R1bn within 5 years	<p>oversight and steering committee to ensure centralized decision making - monitor and manage financial health of Municipalities where applicable</p> <p>Centralize allocated relief and support budgets from all Municipalities.</p> <p>Allocate budget to implement recovery plan – Disaster Management Act Fund / LED / Social Relief.</p> <p>Concentrate on regional hotspots for fund allocation and Identify sub-areas where affordability to render services are lacking.</p> <p>Monitor the implementation of the recovery plan based on a shared budget.</p>
Business Retention. Growth And Development 2(a)Business retention and economic resilience	Energy Security: 50 MW of lower or no carbon electricity produced in Garden Route; Water security: 20% improvement in the water efficiency of four water-intensive sectors	Increase the percentage of green or low carbon energy to 50% within 10 years and double technology investment within 10 years.	Formation and implementation of GR Business Services Centre (One-stop shop) <ul style="list-style-type: none"> • Regional Hotline need to be operational, aimed at helping businesses access support • Access to stakeholders and funding institutions (similar concept to Invest SA) • Provision of Statistics and Easy Support Finder • Establish Satellite Business support at LED offices must be open and assisting SMME's

Pillar	Target	Impact	Interventions
			<p>Garden Route to promote a "Buy Garden Route" Campaign – already prevalent in certain towns</p> <ul style="list-style-type: none"> • Mainstream and social media apps <p>Creation and establishment of a Garden Route Exporters Club</p> <p>Investigate opportunities to replace imports.</p> <p>Manufacturing in Garden Route District.</p>
2(b) Business Growth and Development	Increase Rand value of priority exports by R 800 million within 5 years	<p>Export impact:</p> <p>Increase Rand value of Regional exports by R1.5 billion within 5 years</p> <p>Investment impact:</p> <p>Increase investment in the Garden Route by R 1 billion within 5 years</p>	<p>Adopted and approved the Garden Route Growth and Development Strategy as a working document with continuous monitoring and evaluation.</p> <p>Garden Route Development Agency - funding mobilisation and implementation to include the following:</p> <ul style="list-style-type: none"> • DMO (see tourism) • Foreign Direct Investment and Growth • Investment prospectus (regional and individual municipalities) • Investment development and promotion ✓ Incentive policies

Pillar	Target	Impact	Interventions
			<ul style="list-style-type: none"> ✓ Readiness checklist ✓ Catalytic projects follow up, implementation & After care. <p>Lobby national for prioritization of international Port-of-Entry status to Mossel Bay Port and George Airport and upgrade Plett Airport as a local hub.</p> <p>Garden Route SEZ application</p>
2(c) Business & Stakeholder Eco-system	To ensure an inclusive and integrated business and stakeholder eco-system for seamless communication and execution of economic strategies and processes	<p>Operation of Economy cluster as a feedback and information sharing platform with representations from all stakeholders, local and provincial government and private sector.</p> <p>Establishment or strengthening of sector specific working groups</p>	<p>Formalise Business / Municipal Advisory Partnership with joint communication (extend mandate of the GR Business and Economic Cluster and Business Continuity work stream into the Advisory Partnership concept).</p> <p>Start-up of community associations in each sector</p> <p>Create a Regional business council representing all Business Chambers and Forums in the region to ensure an inclusive business environment.</p> <p>Broaden support through the established Clusters, Chambers and Forums in the applicable Sectors to member and non-member firms in all industries.</p> <p>Broaden support through the established Clusters, Chambers and Forums in the applicable</p>

Pillar	Target	Impact	Interventions
			<p>Sectors to member and non-member firms in all industries</p> <ul style="list-style-type: none"> ✓ Establish sectoral industry bodies where there is no representation locally, and harness the current and active bodies as part of the Advisory Partnerships ✓ Mobilise key industries to respond to opportunities <p>Promote and expand the Business Chamber Support Programme.</p> <p>Finalise MOU with Innovation Norway and other agencies / countries to enhance international investment opportunities.</p>

Pillar	Target	Impact	Interventions
Re-Starting The Tourism and Creative Industries Sectors 3 (a) Re-starting the tourism sector	Collective effort for optimized brand exposure - 5-year plan	Grow and strengthen Garden Route brand as a collective stakeholder effort.	Establish an industry driven / government supported task team. Review the WC Tourism Act and Tourism Master Plan to enable the redefining of the role of the RTO's and LTO's to ensure relevance and avoid duplication (Roles and responsibilities). Ensure synergy between Garden Route, Wesgro and Provincial Tourism. Support tourism industry access national support and improve international status. Re-categorisation of B&Bs and Guest Houses to residential rates, on application to Revenue Management.
Protecting and Building the Rural, Township and Informal Economy 4(a) Promoting Economic Transformation and Circular Economy	SMME and informal target: Assist 100 SMME and informal businesses within 5 years	SMME and informal impact: Accrue R 100 million worth of economic value to SMMEs and informal businesses within 5 years	Setting aside more covid19 Procurement funding support programs for cooperatives and micro enterprises - link to Government SCM. Include food parcels; access to procurement opportunities to SMME's, PPE, sanitisers and detergents Recommend the facilitating of Bulk Buying, through online

Pillar	Target	Impact	Interventions
			platforms. Intensify moving micro businesses online through “Buy Garden Route”.
4 (b) Community economic recovery	Support vulnerable communities during and after the pandemic by stimulating local economic growth by enabling local job retention or expansion of local businesses due to voucher redemption	The project will inject cash into local area economies within hotspot areas in order to provide support to the formal and informal economy and to provide food relief to vulnerable communities	One-stop business centre to provide a comprehensive service to Small businesses, including informal business (Include SA Informal Traders Alliance (SAITA) in processes and initiatives). Link municipal and government procurement to local economic development Re-skilling of businesses to adapt to the current and future business opportunities Facilitate and provide training programmes
Creating an extraordinary Environment for Construction and Infrastructure Development	Garden Route District and B-Municipalities to facilitate public infrastructure investment of R 750 million within 5 years	Increase public infrastructure investment supporting 5000 jobs	Contractor's development programme – Ring-fence infrastructure for small and emerging contractors - at least 30% of contracts allocated to emerging subcontractors - Improve CIDB levels on a continuous basis. Develop District Contractors' Development Policy Framework for B-municipalities to base their By-Laws on. Identify viable projects and

Pillar	Target	Impact	Interventions
			<p>funding availability for economic infrastructure set up.</p> <p>Municipalities to Standardise electronic building applications and approvals.</p> <p>Accelerating the implementation of government projects.</p>
Resilient Agriculture and Agri-Processing	<p>Increase agricultural sector by 5-10% year-on-year through adding commodities not previously cultivated in the region -</p> <p>Increase exports of processed agricultural products</p>	<p>Economic growth through desirable and valuable exports as well as the beneficiation of existing agricultural resources.</p>	<p>Support Department of Agriculture in the roll-out of relief funding.</p> <p>Food gardens / digital vouchers and food relief.</p> <p>NGO's to collaborate and to supply the food banks.</p> <p>Regional Produce Market concept to be further investigated and implemented to support the initiatives – implement local industry support (circular economy principles related to GR G&DS).</p> <p>Investigate and implement Water resilience opportunities and infrastructure especially in the Klein Karoo – Establish Garden Route as Water authority. Reduce red tape for EIA's</p> <p>Identifying fruit and veg markets in Zoar and Ladismith and assist with economic infrastructure.</p>
Skills Development	2500 work	Increase youth	<p>Identify scarce skills required to support the 5th generation IDP.</p>

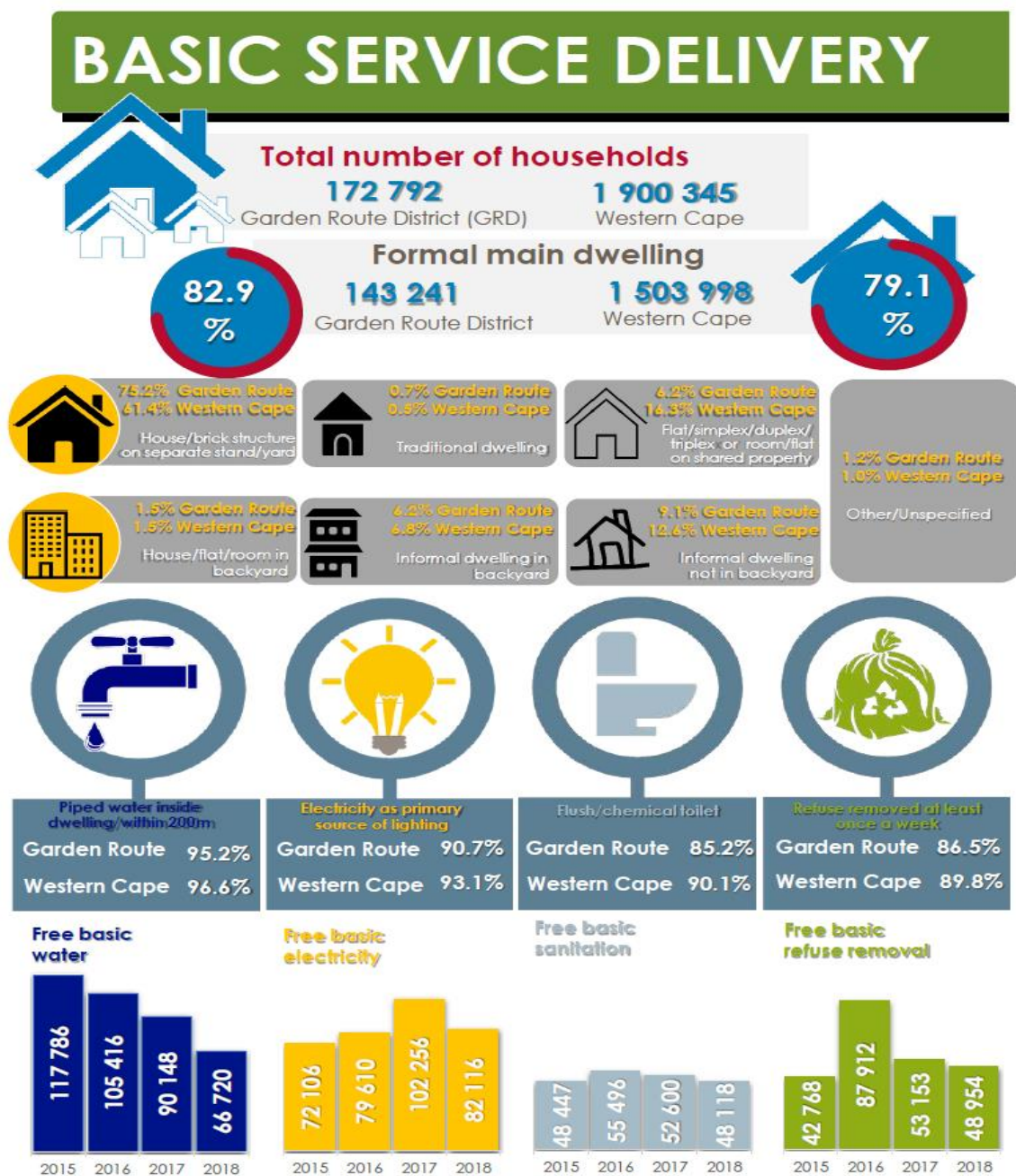
Pillar	Target	Impact	Interventions
	placements through internships and skills development interventions within 5 years	employment by 25% for up to 24-year-old cohort	Develop skills that can attract investment especially from knowledge-based economy sectors (e.g. BPO) Establish the Garden Route Skills Mecca as the custodian of skills development – establish steering committee and appoint a project manager to ensure implementation

2.7 Critical enablers for economic recovery

The Garden Route region identified critical enablers for the economic recovery of the district; these enablers are meant to act as considerations, or lenses through which officials and decision-makers could view each priority area, to assist in finding a clear path to implementation. It is worthwhile noting that these enablers align to the Western Cape Government's Recovery Plan priorities: Jobs, safety and wellbeing. The cross-cutting enablers are:

- Jobs potential;
- Skills development;
- Safety and well-being and
- Energy

CHAPTER 3: INTEGRATED SERVICE PROVISIONING



The Constitution of South Africa of 1996 stipulates that every citizen has the right to access to adequate housing and that the state must take reasonable legislative and other measures within its available resources to achieve the progressive realisation of this right. Access to housing also includes access to services such as potable water, basic sanitation, safe energy sources and refuse removal services, to ensure that households enjoy a decent standard of living.

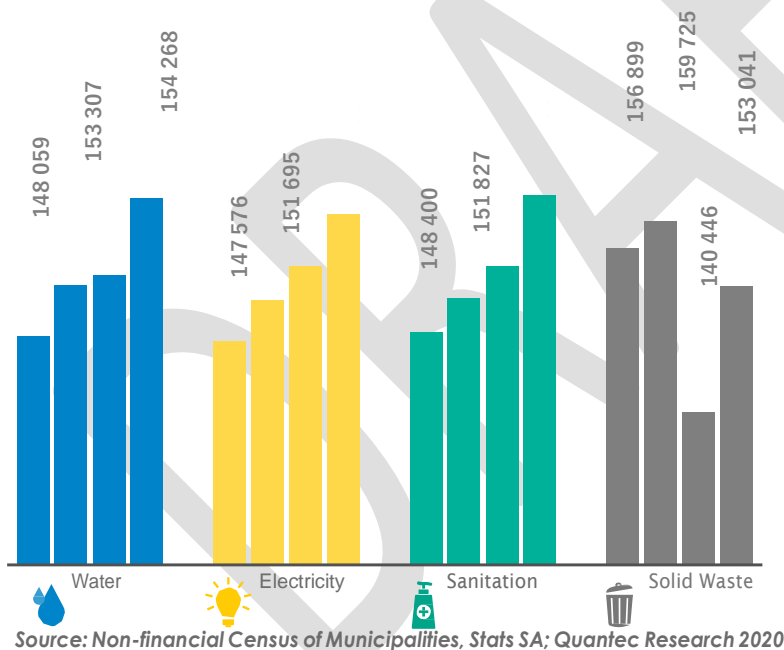
Housing and Household Services

With a total of 172 792 households in the Garden Route District municipal area, 82.9% have access to formal housing, which is just above the Provincial average of 79.1%. Informal housing is a particular challenge in the Bitou and Knysna municipal areas, with 25.4 and 25.5% of informal dwellings in these municipal areas respectively.

Service access levels were significantly higher than access to formal housing, with access to piped water inside/within 200m of the dwelling at 95.2%, access to electricity (for lighting) at 90.7%, the removal of refuse at least weekly by local authority at 86.5% and access to a flush or chemical toilet at 85.2% of households. These access levels were however below the Provincial averages for all services

ACCESS TO BASIC SERVICES

Garden Route District, 2015 – 2018



While most consumers in the District have near equal access to water, sanitation and electricity services, access to solid waste removal services remains significantly lower. This is largely due to the large number of farms in many municipalities which do not have access to waste collection services. The number of consumers for all services increased considerably between 2015 and 2018. The largest increase was recorded for access to solid waste removal services; 12 595 more consumers had access to this

service compared with 2016. The number of water consumers increased substantially by 7 795 households, while 7 176 more households had access to electricity. The increase in consumers originated mostly from the George municipal area. However, all other municipal areas experienced improved access to basic services in 2018 compared with 2017.

INDIGENT HOUSEHOLDS

In 2018, the monthly income cut-off point for households to be classified as indigent households was R3 380 in most municipalities, except in the Mossel Bay Municipality, which had a cut-off point of R1 601

Table 4: NUMBER OF INDIGENT HOUSEHOLDS, Garden Route District 2017-2019

	2017		2018		2019	
	Number	% of Households	Number	% of Households	Number	% of Households
Kannaland	2 059	36.9%	2 192	39.9%	2 572	47.5%
Hessequa	5 395	35.8%	5 179	34.2%	5 359	35.3%
Mossel Bay	11 749	41.1%	11 677	40.2%	10 858	36.9%
George	14 908	26.5%	15 749	27.5%	15 832	27.2%
Oudtshoorn	5 541	27.0%	6 100	29.7%	6 199	30.3%
Bitou	4 274	21.6%	4 381	21.3%	1 891	8.8%
Knysna	9 651	43.4%	8 357	37.0%	8 780	38.2%
Garden Route District	53 577	31.9%	53 635	31.4%	51 491	29.7%

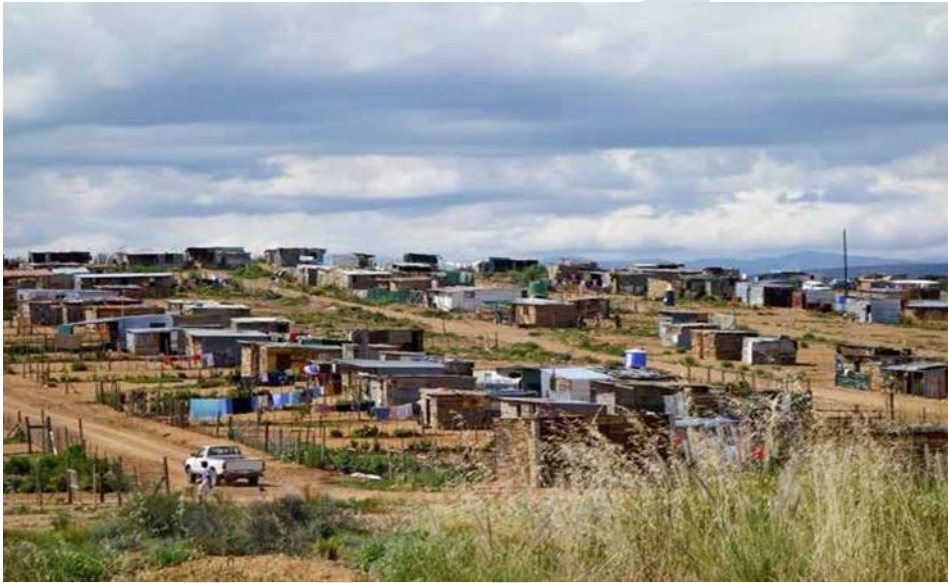
Source: Department of Local Government, 2020

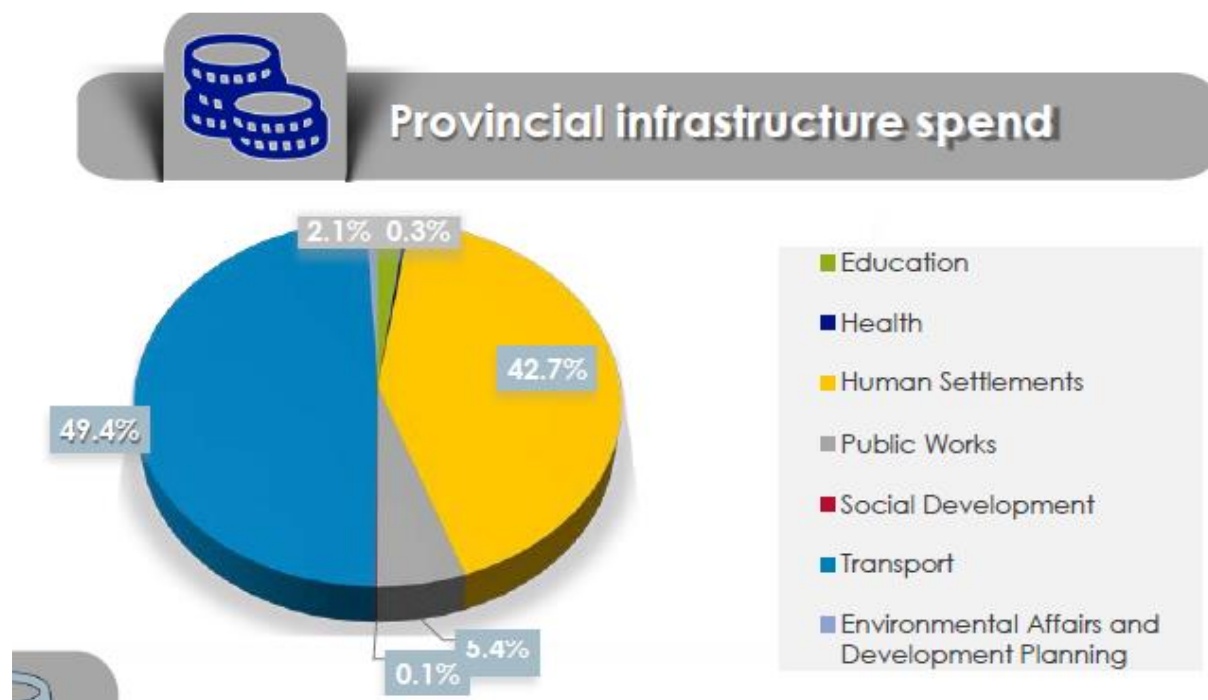
The number of indigent households decreased across the GRD between 2018 and 2019, mainly as a result of a decrease in indigent households in the Mossel Bay municipal area and the Bitou municipal area. Municipal areas with a relatively high proportion of indigent households include the Kannaland (47.5% of households), Knysna (38.2% of households), Mossel Bay (36.9% of households) and Hessequa (35.3% municipal areas).

The large number of indigent households is a constraining factor in the revenue-earning abilities of the local municipalities. It is expected that as a result of COVID-19, there will be a further increase in indigent households. This will reduce the revenue of the municipalities while resulting in additional expenditure, as the demand for free basic services will increase

Access to Free Basic Services

Indigent residents receive a package of free basic services. The number of households receiving free basic services in the GRD municipal area has shown mixed trends for the different services between 2015 and 2018. However, the stressed economic conditions are anticipated to exert pressure on household income levels, which is in turn likely to see the number of indigent households and the demand for free basic services increase.



CHAPTER 4: INFRASTRUCTURE ENGINEERING**Spending on social infrastructure**

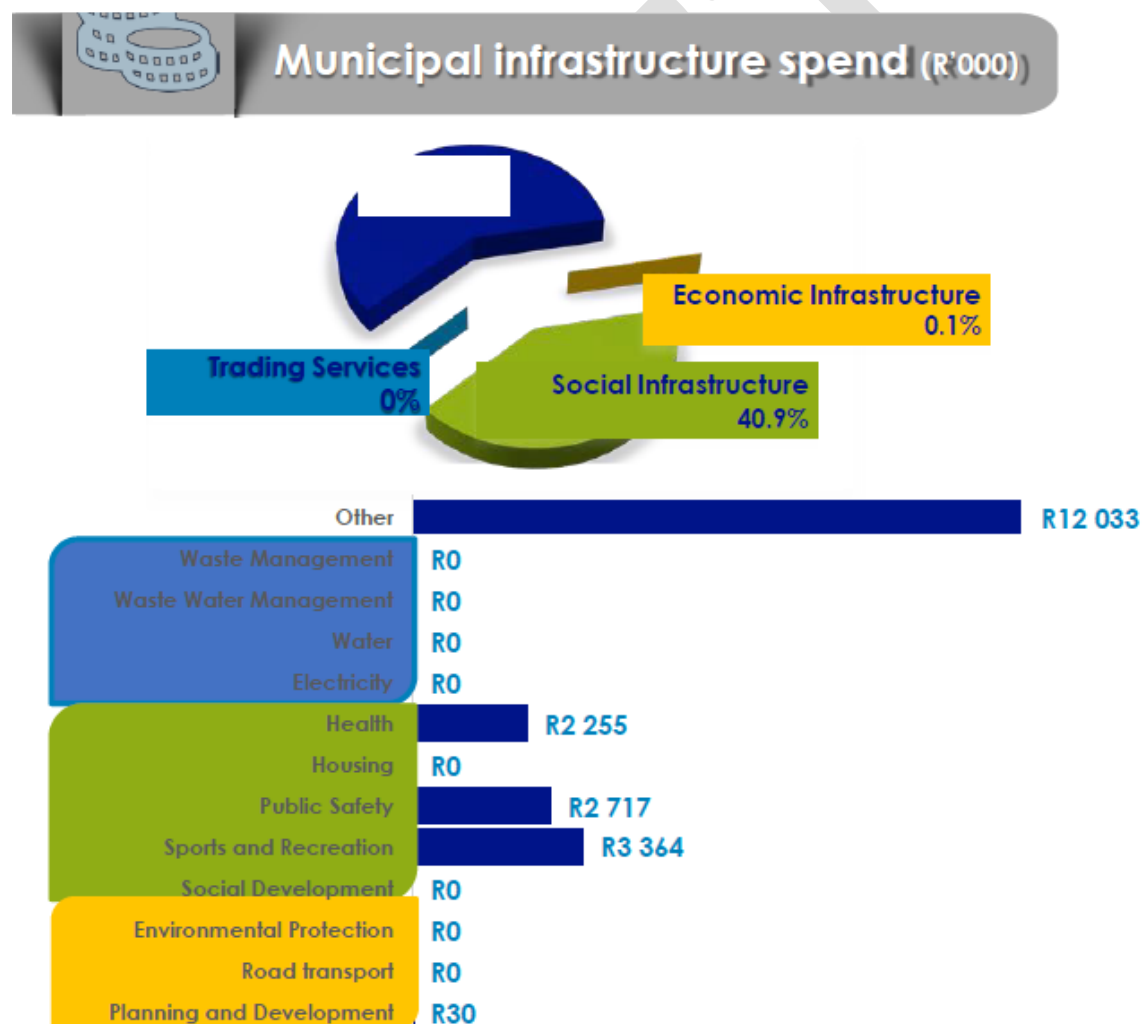
Spending on social infrastructure aids social development and has the spill over effect of enabling economic growth. The Western Cape Government (WCG) will spend 45.2% of its 2020/21 infrastructure budget for the Garden Route District municipal area on social infrastructure. As displayed in the pie chart the WCG will be allocating 2.1% of the budget (R22.591 million) towards Education in the Garden Route District area. Spending on education is crucial as it can serve to improve education outcomes and skills levels within a community, and more importantly alleviate poverty through increased long-term income for individuals.

A healthy and resilient community increases productivity and reduces pressures on government resources. As such, 0.3% (R3.171 million) has been allocated by the Department of Health for health infrastructure spending in the Garden Route area. The majority of WCG social infrastructure spending (R469.434 million) will however be allocated towards housing and transport, the remaining 0.1 per cent (R1.001 million) will be spent on social development. The GRDM (not inclusive of B-municipalities' contribution) will complement the WCG social infrastructure spending by allocating 11.1 per cent (R2.255 million) of its own 2020/21 relatively small capital budget to

health and 16.5% (R3.364 million) on sport and recreation, serving to improve the quality of life of individuals within the region.

Community safety has been prioritized by the WCG due to high levels of crime in the Western Cape. Crime has a negative impact on the quality of lives of individuals, but also on the economy by deterring private investment and causing business losses. It further creates a burden on government resources in terms of justice system costs, victim assistance and replacement of assets. The Garden Route District Municipality has allocated 13.3% (R2.717 million) of its capital budget to public safety.

Spending on economic infrastructure



Economic infrastructure is defined as infrastructure that promotes economic activity. Considering the sluggish economic growth throughout the country, spending on economic infrastructure is crucial to stimulating economic activity. The WCG allocated R612.461 million (55.7% in 2020/21) towards economic infrastructure across the entire Garden Route District, more specifically towards Public Works (R59.688 million), Road Transport (R543.073 million) and Environmental (R9.7 million) infrastructure. These infrastructure allocations will go a long way towards unlocking the region's economic potential, due to its position on the N2 (National Route).

CHAPTER 5: SPATIAL RESTRUCTURING AND ENVIRONMENTAL SUSTAINABILITY

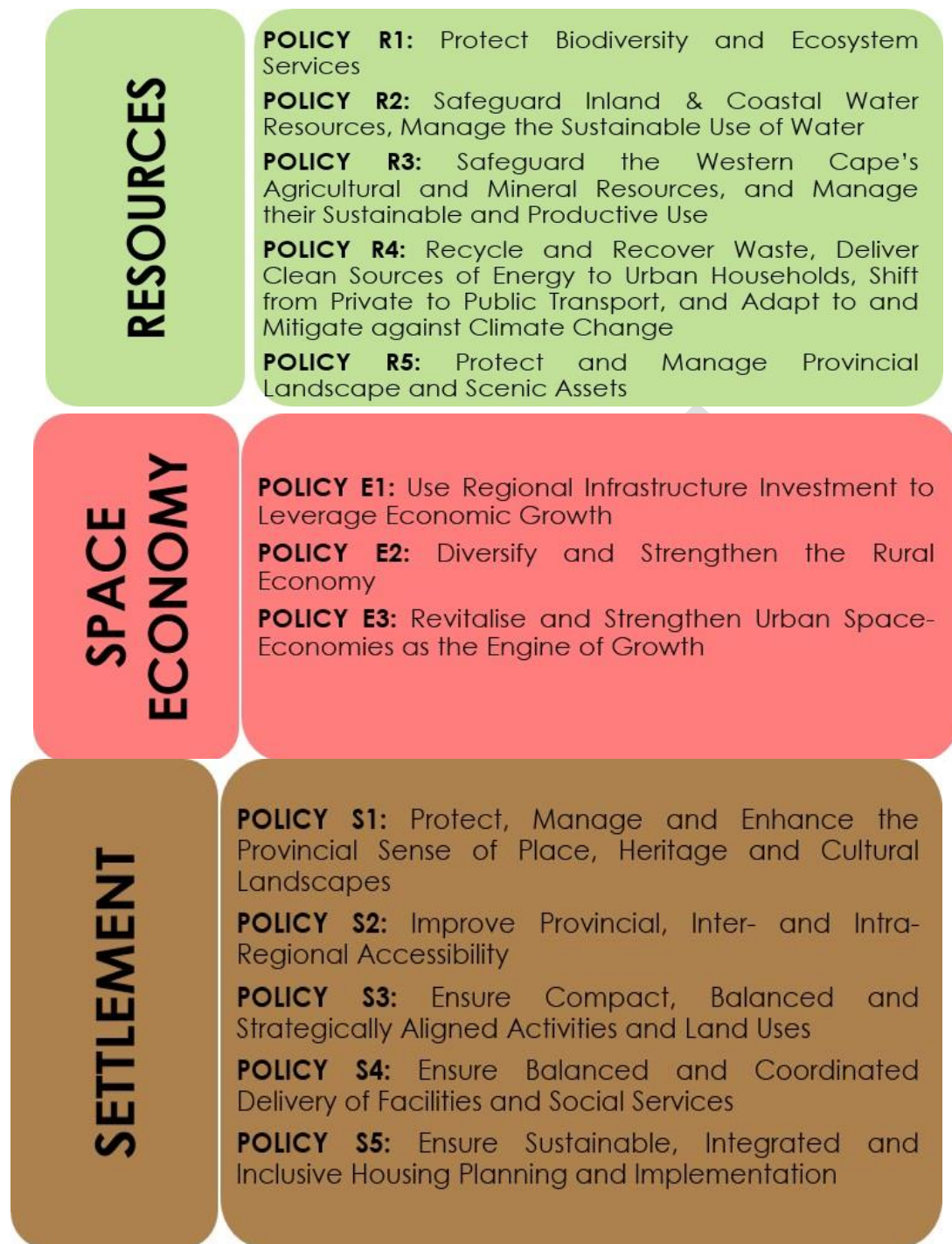
5.1 Provincial Perspective

The Provincial Spatial Development Framework gives spatial expression to the Provincial Strategic Priorities and takes the Western Cape on a path towards:

- More inclusivity, productivity, competitiveness and opportunities in its urban and rural space- economies;
- Better protection of its place-based (i.e. spatial) assets;
- Strengthened resilience of its natural and built environments; and
- Improved effectiveness in spatial governance and on-the-ground delivery of public services, facilities, and amenities.

The logic underpinning the PSDF's spatial strategy is to:

- **Capitalize** and build on the Western Cape's comparative strengths (e.g. gateway status, knowledge economy, lifestyle offering) and leverage the sustainable use of its unique spatial assets;
- **Consolidate** existing and emerging regional economic nodes as they offer the best prospects to generate jobs and stimulate innovation;
- **Connect** urban and rural markets and consumers, fragmented settlements and critical biodiversity areas (through freight logistics, public transport, broadband, and priority climate change ecological corridors); and
- **Cluster** economic infrastructure and facilities along public transport routes to maximise the coverage of these public investments, and respond to unique regional identities within the Western Cape.



The Provincial Spatial Development Framework provides a total of 13 Policy Statements that seek to guide spatial, infrastructure, and economic development planning within the Province. The policy statements are structured under **Resources, Space Economy, and Settlement**.

From a **Resource** perspective, the PSDF seeks to ensure that biodiversity and ecosystem services are protected, water is sustainably managed and safeguarded, agricultural and mineral resources are sustainably used, climate

change adaptation and mitigation is implemented and the landscape and scenic assets of the province are protected and managed. From a **Space Economy** perspective, there is a concerted effort to use regional infrastructure investment to leverage economic growth, a strong need to diversify and strengthen the rural economy and a focus to revitalise and strengthen urban areas as the engines of growth. From a **Settlement** perspective, there is a directive to ensure sense of place, heritage and cultural landscapes are protected and managed, inter- and intra-regional accessibility is improved, compact and strategically aligned activities and land use, provide coordinated and balanced services and ensure integrated and inclusive housing planning.

5.2 GRDM Spatial Development Framework

The Garden Route Spatial Development Framework (2017) identifies several spatial drivers of change that need to be translated into policy for the Garden Route District. In order for the Garden Route to reach its full potential, six central issues were identified that needed to be addressed, based on the policy review and synthesis. These issues relate to:

- Regional resource capacity constraints;
- Regional competitive advantage;
- Sprawling low density settlements;
- Constrained regional accessibility;
- Erosion of biodiversity and cultural landscapes; and
- Sustainability of agriculture and rural settlements

In line with the Garden Route District Vision and Mission adopted in the 2017 IDP, the SDF focused on four spatial drivers of change. These spatial drivers, underpinning a development approach, are:

The Economy is the Environment: A sustainable environment is an economy positioned for growth;

Regional Accessibility for Inclusive and Equitable Growth;

Coordinated Growth Management for Financial Sustainability;

Effective, Transversal Institutional Integration – 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.

The composite Spatial Development Framework (SDF) for Garden Route District brings together the spatial strategies and policies and depicts the spatial intentions for the municipality. It is necessary to capitalise on the town of George as an emerging 'regional node' as outlined in the PSDF and re- brand the Garden Route District as part of the Garden Route and enhance support to South Cape Economic Partnership. The environmental aspect of Garden Route is of an importance as it consist of diverse wilderness, agricultural landscapes, estuaries and lagoons, mountain backdrops and coastal settings including the verdant landscapes of the coastal belt. The District is also a host of formally and informally conserved areas which include National Parks, Provincial Nature Reserves, Protected Areas, Marine Protected Areas, World Heritage sites (Swartberg Nature Reserve) Biosphere reserves, and RAMSAR sites. However, the environmental aspect is under stress as a result of demand for to cater of population growth that is perceived to bring about economic return. Poor land use that resulted in land erosion, infestation of invasive alien plants that increase chances of veld fires, unsustainable extraction of resources and the social, economic and financial undervalue of diversity are adding to the environmental stress.

Garden Route has an extensive transport distribution network including national road, provincial and local road networks, airport, as well as several landing strips

and small craft harbours. The network accessibility provides an opportunity for Garden Route to interact nationwide. The N2 and R62 have been identified as major corridors traversing the District in an east-west direction. They serve as major distributors of people, goods and services to the rest of the country. N9 and N12 serves as the key routes from the District to the northern part of the country.



Source: Garden Route SDF, November 2017

5.2.1. Infrastructure Projects

Key service delivery projects for GRDM as reflected in the Top Layer Service Delivery Budget implementation Plan for 2021/22FY include the following:

- Reseal 30 km of roads by 30 June 2022
- Regravel 30 km of roads by 30 June 2022
- Rollout of IPTS from George to Kannaland and Oudtshoorn.

5.2.2 Economic Projects

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. Key economic projects for GRDM as reflected in the Top Layer Service Delivery Budget implementation Plan for 2021/22 financial year as reflected in the Top Layer Service Delivery Budget implementation Plan include the following:

- a) Development of a Growth and Development Strategy that was tabled to Council in March 2021.
- b) Creation of job opportunities by 30 June 2022
 - 297 through the Expanded Public Works Programme (EPWP) for the organisation (GRDM)
 - 50 jobs through the Roads Services

The GRDM also developed an Investment Prospectus .The Prospectus includes key investment opportunities of all seven B Municipalities. One other catalytic interventions that the GRDM Council identified to grow the economy and include emerging farmers in the agriculture space is the establishment of a Fresh Produce Market. The Agro-processing industry is one of the prioritized sectors to contribute towards the realization of this mandate. This emanates from the fact that the region is well endowed with natural resources for agricultural development and industrialization through the sector. This is also coupled by the spatial reach of the sector into poorer areas of the region, providing opportunity for inclusive participation, its labour absorbing nature as well as the abundance of large domestic and international markets.

5.2.3. Environmental Forecast

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

The Garden Route District coastline is at medium to high risk of erosion, inundation, groundwater contamination (increased salinity) and extreme events. As global warming / climate change continues to increase so will the prevalence of natural disasters such as flooding, droughts and wildfires. 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 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 Garden Route District Municipality has a high level of compliance to legislation and has a well-functioning Disaster Management Centre.

CHAPTER 6: INSTITUTIONAL ARRANGMENTS AND GOVERNANCE

The Internal Audit activity remains an important factor in change management in Garden Route District. The District Chief Audit Executive (CAE) and Chief Risk Officer (CRO) Forum is strong and active, they endeavour meeting on a quarterly basis. This initiative was welcomed by all seven municipalities in our District and is a platform of information sharing, networking and solution seeking amongst the professionals. It also allows members to give constructive inputs into audit and risk discussions that affect the district.

GRDM is also committed to assisting Kannaland Municipality as approved by Council upon request by the municipality and later by the Department of Local Government. GRDM also successfully procured an electronic Risk and Internal Audit system (Barn Owl); and secured funding of R4 974 245 from Provincial Treasury to supply the system to the municipalities in our district. Having the same system across the district will

enhance the streamline and integration of information, making information sharing even easier.

Municipal Performance

Municipality	Audit opinions				
	2019-2020	2018-19	2017-18	2016-17	2015-16
Kannaland	Audit Outcome Pending	Audit not finalised at legislated date	Unqualified with findings	Qualified	Disclaimer
Hessequa	Unqualified with no findings	Unqualified with no findings	Unqualified with no findings	Unqualified with no findings	Unqualified with no findings
Mossel Bay	Unqualified with no findings	Unqualified with findings	Unqualified with findings	Unqualified with no findings	Unqualified with no findings
George	Unqualified with no findings	Unqualified with findings	Qualified	Unqualified with no findings	Unqualified with no findings
Oudtshoorn	Unqualified with findings	Unqualified with findings	Qualified	Qualified	Qualified
Bitou	Unqualified with findings	Unqualified with findings	Unqualified with findings	Unqualified with findings	Unqualified with no findings
Knysna	Unqualified with no findings	Unqualified with findings	Unqualified with findings	Unqualified with findings	Unqualified with no findings
Garden Route District	Unqualified with one finding	Unqualified with findings	Unqualified with findings	Unqualified with findings	Unqualified with no findings

The instability of political and administrative positions continues to be a challenge for local municipalities. The on-going instability with key positions in the District hinders a culture of good governance to be developed, which contributes to action plans not

being developed, implemented or monitored to address all the prior year audit findings and previously reported internal control deficiencies.

All municipalities in the region have electronic performance systems to measure performance monthly, quarterly, and annually. The Municipal Managers Forum platform is used to identify opportunities to streamline systems and processes. Performance information is important for effective management, including planning, budgeting, implementation, reporting, monitoring and evaluation. In 2018, the District also established an IDP Budget & PMS Representative Forum that comprises of 8 municipalities, Sector Departments and Community Organisations to serve as a platform where the performance of municipalities is deliberated upon.

Furthermore, IGR structures such as the Audit Committee, Risk Committee, CFO Forum and various other forums are functional and best practices are shared to improve the overall governance in the region.

CHAPTER 7: INTERGOVERNMENTAL PROGRAMMES, PROJECTS AND BUDGETS

GRDM adopted the Growth and Development Strategy (GRDS) in March 2021. The strategy provides a framework for growth and development planning in the Garden Route District for 2020-2040. It applies a coherent, risk-driven approach to growth and development planning. In 2019, a clear need was identified - to consolidate the area into a coherent system, which promotes economic development. An integrated approach to risk management, across towns within the District, allows for more comprehensive scanning for, and monitoring of, risks. It also allows for a coordinated response, which is more effective and uses limited resources optimally.

The criteria that were used to include the projects in the JDMA Implementation plan are as follows:

- Projects that are strategic in nature
- Projects that will need resources of multiple stakeholders and all spheres of government
- Projects that will benefit more than one municipal area
- Projects that will create 500+ jobs and with a budget of over R100 million

Projects were also then further categorised in short term (5-10 years), medium term (10-20 years) and long term (20-30 years). The strategic priorities as per the GRDS were used as the basis to identify the projects that must be included in the JDMA Implementation Plan. These strategic priorities are:

- A water secure future;
- A circular economy;
- Resilient agriculture;
- Sustainable tourism;
- Supporting wellbeing and resilience;
- A connected economy: transport and rural-urban integration and ICT and
- Sustainable local energy transition

7.1 Catalytic Projects

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

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

Key Regional Strategic Priority	Municipal Area	Project	Budget	Responsible Actors	Timeframes
	Hessequa	The Development of an archaeological replica of the blombos Cave and Interpretation centre Still bay (Part of DCAS Heritage Tourism Route)	R40 million	<ul style="list-style-type: none"> Hessequa DCAS GRDM Mosselbay Municipality 	
Supporting Wellbeing and resilience	Garden Route District	Skills Mecca Education, training and skills development	R1.8 billion	<ul style="list-style-type: none"> SETAS B Municipalities Private Sector DHET TVET NSF 	10-15 years
	Garden Route District	Property Development Student Accommodation FLISP/GAP Community Residential Units Social Housing 20 000 affordable housing units at R200 000 per unit.	R6 billion	<ul style="list-style-type: none"> PPP DPW NSFAS NMU SCC DBSA DHS HDA 	20-30 years
	Mossel Bay Hessequa Still Bay Dunes Medical Resort Village	Medical Facilities	TBC R325 million	<ul style="list-style-type: none"> Private Investment Hessequa Municipality Private Investment 	10-15 years
A connected economy: transport and rural-urban integration and ICT	Mossel Bay George Knysna	Southern Cape Economic Optimisation Initiative Bitou & George Airport Precincts Smart Region Special Economic Zones / Industrial Development	Design Dependent R350 Billion R70 billion	<ul style="list-style-type: none"> Private investors B Municipalities TNPA ACSA George Airport Transnet 	20-30 years 7-10 years

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

Key Regional Strategic Priority	Municipal Area	Project	Budget	Responsible Actors	Timeframes
		<i>process outsourcing campus.</i> Smart Region Airport Development' Port Development Rail Infrastructure Road Infrastructure Agri-processing Corporate Parks Educational Facilities Industrial Development Parks Independent Power Producers Residential Development Tourism hubs			
	Garden Route District	Accessibility Projects and Integrated Public Transport System (IPTS Route Expansion: George to Oudtshoorn and Ladismith)	R15 billion	<ul style="list-style-type: none"> • DoT • Transnet • GRDM • B Municipalities • DBSA 	20-30 years
Sustainable Local Energy Transition	Garden District	Sustainable and Renewable Energy Projects Renewable Electricity Project (Kannaland) Renewable Energy project – Sun / Waste (Oudtshoorn) Private investment approval required from Eskom & Dept Energy Energy Upgrade required (in phases)	Estimates R30 billion R1. 2 million R300 million R20 million	<ul style="list-style-type: none"> • DBSA • CSIR • DoE • GIZ • GTAC • ESKOM Energy Upgrade required (in phases)	20- 30 years 5 years

7.2 National Sector Projects in the Garden Route

DEPARTMENT OF ENVIRONMENT, FORESTRY AND FISHERIES

Project Name	Project Description	Project Status	Timeframe / Duration	Total Project Budget
EPIP				
WC - Wftc Garden Route National Park - Wilderness Section (18/21)	The project extends from Herold's Bay in the West to Swartvlei in the East, a total distance of 63 km's. The following activities will take place: Beach clean-up, Community Clean-up, Hiking Trail Clean-up and Rehab, Boardwalk Clean-up and Rehab, Picnic Site, Alien Clearing (Follow-up), Waste Management, and Training	Planning	Feb 2019 – Jan 2021	R 11 000 000.00
WC - Wftc Garden Route National Park - Knysna Section (18/21)	The project will perform activities in and around the Garden Route National Park - Knysna Section. Coastal, blue flag, Community, Hiking trails, Visitors facility and canal Clean up. Alien plant removal, Environmental education, Waste management and historical site maintenance. 50km of beach will be cleaned	Planning	Feb 2019 – Jan 2021	R 11 300 000.00
WC – Wftc Gouritsmond to Nature Valley (18/21)	Cleaning of the coast and coastal catchments; cleaning of blue flag beaches; clearing of historical dumpsites along the coast; assist during coastal disasters -Control of invasive alien vegetation as per Working	Implementation	Mar 2019 – Sep 2021	R 12 000 000.00

Project Name	Project Description	Project Status	Timeframe / Duration	Total Project Budget
	for Water norms and standards - Environmental Education and Awareness, awareness campaigns, Monitoring & Compliance			
WC - Wftc Witsand to Gouritsmond (18/21)	<p>The project will focus on the following deliverables:</p> <ol style="list-style-type: none"> 1. Stabilization of dune 2. Alien plant removal 3. River cleaning 4. Coastal Clean-up (on beaches and coastal tourism facilities including ablutions and tidal pools) in all acclaimed Blue flag beach and litter picking along the coastal line 5. Environmental awareness 6. Monitoring and compliance 	Implementation	Mar 2019 – Sep 2021	R 11 750 000.00
Oceans and Coasts				
Oceans & Coasts (Operation Phakisa)	Operation Phakisa- A National Pollution Lab established for the monitoring of coastal waters, determining water quality status for human use and health, including industrial purposes.	Not indicated	Not indicated	Not indicated
Wetlands				
WfWet Duiwenhocks	Wetlands Rehabilitation and improved ecosystem services	Implementation	2019/20 – 2021/22	R7 832 263.00

Project Name	Project Description	Project Status	Timeframe / Duration	Total Project Budget
NRM				
NRM WC GONDWANA_2	Alien Plant Clearing Project	Not Active	Not indicated	R2 759 164.00
NRM WC WFW HOPS_2	Alien Plant Clearing Project	Not Active	Not indicated	R1 828 360.00
NRM SANP EFP Drymill George_2	Eco Furniture Project. Value Added Industries	Implementation	2019/20 – 2021/22	Not indicated
NRM SANP EFP George Harvesting_2	Eco Furniture Project. Value Added Industries	Implementation	2019/20 – 2021/22	Not indicated
NRM SANP WfW Knysna Buffer_2	Alien Plant Clearing Project	Implementation	2019/20 – 2021/22	Not indicated
NRM SANP WfW Knysna New_2	Alien Plant Clearing Project	Implementation	2019/20 – 2021/22	Not indicated
NRM SANP WfW Tsitsikamma West2_2	Alien Plant Clearing Project	Implementation	2019/20 – 2021/22	Not indicated
NRM SANP WfW Wilderness Buffer_2	Alien Plant Clearing Project	Implementation	2019/20 – 2021/22	Not indicated
NRM SANP WfW Wilderness EDRR_2	Alien Plant Clearing Project	Implementation	2019/20 – 2021/22	Not indicated
NRM SANP WfW Wilderness_2	Alien Plant Clearing Project	Implementation	2019/20 – 2021/22	Not indicated
SANP WfW Goudveld_2	Alien Plant Clearing Project	Implementation	2019/20 – 2021/22	Not indicated
NRM WC Eden	Fire Control and Prevention	Implementation	2018/19 – 2021/22	Not indicated

Project Name	Project Description	Project Status	Timeframe / Duration	Total Project Budget
		n		
NRM WC Farleigh	Fire Control and Prevention	Implementatio n	2018/19 – 2021/22	Not indicated
NRM WC Goudveld	Fire Control and Prevention	Implementatio n	2018/19 – 2021/22	Not indicated
NRM WC Riversdale	Fire Control and Prevention	Implementatio n	2018/19 – 2021/22	Not indicated
NRM WC Sedgefield	Fire Control and Prevention	Implementatio n	2018/19 – 2021/22	Not indicated
NRM WC WOF The Grags	Fire Control and Prevention	Implementatio n	2018/19 – 2021/22	Not indicated
NRM WC WOF Uniondale	Fire Control and Prevention	Implementatio n	2018/19 – 2021/22	Not indicated
NRM WC WOF Witfontein	Fire Control and Prevention	Implementatio n	2018/19 – 2021/22	Not indicated
NRM WOF WC Goudveld	Fire Control and Prevention	Implementatio n	2018/19 – 2021/22	Not indicated
NRM WOF WC Riversdale	Fire Control and Prevention	Implementatio n	2018/19 – 2021/22	Not indicated
NRM WOF HAT George	High Altitude Alien Clearing Project	Implementatio n	2018/19 – 2021/22	Not indicated
NRM WOF HAT Knysna	High Altitude Alien Clearing Project	Implementatio n	2018/19 – 2021/22	Not indicated

Project Name	Project Description	Project Status	Timeframe / Duration	Total Project Budget
NRM WOF HAT WC Special Project George	High Altitude Alien Clearing Project	Implementation	2018/19 – 2021/22	Not indicated
NRM WOF HAT WC Special Project Knysna	High Altitude Alien Clearing Project	Implementation	2018/19 – 2021/22	Not indicated
NRM WC WFW Rapid Response_2	Alien Plant Clearing Project	Implementation	2019/20 – 2021/22	Not indicated
NRM WCNCB OUTENIQUA_2	Alien Plant Clearing Project	Not Active	2019/20 – 2021/22	Not indicated
NRM WCNCB Swartberg_2	Alien Plant Clearing Project	Not Active	2019/20 – 2021/22	Not indicated
NRM GEELKRANS_2	Alien Plant Clearing Project	Not Active	2019/20 – 2021/22	Not indicated
NRM GENADENDAL_2	Alien Plant Clearing Project	Not Active	2019/20 – 2021/22	Not indicated
NRM KAMMANASSIE_2	Alien Plant Clearing Project	Not Active	2019/20 – 2021/22	Not indicated

DEPARTMENT OF SMALL BUSINESS DEVELOPMENT

Projects	Project description	Location / Targeted areas	Time frames	Budget
SheTradesZA	Initiative supporting women owned businesses with products that are ready for market or with limited market access. It is a platform that serves as a unique opportunity for women entrepreneurs in the SMME sector to participate in the global value chains and markets	Targeted beneficiaries - 3200	2019 - 2024	Not indicated
100 Thousand young entrepreneurs	Initiative targeting young people between the ages of 16 and 40 with businesses with the potential to create a minimum of 10 sustainable jobs	Targeted beneficiaries - 1300	2019 - 2024	Not indicated
SMME expansion/ scale up	Initiative targeting small and medium enterprises that have been in existence for more than 4 years and employ more than 5/10 staff members. It supports businesses to scale up and expand through access to working capital and markets for goods and services.	Targeted beneficiaries - 2600	2019 - 2024	Not indicated

Township and rural entrepreneurship	A dedicated programme to transform and integrate opportunities in townships and rural areas into productive business ventures.	Targeted beneficiaries - 6113	2019 - 2024	Not indicated
Incubation and digital hubs	Business and technology incubation centres that offer enterprises business and management skills, support and platforms for a minimum of 3 years. It targets start-ups that require hand holding as they start their journey in business.	Targeted beneficiaries - 4	2019 - 2024	Not indicated
Cooperatives	Initiative aimed at supporting cooperatives as enterprises that are income and profit generating. It targets registered cooperatives that have potential to generate income and profit.	Targeted beneficiaries - 130	2019 - 2024	Not indicated
Informal businesses	Initiative aimed at supporting informal businesses with compliance support, business skills development, business infrastructure and technical support.	Targeted beneficiaries – 12225	2019 - 2024	Not indicated

SMME products	Initiative to coordinate and direct the buy local campaign to be impactful by targeting a minimum number of enterprises that should benefit.	Targeted beneficiaries - 2400	2019 - 2024	Not indicated
Start-up nation	Initiative that seeks to promote innovation that can have a ripple effect on the national economy. Target beneficiaries are Tech and Engineering Start-ups and Social enterprises.	Targeted beneficiaries – 4800	2019 - 2024	Not indicated

DEPARTMENT OF AGRICULTURE, LAND REFORM AND RURAL DEVELOPMENT

Projects	Project description	Project status	Time frames/ duration	Budget
Electrical Studies (N1&N2)	Skills Development	Implementation stage	Not indicated	R49,390.00
Furniture Making L3	Skills Development	Implementation stage	Not indicated	R684,960.00
Boat Building L2	Skills Development	Awaiting approval NDAC	Not indicated	R758,157.00
Occupationally Directed Education Training & Development Practices L5	Skills Development	Awaiting approval NDAC	Not indicated	R448,000.00

Occupational Hygiene & Safety L3	Skills Development	Awaiting approval	NDAC	Not indicated	R575,000.00
RURAL INFRASTRUCTRE DEVELOPMENT					
Construction of Dysseisdorp Houses	Construction of 10 Houses	Oudtshoorn Municipality		2020/2021	5 000 000.00

DEPARTMENT OF TELECOMMUNICATION AND POSTAL SERVICES

Projects	Project description	Location / Targeted areas	Time frames	Budget
SITA	Government connectivity services	All districts	2020/21 – 2022/23	Not indicated
BBI Programme	Implement secure backup for AC mains power supply to network critical sites during AC mains supply interruptions. Install Permanent Standby Generators at 5 main sites	All districts and metros	2020/21 – 2022/23	Not indicated
	100Gbps network capacity upgrade on selected network routes were completed.	All districts and metros	2020/21 – 2022/23	Not indicated
	Migration of overhead fibre to underground fibre as part of the maintenance projects to reduce	All districts and metros	2020/21 – 2022/23	Not indicated

	network failures.			
	IP Network Refurbishment phase 0 where old equipment will be replaced with newer and better performing equipment.	Garden Route DM	2020/21 – 2022/23	Not indicated
DCDT	Broadcasting Digital Migration (BDM) Distribution of Vouchers and decoder rollout	All districts and metros	2020/21 – 2022/23	Not indicated

DEPARTMENT OF HIGHER EDUCATION AND TRAINING

Projects	Project description	Location/Target areas	Time frames/ duration	Budget
National Skills Fund Projects				
Catholic Inst. of Education	Kolping Training Centre Dysselsdorp	Dysselsdorp	Not indicated	R23,405,721.00
SP Dept. Correctional Serv - DCS	Mossel Bay Correctional Centre	Mossel Bay	Not indicated	R87,201,694.00
SP Dept. Correctional Serv - DCS	Oudsthoorn Correctional Centre	Oudsthoorn	Not indicated	
Africa Skills Village - Rural	Africa Skills Private College	George	Not indicated	R17,737,500.00
Africa Skills Village - Rural	Almero Construction	George	Not indicated	
Africa Skills Village - Rural	Alu Fit	GEORGE	Not indicated	
Africa Skills Village - Rural	Bay Welding	MOSSEL BAY	Not indicated	

Africa Skills Village - Rural	Bi-Tron Maintenance Services	GEORGE	Not indicated	
Africa Skills Village - Rural	Black Hammer Industries	MOSSEL BAY	Not indicated	
Africa Skills Village - Rural	BMD Project Engineers	GEORGE	Not indicated	
Africa Skills Village - Rural	Botha&Barnard Joiners	Sedgefield	Not indicated	
Africa Skills Village - Rural	CAWMAT Engineering	GEORGE	Not indicated	
Africa Skills Village - Rural	CBS Electrical	MOSSEL BAY	Not indicated	
Africa Skills Village - Rural	Coastal Electrical	GEORGE	Not indicated	
Africa Skills Village - Rural	Corner Stone Construction	GEORGE	Not indicated	
Africa Skills Village - Rural	CVW Electrical	Mossel Bay	Not indicated	
Africa Skills Village - Rural	Earp Construction	GEORGE	Not indicated	
Africa Skills Village - Rural	Eden Steel Solutions	GEORGE	Not indicated	
Africa Skills Village - Rural	Electrical Pro	GEORGE	Not indicated	
Africa Skills Village - Rural	Expert Electrical	GEORGE	Not indicated	
Africa Skills Village - Rural	Extreme Plumbing	MOSSEL BAY	Not indicated	
Africa Skills Village - Rural	Fixtrade Cupboards	GEORGE	Not indicated	
Africa Skills Village - Rural	Fourie Plumbers	George	Not indicated	
Africa Skills Village - Rural	Garzouzie Electrical	GEORGE	Not indicated	

Africa Skills Village - Rural	Hot Tuna Lightning Design & Installations	GEORGE	Not indicated	
Africa Skills Village - Rural	Jaco du Plessis Construction	GEORGE	Not indicated	
Africa Skills Village - Rural	JK Staal & Sweis / Prima Gates	MOSSEL BAY	Not indicated	
Africa Skills Village - Rural	JLMA Engineering	GEORGE	Not indicated	
Africa Skills Village - Rural	Joinery @ Profile	GEORGE	Not indicated	
Africa Skills Village - Rural	L&F Electrical (GEORGE)	GEORGE	Not indicated	
Africa Skills Village - Rural	Lumacon	GEORGE	Not indicated	
Africa Skills Village - Rural	MDL Electrical	GEORGE	Not indicated	
Africa Skills Village - Rural	Meyer von Wielligh	George	Not indicated	
Africa Skills Village - Rural	Mzansi Solar	GEORGE	Not indicated	
Africa Skills Village - Rural	North Shore Construction	GEORGE	Not indicated	
Africa Skills Village - Rural	OTB Constructuction	GEORGE	Not indicated	
Africa Skills Village - Rural	Outeniqua Solar	GEORGE	Not indicated	
Africa Skills Village - Rural	Plumb on the Move	GEORGE	Not indicated	
Africa Skills Village - Rural	Plumbworx	George	Not indicated	
Africa Skills Village - Rural	Qualcon Civils	GEORGE	Not indicated	

Africa Skills Village - Rural	R&B Joinery	George	Not indicated	
Africa Skills Village - Rural	RAMCOM	GEORGE	Not indicated	
Africa Skills Village - Rural	RAW Projects	GEORGE	Not indicated	
Africa Skills Village - Rural	RAW Steel	GEORGE	Not indicated	
Africa Skills Village - Rural	RK Sauer	GEORGE	Not indicated	
Africa Skills Village - Rural	Semper Prima	GEORGE	Not indicated	
Africa Skills Village - Rural	Swift Engineering	MOSSEL BAY	Not indicated	
Africa Skills Village - Rural	Teniqua Roofing	GEORGE	Not indicated	
Africa Skills Village - Rural	VI Build	MOSSEL BAY	Not indicated	
Africa Skills Village - Rural	Watertec Plumbing	GEORGE	Not indicated	
Africa Skills Village - Rural	Willie Roux Plumbing	George	Not indicated	

DEPARTMENT OF WATER AND SANITATION

Project Code	Project Name	Location/Target areas	Total Project Budget (R'M)					
			Schedule 5, Part B			Schedule 6, Part B		
			2021/22	2022/23	2023/24	2021/22	2022/23	2023/24

Project Code	Project Name	Location/Target areas	Total Project Budget (R'M)					
			Schedule 5, Part B			Schedule 6, Part B		
			2021/22	2022/23	2023/24	2021/22	2022/23	2023/24
RS40	Kannaland Relocation Dam	Kannaland Municipality	Local	-	-	-	-	-
RS39	Calitzdorp and Ladismith Water Treatment Works	Kannaland Municipality	Local	-	-	-	-	-
RS133	Outdtshoorn Groundwater	Outdtshoorn Municipality	Local	-	-	-	-	-

8. SOURCE DOCUMENTS

District Profile Updated 27 April 2021

GRDM Economic Recovery Plan

GRDM Growth and Development Strategy

GRDM Final Reviewed 2021/2022 IDP

MERO 2020

SEP 2020

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