



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

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List of National and Provincial Projects

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

Garden Route District: At a Glance

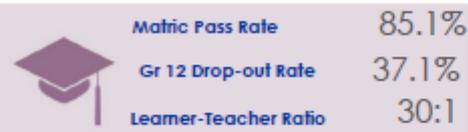
Demographics

Population Estimates, 2020; Estimated households, 2019



Education

2019



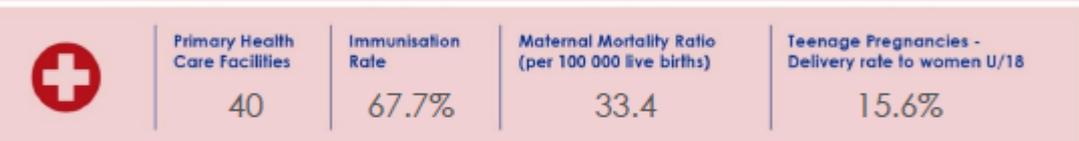
Poverty

2018



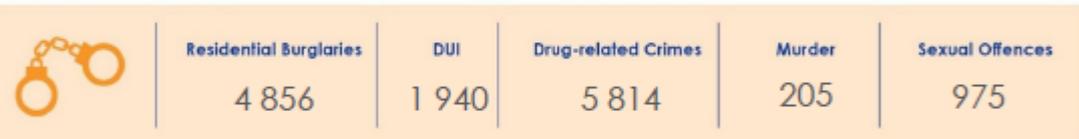
Health

2019



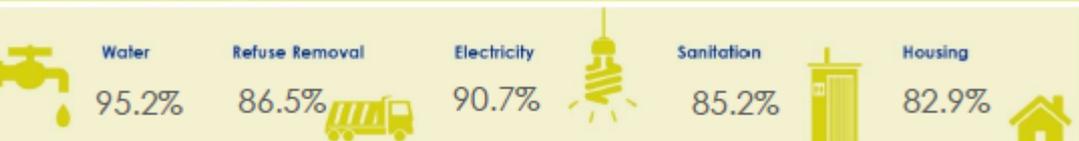
Safety and Security

Actual number of reported cases in 2019/20



Access to Basic Service Delivery

Percentage of households with access to basic services, 2019



Road Safety

2019/20



Labour

2019



Socio-economic Risks

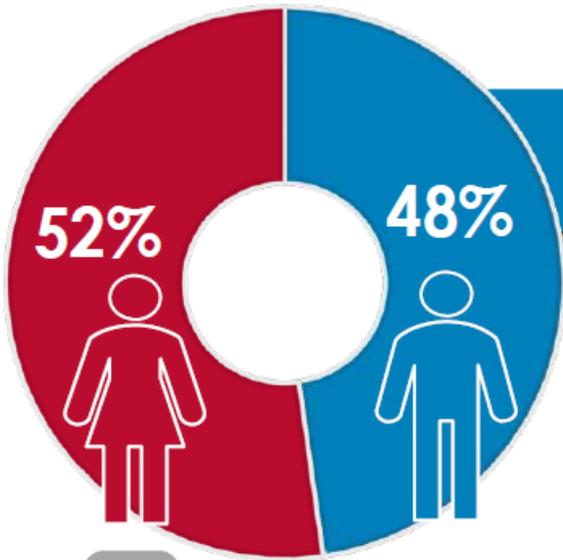
- Risk 1 Slow economic growth
- Risk 2 Growing unemployment
- Risk 3 High school drop-out rate

Largest 3 Sectors

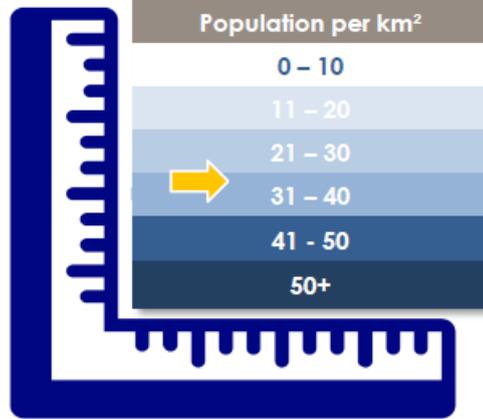
Contribution to GDP, 2018



DEMOGRAPHICS



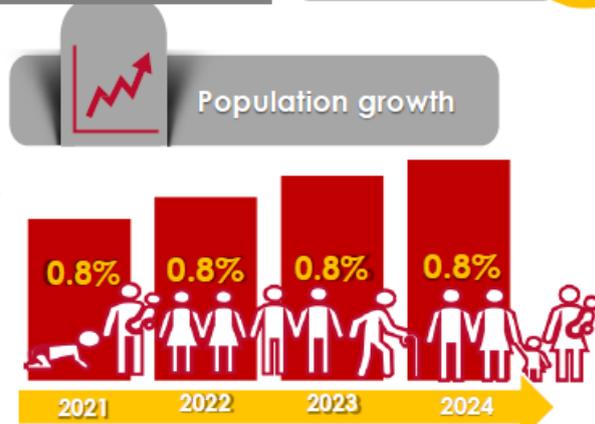
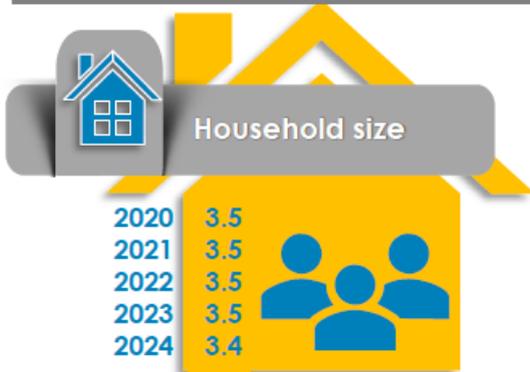
Number of males per 100 females



	2020	2021	2022	2023	2024
Cape Metro	97.9	98.6	99.0	99.4	99.7
West Coast	97.8	98.4	98.7	99.0	99.3
Cape Winelands	97.3	97.8	97.9	98.0	98.1
Overberg	101.9	102.4	102.6	102.8	102.9
Garden Route	91.5	92.0	92.2	92.4	92.6
Central Karoo	93.0	93.5	93.7	93.9	94.0
Western Cape	97.3	97.9	98.2	98.6	98.9

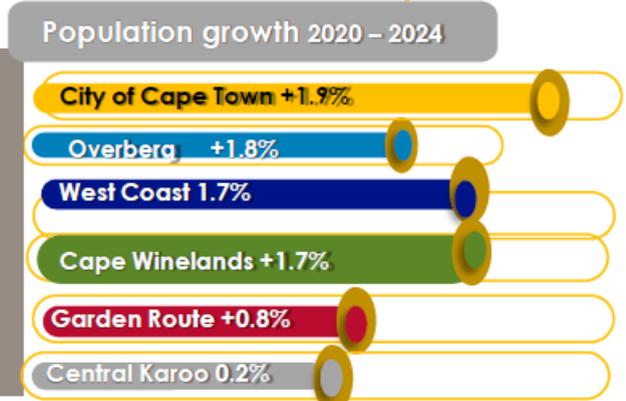
621 245
Current Population

640 723
Estimated Population 2024



Age cohorts

	Children: 0-14 Years	Working Age: 15-65 Years	Aged 65+ Years	Dependency Ratio
2020	160 428	404 914	55 903	53.4
2023	160 587	417 432	57 923	52.3
2026	162 275	426 528	61 376	52.4
	+0.2%	+0.9%	+1.6%	



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 a local level; • build government capacity to support 	<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; • is not a functions and power debate; and • Promotes collaboration using the District

Objectives of DDM and JDMA	
DDM	JDMA
municipalities; <ul style="list-style-type: none"> •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 	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 Western Cape'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. Bartholomeus 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 countryside 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.

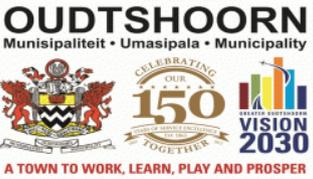
1.4 Spatial Status

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, Ladysmith, 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 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 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 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 This municipality is one of the smallest municipalities of the seven that makes up the district, accounting for only 5% of its geographical area, main economic sectors: wholesales and retail trade, catering and accomodation, finance, insurance, real estate and business.</p>
	<p>WC:045 The greater Oudtshoorn area is nestled at the foot of the Swartberg Mountains in the little Karoo region. It is defined as the semi-desert area with a unique and sensitive natural environment. It was once the indigenous home of the Khoi-san people and the rock paintings on the walls of the caves in the surrounding area send a message that survival in this area requires respect for the natural environment.</p>

1.5. COVID- 19 Pandemic

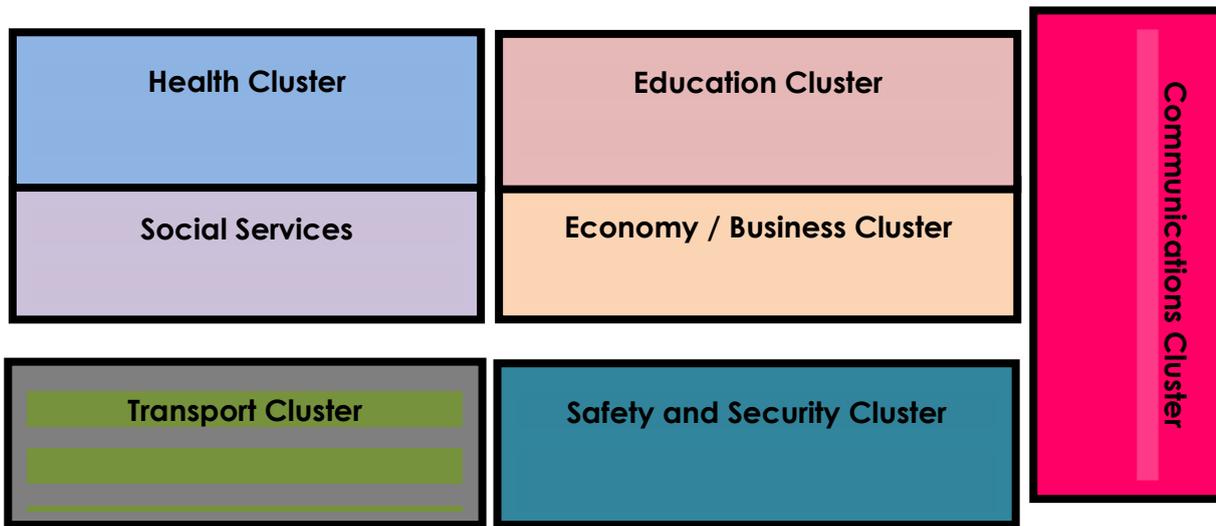
COVID-19 Pandemic at Garden Route District Municipality

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 patterns, 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, Well-being & Dignity**, 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:

Priority 1 : SAFETY	
Deliverables	Projects
<ul style="list-style-type: none"> ▪ Community forums to Safeguard of municipal assets ▪ COVID Awareness education/ Communication via social media ▪ Create safe space for business and living/ Client services ▪ Communication via social media/electronic media ▪ Advanced law enforcement/Create awareness and visible policing 	<ul style="list-style-type: none"> ▪ CCTV cameras in CBD and hot spot areas ▪ Improve police capacity to manage crime ▪ Centralised customer service centres ▪ Public transport driver training ▪ Continuous health and safety assessments ▪ Visible law enforcement ▪ District Command Council ▪ Awareness programs ▪ School Safety ▪ Clearing of illegal dumping in hot spot areas ▪ Community safety plans
Priority 2: Wellbeing and Dignity	
Deliverables	Projects
<ul style="list-style-type: none"> ▪ One stop service for the homeless ▪ Sanitation and ablution facilities that are safe for the vulnerable groups – women, children, people with disabilities in the informal settlement ▪ Provide Adequate housing ▪ Affordable public transport ▪ Enabling education environment ▪ Humanitarian relief/Partnerships with NGOs/ Food Security ▪ Social Transformation 	<ul style="list-style-type: none"> ▪ Soup kitchens ▪ Distribution of food parcels ▪ Integrated transport service ▪ Ongoing registration of indigent households ▪ Establish integrated food banks in each ward ▪ Establish and support social infrastructure to address transversal issues ▪ Food security programs with small scale farmers to produce and sell ▪ Smart cities
Priority 3: Jobs	
Deliverables	Projects

<ul style="list-style-type: none"> ▪ Collaboration ▪ Enabling business environment/ SMME Stimulation/Business Relief/Business Retention and expand Increase youth skills ▪ Secure Investments ▪ Direct Facilitation ▪ Strong Focus on EPWP 	<ul style="list-style-type: none"> ▪ Provision of Trading Space ▪ SMME Development Programs ▪ Youth Skills programs ▪ Investment Prospectus for region ▪ Intensify labour and job creation program through EPWP and other programs ▪ Develop and cost and tariff reduction strategies ▪ Garden Route SEZ ▪ Garden Route precincts airport development ▪ Garden Route Fresh Produce Market ▪ Garden Route Tourism Sector development ▪ Garden Route Growth and Development Strategy ▪ Garden Route Skills Mecca
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CHAPTER 2: ECONOMIC POSITIONING

2.1 GDP contribution and growth

Table 1: GDP 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 GDP 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 GDP 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 GDP 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%), Bitou (8.6%) 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).

2.3. Unemployment

The Garden Route District's unemployment rate of 15.6 % in 2019 was slightly lower than that the Western Cape's unemployment rate of 19.4%. The unemployment rates are concerning given that this estimate is based on the narrow definition of unemployment i.e. the percentage of people that are actively looking for work, but unable to find employment. In turn, the broad definition refers to people that want to work but are not actively seeking employment (excludes those who have given up looking for work).

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)

2.4 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
Primary Sector	28 421	12.2%	171	-266
Agriculture, forestry & fishing	28 243	12.1%	171	-258
Mining & quarrying	178	0.1%	0	-8
Secondary Sector	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	-1 593
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%	1 517	277
General government	23 324	10.0%	101	276
Community, social & personal	33 553	14.4%	375	-829
Total Garden Route District	233 012	100.0%	3 863	-1 163

Source: Quantec Research, 2020 (e denotes estimate)

The tertiary sector was the greatest contributor to employment in the GRD at 71.7% in 2018. The main drivers of employment were the wholesale and retail trade, catering and accommodation (25.2%), finance, insurance, real estate and business services (17.9%) and community, social and personal services (14.4%) sectors. Combined, these three sectors made up more than half of the District's employment.

2.5 Areas of Concern and Opportunities

The following is from the Regional Spatial Implementation Framework SWOT analysis which provides guidance on the current spatial status to further describe the Economic Position of the region:

Key Regional Issue 1 ECONOMIC, SOCIAL, ENVIRONMENTAL VITALITY and RESILIENCE

The economic vitality of the region is inextricably linked to its natural resources, underpinned by the skill set of the region and conversely constrained by the mismatch between available and needed skills, ICT availability, and undermined by segregated, fragmented and sprawling settlement form, mismanaged resources and insufficient regional accessibility between settlements. There is a need to leverage and build upon existing economic assets in the region such as the George Airport, the oil and gas sector (PetroSA), and the existing Mossel Bay Port and Harbour's in the region.

The resilience of the region is closely tied to its overall risk profile, which is undermined by the poor management and quality of the natural environment, exposing urban environments to risks through development decisions (such as coastal ribbon development, riverine and flood prone development and development in fire risk areas) and exposing the environment to unsustainable farming practices thereby highlighting the need for disaster risk management, natural resource management and climate change adaptation. There is an undeniable pressure between infrastructure development and the environmental asset protection, as well as the impact of such development on the municipal financial sustainability and its ultimate resilience.

Key Regional Issue 2 - RURAL DEVELOPMENT AND DIVERSIFICATION

In terms of rural development and diversification, there is a clear tension between Agriculture and Biodiversity. There is a need to be more productive and resource efficient with the same amount of land and less water availability in the long term. There is a need to promote beneficiation of agricultural goods to both diversify the economy and create better paying jobs, as well as support to expand niche agricultural industry. There is significant pressure for low density high income housing in rural areas, which undermines landscape character, food security and agricultural output. The economies of rural settlements and hamlets are struggling due to the decline of agricultural and forestry activities and there is a strong need to re-conceptualise these settlements into sustainable economic centres.

Key Regional Issue 3 - PEOPLE-CENTRED QUALITY DEVELOPMENT, EQUITABLE ACCESS, SPATIAL JUSTICE and EFFICIENCY

For the urban and rural poor, the poor state of the environment undermines potential economic and social development, in urban areas due to poor quality open space systems and in the rural areas due to inadequate access to environmental resources to facilitate economic development and growth. There is a strong need to improve education outcomes and opportunities in low income / poorly skilled areas to enable access to the growing sectors of the economy (predominantly tertiary sectors and semi-skilled to skilled sectors).

Access to natural resources, water, infrastructure, facilities, services and mobility is inequitable and constrained by a lack of affordable transport options both within and between settlements, and poor decision making in placing of services / facilities and the development form of each urban settlement in the region. Opportunities exist to provide public transport options to both communities and for tourism purposes. There is a need to conceptualise the Southern Cape region within a broader movement, logistics and freight Coastal Corridor stretching from Cape Town to Durban. Inefficient use of land resources, such as low density urban development, is undermining the carrying capacity of the region, and there is a strong need to redress past spatial imbalances and injustices, and increase the efficiency with which urban and regional development occurs. Town centres are being economically undermined by commercial decentralization whilst low income areas are disconnected from opportunity and there is a stronger need to identify well located land for low income development. There needs to be a clear understanding of the role of each settlement in the regional system and how each complements the other.

Key Regional Issue 4 ENHANCE AND CAPITALISE ON EXISTING ENVIRONMENTAL AND BUILT ASSETS AND PROMOTE GOOD GROWTH MANAGEMENT, DEVELOPMENT AND MAINTENANCE PRACTICES

The lifestyle, character, heritage and sense of place of the Garden Route and the Klein Karoo is an enormous asset that is both neglected (in land development / infrastructure development terms), lacking a coherent brand and lacking in consideration in development. There exist many undercapitalized assets and development opportunities in struggling small settlements which limit rural development. The informal sector is not able to effectively access opportunities in the various sectors of the economy (tourism, agricultural production and resources).

Growth management and compact regional development needs to be strictly adhered to, in order to ensure municipal financial sustainability, balancing the need to invest in new infrastructure and proper maintenance programmes to keep existing regional assets in good condition. Waste and water pressures need innovative regional solutions and the provision of new services and facilities needs a clustered approach. Informality needs to be planned for and new housing provided in well located areas.

Key Regional Issue 5 GOOD GOVERNANCE AND PREDICTABILITY

A regional approach to resource management is critical, with the need to build a strong and predictable governance system that facilitates predictability and trust to stimulate appropriate private sector development. Complementarity between municipalities and towns needs to facilitate coordinated governance and maximize cost efficiency, strong economic policy and coordination in tourism, business and all matters of mutual interest.

2.6 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.

2.7. 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
<p>Municipal Resilience And Responsiveness</p>	<p>Bring about R 500 million worth of economic benefits and savings to the Regional economy</p>	<p>Increase economic benefits in the Garden Route by R1 bn within 5 years</p>	<p>Mandate MMF to act as 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>
<p>Business Retention. Growth And Development</p> <p>2(a)Business retention and economic resilience</p>	<p>Energy Security: 50 MW of lower or no carbon electricity produced in Garden Route;</p> <p>Water security: 20% improvement in the water efficiency of four water-intensive sectors</p>	<p>Increase the percentage of green or low carbon energy to 50% within 10 years and double technology investment within 10 years.</p>	<p>Formation and implementation of GR Business Services Centre (One-stop shop)</p> <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 <p>Garden Route to promote a</p>

Pillar	Target	Impact	Interventions
			<p>“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: Increase Rand value of Regional exports by R1.5 billion within 5 years</p> <p>Investment impact: 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 <ul style="list-style-type: none"> ✓ Incentive policies ✓ Readiness checklist ✓ Catalytic projects follow up, implementation & after care. <p>Lobby national for prioritization</p>

Pillar	Target	Impact	Interventions
			<p>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 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

Pillar	Target	Impact	Interventions
			<p>Partnerships</p> <ul style="list-style-type: none"> ✓ 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>
<p>Re-Starting The Tourism and Creative Industries Sectors</p> <p>3 (a) Re-starting the tourism sector</p>	<p>Collective effort for optimized brand exposure - 5-year plan</p>	<p>Grow and strengthen Garden Route brand as a collective stakeholder effort.</p>	<p>Establish an industry driven / government supported task team.</p> <p>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).</p> <p>Ensure synergy between Garden Route, Wesgro and Provincial Tourism.</p> <p>Support tourism industry access national support and improve international status.</p> <p>Re-categorisation of B&Bs and Guest Houses to residential rates, on application to Revenue Management.</p>
<p>Protecting and Building the Rural, Township and Informal Economy</p>	<p>SMME and informal target: Assist 100 SMME and informal businesses within 5</p>	<p>SMME and informal impact: Accrue R 100 million worth of economic value to</p>	<p>Setting aside more covid19 Procurement funding support programs for cooperatives and micro enterprises - link to</p>

Pillar	Target	Impact	Interventions
4(a) Promoting Economic Transformation and Circular Economy	years	SMMEs and informal businesses within 5 years	<p>Government SCM.</p> <p>Include food parcels; access to procurement opportunities to SMME's, PPE, sanitisers and detergents</p> <p>Recommend the facilitating of Bulk Buying, through online platforms.</p> <p>Intensify moving micro businesses online through "Buy Garden Route".</p>
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	<p>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).</p> <p>Link municipal and government procurement to local economic development</p> <p>Re-skilling of businesses to adapt to the current and future business opportunities</p> <p>Facilitate and provide training programmes</p>
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	<p>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.</p> <p>Develop District Contractors'</p>

Pillar	Target	Impact	Interventions
			<p>Development Policy Framework for B-municipalities to base their By-Laws on.</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>
Skills Development	<p>2500 work placements through internships and skills development interventions within 5 years</p>	<p>Increase youth employment by 25% for up to 24-year-old cohort</p>	<p>Develop skills that can attract investment especially from knowledge-based economy sectors (e.g. BPO)</p> <p>Establish the Garden Route Skills Mecca as the custodian of skills development – establish Internal Task Team and External Forum</p>

Pillar	Target	Impact	Interventions
			and appoint a coordinator to ensure implementation

2.8 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

2.9. Key economic infrastructure projects that require unblocking.

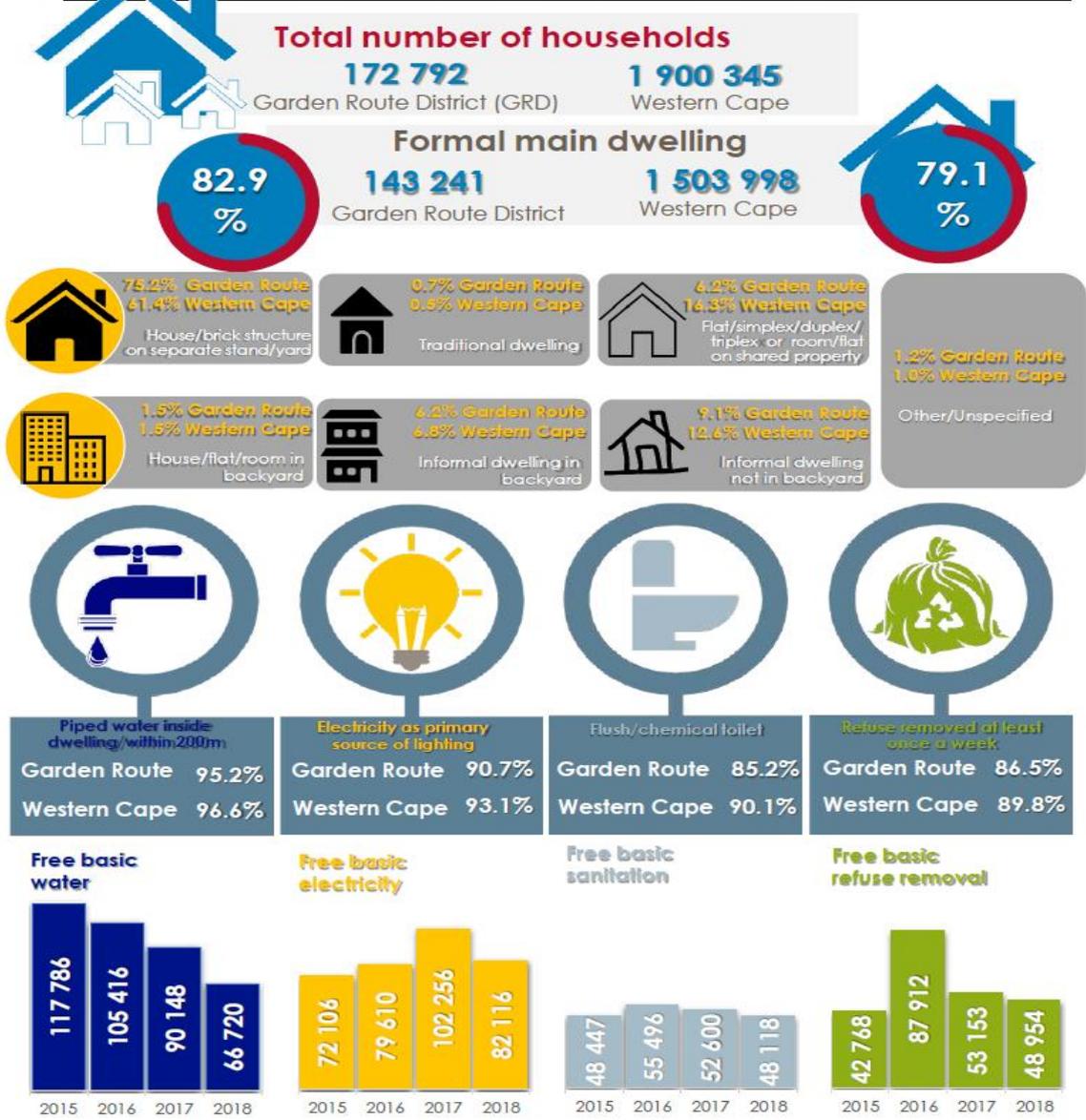
Municipality	Project name	Description
Garden Route District Municipality	Garden Route Water Service Authority Status application	The objective of this is to promote sustainable water and sanitation Projects and Infrastructure to promote the quality of living in the Garden Route. B-Municipalities were consulted and a letter was written to Minister of Cooperative Governance and Traditional Affairs.
	Special Economic Zone application	A specific, focussed effort and drive to attract new investment to the Garden Route to ensure the optimal upstream and downstream use of the investment in PetroSA and the Port of Mossel Bay. The SEZ will focus , on a. The Petrochemical Industry , including i) Fuels ii) Waste to energy iii) Motorsport iv) Chemical products v) Supplementary and alternative energy

Municipality	Project name	Description
		<p>b. The Ocean Economy, including</p> <ul style="list-style-type: none"> i) Ocean tourism, including adventure tourism ii) Marine aquaculture iii) Fishing industry iv) Fish processing v) Harbour development
Bitou	Proposed Plettenberg Bay Multi-Discipline Sports Facility	The objective is to construct a multi-purpose sporting facility
George	CBD Small Business Development	The purpose of this development is to maintain and strengthen the CBD as George's primary economic activity centre
	George Airport Precinct	This project aim to provide significant extensions to the George Airport
Kannaland	Succulent Industry	This focus is establish a succulent hub in the area for growing and exporting for various use
Mossel Bay	Technology	Information Technology plays a critical role in commerce and business and Mossel- Bay aims to upgrade to a more advanced level.
	Marine and Aviation Manufacturing	The dock has limited activities and plans have been discussed for a multimillion-rand transformation.
	CBD Tourism Project	The aim of this project is to facilitate the re-purposing

Municipality	Project name	Description
		of the Mossel Bay CBD node as a tourism node
	Medical Facilities	The town is in need of more medical facilities to accommodate growing demand and also a demand for training facilities in the medical field
Oudtshoorn	Cango Caves Entertainment and Food Court	A strategy has been implemented for the past three years to make the Cango Caves commercially more viable
	Development of Existing Resorts	This development focus on the expansion of existing resort facilities.

CHAPTER 3: INTEGRATED SERVICE PROVISIONING

BASIC SERVICE DELIVERY



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.

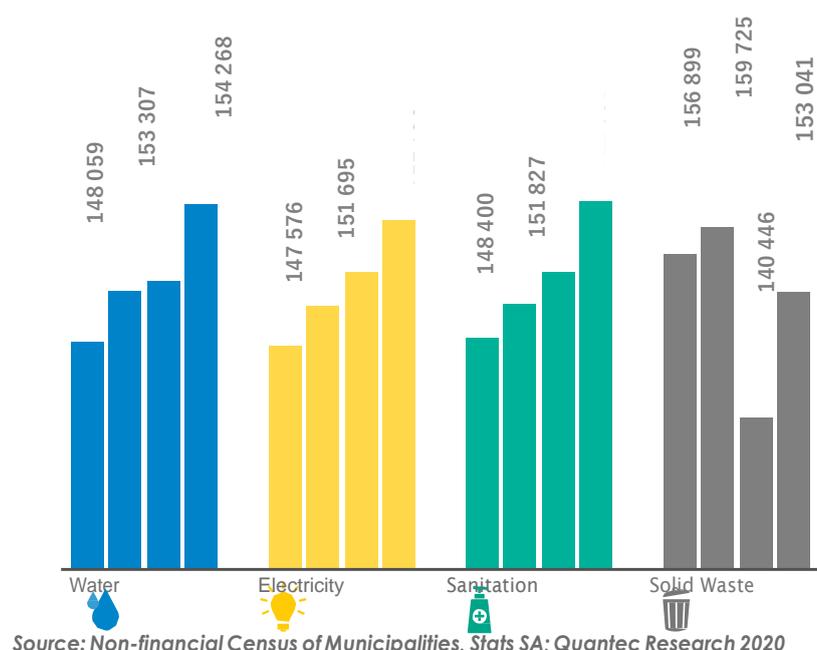
3.1 Housing and Household Services

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

3.2 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.

3.3 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

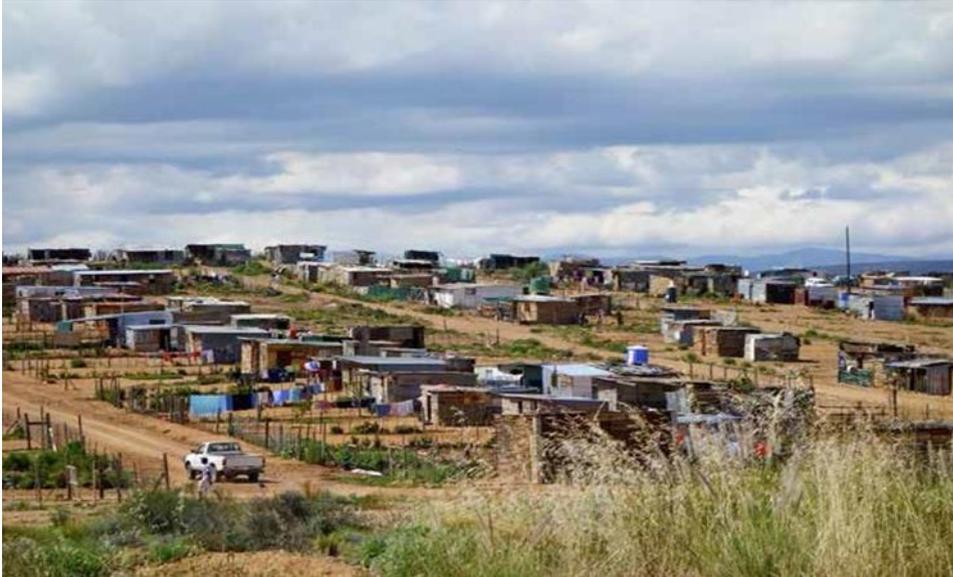
	2017		2018		2019	
	Number	% of Households	Number	% of Households	Number	% of Households
Kannaland	2 059	36.9%	2 192	39.9%	2 572	47.5%
Hessequa	5 395	35.8%	5 179	34.2%	5 359	35.3%
Mossel Bay	11 749	41.1%	11 677	40.2%	10 858	36.9%
George	14 908	26.5%	15 749	27.5%	15 832	27.2%
Oudtshoorn	5 541	27.0%	6 100	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).

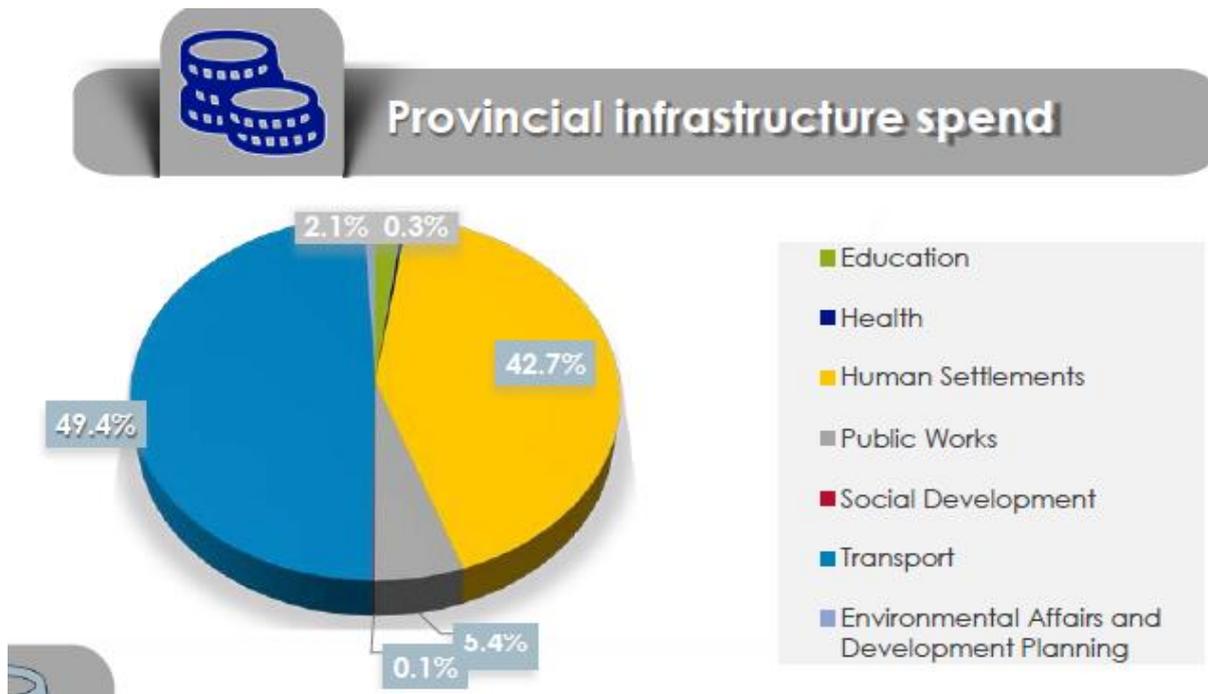
The large number of indigent households is a constraining factor in the revenue-earning abilities of the local municipalities. It is expected that as a result of COVID-19, there will be a further increase in indigent households. This will reduce the revenue of the municipalities while resulting in additional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

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

4.1 Spending on social infrastructure

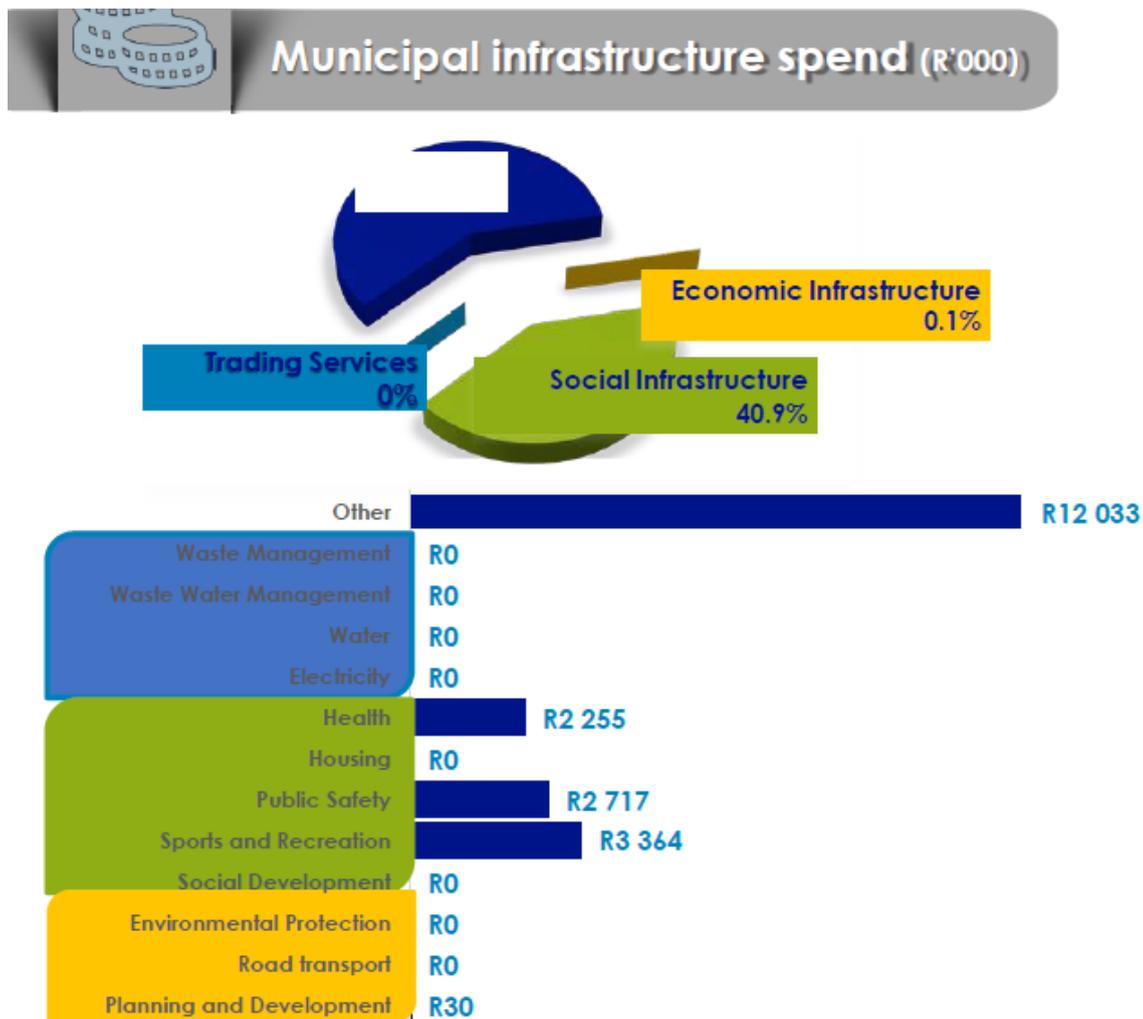


Spending on social infrastructure aids social development and has the spill over effect of enabling economic growth. The Western Cape Government (WCG) will spend 45.2% of its 2020/21 infrastructure budget for the Garden Route District municipal area on social infrastructure. As displayed in the pie chart 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.

4.2 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

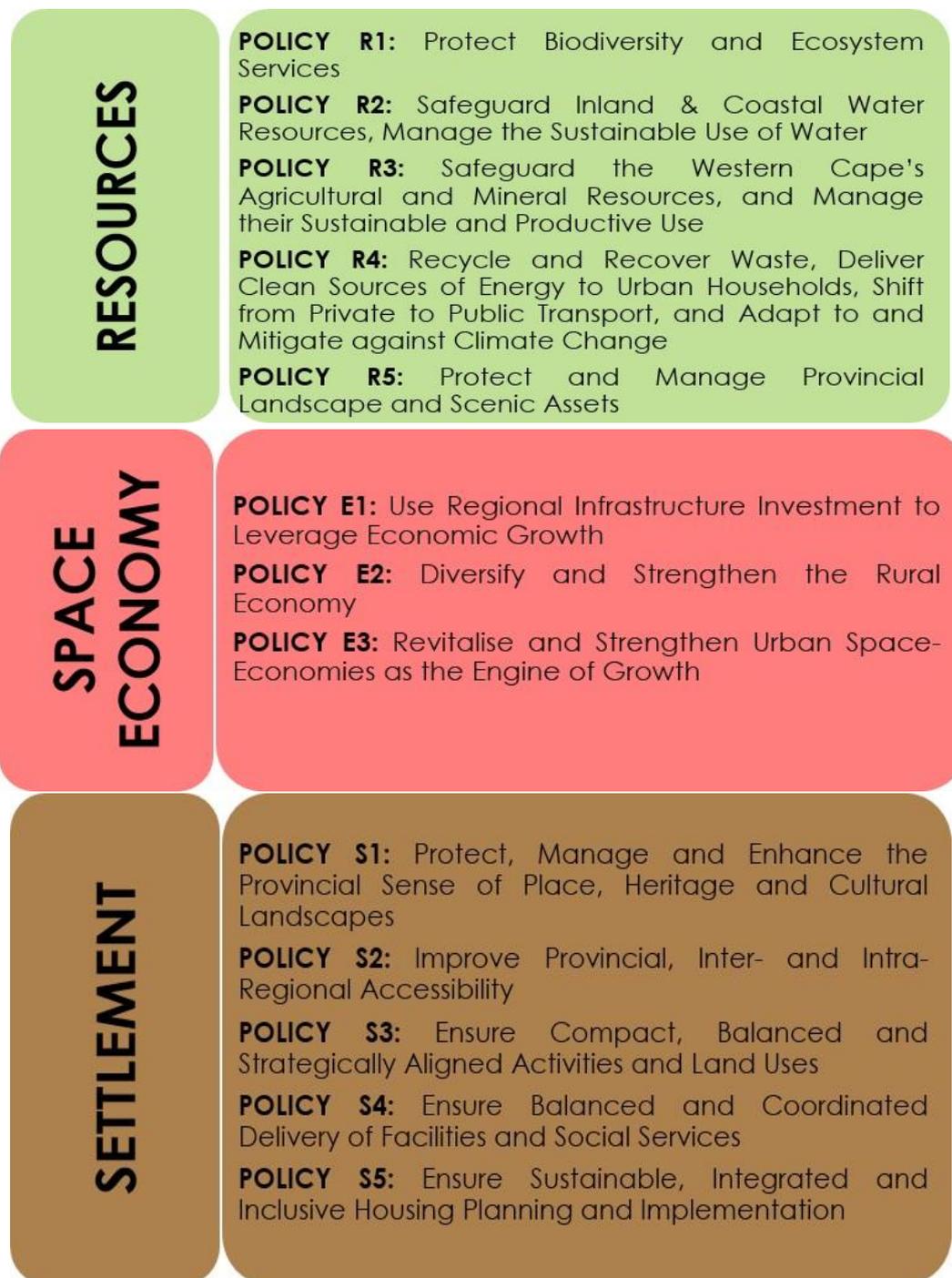
5.1 Provincial Perspective

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
- Re-gravel 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 B 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 LINKED TO GARDEN ROUTE GROWTH AND DEVELOPMENT STRATEGY

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 Garden Route District Municipality was highlighted as one of three Western Cape regions that are specifically suited for significant growth and development. This requires enabling and increasing economic diversification, skills development, and building a knowledge economy. Growth and development also demand the promotion of spatial resilience and climate change mitigation and adaptation, through the conservation of natural resources and sustainable resource management. Over the last 25 years, South Africa has undertaken interrelated political, administrative, social, and economic transitions, with all the complexity, uncertainty, and challenge this implies. Currently, in the context of these incomplete transitions, municipalities are navigating a period of change and uncertainty that is unprecedented in the last 25 years of democracy.

Socially, the promise of equitable development has not been realised (2). There is not universal access to adequate water and sanitation, energy, healthcare or education. Economically, South Africa's sovereign debt has reached levels not seen since 1996. Economic growth has been far below expected levels. The state of state-owned companies has reached crisis level, placing a significant burden on an already overstretched public purse.

South Africa has remained one of the most unequal countries in the world. In 2016, the national Gini Coefficient stood at 0.59. This inequality is seen as one of the major barriers to poverty reduction and growth and development (3). The national government does not have the fiscal space for the range of social security measures required to adequately respond to this challenge. Many people live with intolerable levels of vulnerability, often looking to local governments, as the main interface between government and people, to respond.

The nature and availability of work is changing. Unemployment remains a serious challenge, increasing half a percentage point between the first and second quarters of 2018, to 27, 2%. This small shift translates into 90,000 fewer employed people (4). The quality of education and availability of appropriate skills is a significant issue that constrains development across all priority areas. The population's skill levels need to be elevated. While the Garden Route's intellectual capital needs development in terms of skills, innovation, and tertiary education, the potential exists to tap into 'retired professionals' wanting to give back to the community.

The ecological environment for development is changing. The global climate crisis is changing and intensifying the risk profile for the region. Weather is becoming less predictable and more extreme. The ecological context for development has also spurred the recognition that a global low-carbon transition is required for economic activities and the infrastructure (e.g. energy, water, transport) that supports it (5,6). There are new possible configurations for infrastructure that are smaller, distributed, smart (digitalised and connected), and managed through new kinds of public-private relationships. This shift is embedded in rapidly evolving global markets, geopolitical shifts, new global supply chains, and urban-rural patterns of migration and interdependence.

Local governments are, often, first responders to multi-level transformations, being the primary interface between people, business, and government in many cases. There are significant opportunities to use the local space for change and innovation, in order to do things differently and better. However, as people and businesses are impacted negatively and exposed to uncertainty and risk, local government is also closest to the needs of residents and visitors within their jurisdictions.

Summary of Garden Route Development Context:

- Regional water security remains a significant issue, with varying municipal approaches to solutions. Different municipalities, for example, still have different water restriction levels.
- Regional waste is still an issue, although it is being addressed through projects like the Regional Waste Management Facility Public Private Partnership
- In the past, the Garden Route was seen largely as a holiday region. However, 'semi-migration' and remote working have changed this, and have led to changes in the relationship of region to the broader South Africa economy.

- Spatial development is a significant challenge. Urban sprawl has direct and measurable costs for local governments and economic development plans. The Garden Route experiences in-migration from other provinces, across all income groups. Population growth rates are decreasing, however. The tourism-oriented towns in the region are experiencing strong population growth in the lower income bands.
- There are many lifestyle opportunities in the region: it has a relatively low crime rate, and the golf, cycling and Garden Route brands are strong.
- The region enjoys agricultural potential and better rainfall than the rest of the Western Cape. For example, the blueberry industry is a real opportunity, and success story. However, climate change will impact what can be grown and how much it will cost to produce crops in the future. Additionally, the sector currently is shedding jobs.
- One of the strengths of the Garden Route is that its towns play different roles. Oudtshoorn is centred on tourism and education, George is the administrative and services centre, Mossel Bay is a trade port which also hosts tourism, manufacturing and industry, and Knysna and Plettenberg Bay are tourism centres. The towns therefore need not compete with each other.
- While the oil and gas and timber industries were traditionally big industries in the region, in 2019, their futures are uncertain. Clarity is needed on the future of the forestry industry as well. The futures of PetroSA and MOSGAS are uncertain.
- The region has a number of large, probably underutilised, assets, such as the port, airport and rail facilities.
- There has been a shift in the region towards growth in the number of skilled and semi-skilled labour employment sectors, (such as finance, insurance, and construction) and a concurrent decrease, in absolute terms and as a percentage of employment, in labour-absorptive semi-skilled and unskilled sectors (such as agriculture, forestry and fisheries). Given the above, there is a dire need to ensure the population of the region is upskilled to ensure that they are able to access many of the growth opportunities that exist within the region.

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:

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

Please see in the tables below the current situation of each strategic priority as well as the priority actions that was sourced from other strategic documents

1. A water secure future;

TABLE 5: CURRENT SITUATION - PRIORITY 1, A WATER SECURE FUTURE

Covid-19 impact	Status	Possible responses
Short-term	<p>Access to clean water is critical in infection prevention and control.</p> <p>Infrastructure to support infection control is insufficient, e.g. tanks for</p>	<p>Informal arrangements to supply water to rural areas and informal settlements.</p> <p>Infrastructure plans (more tanks, better tank availability, boreholes) to be implemented.</p>
Medium-term	<p>Water safety and accessibility will continue to impact disease progression, prevention and control.</p> <p>High levels of uncertainty may delay or postpone medium- and longer-term infrastructure projects.</p>	<p>Reconnecting water supply for households cut off due to unpaid bills.</p> <p>Monitor water consumption patterns and impact of reduced business usage and increased household consumption.</p> <p>Develop a regional approach, and regional solutions, for water access.</p>

Long-term	<p>Impact on water usage and revenue variables.</p> <p>Covid-19 will impact global and local economy and interest rates, impacting the financial viability of infrastructure projects.</p> <p>Risk of investing in large-scale infrastructure</p>	<p>Improving intergovernmental cooperation</p> <p>Implementation of the National Water and Sanitation Master Plan</p> <p>Assess changes in water consumption patterns.</p> <p>Reassess water and water-related infrastructure investments.</p>
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Source: GRDM Growth and Development Strategy

TABLE 6: PRIORITY ACTIONS - A WATER SECURE FUTURE

PRIORITY ACTION	LEAD ACTORS
Set in place a sustainable regional water management system, including a “war on leaks” programme, that improves its resilience to climate change and decreasing water availability	GRDM/B-Municipalities
Protect, conserve, rehabilitate & restore wetlands, rivers, lakes and natural environment assets, and undertake alien vegetation clearing, focusing on wetlands, riverine systems and water catchment areas.	GRDM/Garden Route Environmental Forum
Recycling, green economy, water management, skills and entrepreneurship to be a regional focus. This includes consideration and assessment of financially feasible and ecologically sound technological innovations, such as desalination.	GRDM/B-Municipalities/Business
Expansion of bulk water storage capacity within the region – investigate possibility of developing and implementing regional water bulk water system & inter-municipal water sharing schemes	GRDM
Improved agricultural practices adjacent to riverbeds	Department of Agriculture
Alien vegetation clearance and rehabilitation	GRDM and DEA&DP
Re-establish overarching water forum (was part of bulk infrastructure)	GRDM
Convene a water indaba to explain oversight and coordination	GRDM/B-Municipalities
Keep up with climate change adaptation and mitigation	GRDM/Garden Route Environmental Forum
Audit of research	GRDM

Bulk water master (Region)	GRDM
Regional water authority applications in process	GRDM
Inclusive/integrated water forum meetings	GRDM/B-municipalities
Development of relevant, sustainable and socially responsible strategies to support the coastal economy	GRDM/B-municipalities

Source: GRDM Growth and Development Strategy

2. A circular economy;

TABLE 7: CURRENT SITUATION - PRIORITY 2, CIRCULAR ECONOMY

Covid-Impact		Possible responses
Short-term	<p>Operational impact on recycling services.</p> <p>Business uncertainty is likely to impact on support for any new waste initiatives.</p> <p>Economic impact has meant that suppliers in this area may have closed down, skills have been lost, and there are few resources to address circular economy issues.</p>	<p>Support existing services in acquiring appropriate personal protective equipment (PPE) and implementing health and safety measures.</p> <p>Communicate between industries to help streamline standardised Covid requirements and documentation</p>
Medium-term	<p>Uncertain exit from lock down and lifting of travel restrictions will impact production, consumption and waste.</p> <p>Many waste companies will struggle to survive, given lower levels of economic activity and business focus away from waste concerns.</p>	<p>Support/assist green entrepreneurs.</p>
Long-term	<p>COVID-19 will impact global and local economy and interest rates, impacting financial viability of businesses and projects.</p> <p>Licensing issues need to be resolved, e.g. for treatment of hazardous waste at landfills</p>	<p>Significant opportunity costs of not pursuing a circular economy should be considered in decision-making.</p> <p>Reassess projects to determine viability in new macro- economic conditions.</p> <p>Assess different waste operational and financing models, including the longer-term effects of climate change</p>

Source: GRDM Growth and Development Strategy

TABLE 8: PRIORITY ACTIONS - CIRCULAR ECONOMY

PRIORITY ACTION	LEAD
Regional Waste Management solution urgently needed together with associated recycling, green energy and biofuels energy potential.	GRDM/B-municipalities/GRDP
Waste-to-biofuels and green energy solutions to be investigated in	GRDM/GRDP/DEA&DP
Recycling, green economy, water management, skills and entrepreneurship to be a regional focus:	GRDM/GRDP
Develop a Special Economic Zone in the Mossel Bay area based on regional competitive advantage.	GRDM/Mossel Bay and George municipalities/SEZ forum
Development of relevant, sustainable and socially responsible strategies to support the coastal economy	GRDM/B-municipalities

Source: GRDM Growth and Development Strategy

3. Resilient agriculture

TABLE 9: CURRENT SITUATION-PRIORITY 3, RESILIENT AGRICULTURE

Covid-19 impact	Status	Possible responses
Short-term	<p>Operational impact on agriculture and agriculture supply- chains.</p> <p>Perceived inequality of relief distribution between agricultural sectors and areas.</p> <p>Impact of Covid-19 felt disproportionately in some agricultural sectors (e.g. wine)</p>	<p>Support existing businesses to acquire appropriate personal protective equipment (PPE) and implementing health and safety measures</p>
Medium-term	<p>Supply chain and agricultural value chain disruptions may influence food prices, business viability and food availability.</p> <p>Uncertain disease progression may reduce food demand and alter consumer behaviour and consumption patterns.</p> <p>Disparity between national, regional and local focus areas for agricultural response to Covid-19 (e.g. development of food gardens for greater food security)</p>	<p>Municipal support through reduced utility bills, business networking.</p> <p>Better understanding of Covid-responsive transport requirements for agricultural products</p> <p>More localised fresh produce markets</p>
Long-term	<p>COVID-19 will impact the global and local economy and interest rates, Long-term equilibrium food prices may impact local business prospects as well as food security.</p> <p>Sustained consumer behaviour and consumption patterns changes.</p> <p>Inequity in water rights and energy may increase</p>	<p>Municipal processes related to business 'red-tape' to be streamlined where possible.</p> <p>Faster turnaround for business owners re-entering the market.</p> <p>Regional planning required with a focus on addressing water and energy inequities</p>

Source: GRDM Growth and Development Strategy

TABLE 10: PRIORITY ACTIONS - RESILIENT AGRICULTURE

PRIORITY ACTION	LEAD
Agri-processing expansion to be aggressively encouraged via a range of mechanisms such as land use rights, revised zoning schemes and support initiatives.	Department of Agriculture
Appropriate sustainable agricultural expansion for climate change (drought tolerant) resilient crop types to be supported	Department of Agriculture
Enhance agricultural practices to mitigate harmful environmental, riverine and wetland impacts	Department of Agriculture
Emerging farmer support to be extended.	Department of Agriculture
Vastly improve disaster prevention and preparedness work for fire, floods and other disasters.	GRDM/B-municipalities/Garden Route Environmental Forum
Bring integrated disaster risk management practices into development approval processes.	GRDM/B-municipalities
Waste-to-biofuels and green energy solutions to be investigated in region.	GRDM/B-municipalities
Develop a Special Economic Zone in the Mossel Bay area based on regional competitive advantage.	GRDM/Mossel Bay municipality /GRDP/SEZ forum
Monitoring and evaluation of climate risk mitigation, such as responsible land use and water management.	GRDM/B-municipalities
Development of relevant, sustainable and socially responsible	GRDM/B-municipalities

Source: GRDM Growth and Development Strategy

Sustainable tourism

TABLE 11: CURRENT SITUATION-PRIORITY 4, SUSTAINABLE TOURISM

Covid-19 impact	Status	Possible responses
Short-term	<p>The tourism sector is among the most significantly impacted.</p> <p>Opportunities for tourism related businesses will be limited as long as travel restrictions and social distancing requirements remain in place.</p> <p>Additional waves of Covid-19 will lead to further lockdowns and travel bans or limitations</p>	<p>Utility relief for SMMEs to support business continuity. Increased focus on local tourists, with</p> <p>Tourism establishment relief packages (Municipal services)</p> <p>Consider establishing a 'Safety Status' declaration for tourism-related events</p>
Medium-term	<p>Uncertainty in the progression and impact of the disease, coupled with uncertainty about exiting from lock down and about the lifting of travel restrictions.</p> <p>Changes to consumer behaviour may be sustained beyond formal lifting of regulations, and health and safety assurances will be key.</p> <p>In the medium term, limited relaxation of travel and social distancing requirements may offer opportunities for local tourism.</p> <p>Remote, rural and luxury tourism and related goods and services may begin to recover.</p> <p>Marketing efforts not aligned to market the region more vigorously</p>	<p>Support existing services in acquiring appropriate personal protective equipment (PPE) and implementing health and safety measures.</p> <p>Rethink tourism with respect to:</p> <ul style="list-style-type: none"> ▫ Better integrating the community ▫ Better connectivity ▫ A standardised reporting / control template for all tourism establishments, for Covid-related requirements ▫ Increasing outdoor offerings ▫ More regular communication to enable information exchange and create room for adaptation ▫ Better communication of relevant Covid-related regulation

Long-term	Support for innovation and entrepreneurship will be necessary to develop new opportunities and build resilience in the sector.	Expand regional tourism strategy to prioritise and manage connectivity between constituent industries of the tourism.
	Coordinated responses with other sectors significantly impacted such as cultural, film and other creative sectors.	Reducing red-tape and improving municipal administrative turnaround times may be critical in facilitate new business start-ups as entrepreneurs look to enter and re-enter the industry as prospects improve.

Source: GRDM Growth and Development Strategy

TABLE 12: PRIORITY ACTIONS - SUSTAINABLE TOURISM

PRIORITY ACTION	LEAD
Develop and implement regional branding and tourism strategy based on a shared vision for growth and competitiveness which addresses duplication within region (look at air access)	GRDM/ACSA
Labour upskilling/ Capacity building	Business Chamber in conjunction with AHi Wes-Kaap Garden Route Skills Mecca Forum
Film sector support & development	Garden Route Film Office
Support and Expand Garden Route Biosphere reserve	GRDM/Garden Route Environmental Forum
The sense of place of the Garden Route and Klein Karoo must be preserved and enhanced for tourism as well as for the sake of the natural environment	GRDM/B-municipalities/local Tourism Offices
Incentivise land conservation through a range of measures, including alien vegetation clearance programme	GRDM/Garden Route Environmental Forum
Mossel Bay harbour is currently underutilised. Needs redevelopment to build on tourism potential	Transnet National Ports Authority/Mossel Bay municipality
Resource efficiency in all tourism ventures, including water efficiency and recycling.	
Waste management, energy and water	GR Waste Management Forum GR Energy Forum GR Air Quality Forum
Development of relevant, sustainable and socially responsible strategies to support the coastal economy	GRDM/B-municipalities

Source: GRDM Growth and Development Strategy

4. Supporting wellbeing and resilience

TABLE 13: CURRENT SITUATION- PRIORITY 5, SUPPORTING WELLBEING AND RESILIENCE

Covid-19 impact	Status	Possible responses
Short-term	<p>Social norms are being challenged due to social distancing and travel restrictions.</p> <p>Economically vulnerable residents and community members will face significant pressures, e.g. food insecurity, increased domestic violence, and increased youth unemployment.</p>	<p>Informal arrangements to vulnerable and indigent residents.</p> <p>Better communication and coordination between NGOs, and between NGS's and government, should be a priority</p>
Medium-term	<p>Uncertainty in the progression and impact of the disease will impact exit from lock down and lifting of travel restrictions.</p> <p>Family units and communities may be significantly impacted.</p> <p>Certain aspects of social assistance will be disproportionately affected, e.g. early childhood development, education, food relief, mental assistance.</p>	<p>Monitor and assess impact on communities e.g. child carers, economically active participants.</p> <p>Support for indigent and vulnerable communities.</p> <p>Social relief efforts within government should coordinate across departments</p>
Long-term	<p>COVID-19 impact on local economy will impact community resilience.</p>	<p>A community specific response that prioritises risk management and allocation of resources to key risks identified.</p>
Long-term	<p>Support for innovation and entrepreneurship will be necessary to develop new opportunities and build resilience in the sector.</p> <p>Coordinated responses with other sectors significantly impacted such as cultural, film and other creative sectors.</p>	<p>Expand regional tourism strategy to prioritise and manage connectivity between constituent industries of the tourism.</p> <p>Reducing red-tape and improving municipal administrative turnaround times may be critical in facilitate new business start-ups as entrepreneurs look to enter and re-enter the industry as prospects improve.</p>

Source: GRDM Growth and Development Strategy

TABLE 14: PRIORITY ACTIONS - SUPPORTING WELLBEING AND RESILIENCE

PRIORITY ACTION	LEAD
Undertake George, Mossel Bay, Knysna and Oudtshoorn CBD revitalisation programmes	B-municipalities
Promotion of small rather than large scale development initiatives to stimulate local culture of innovation	B-municipalities
Vastly improve disaster prevention and preparedness work for fire, floods and other disasters.	GRDM/B-municipalities/Provincial Department of Local Government
Promote resilient development typologies that are risk averse and have disaster mitigation inbuilt.	GRDM/B-municipalities
Fire and flood sensitive planning	B-municipalities/Garden Route Environmental Forum
Development of relevant, sustainable and socially responsible strategies to support the coastal economy	GRDM/B-municipalities

Source: GRDM Growth and Development Strategy

5. A connected economy: transport and rural-urban integration and ICT

TABLE 15: CURRENT SITUATION-PRIORITY 6, A CONNECTED ECONOMY: TRANSPORT AND RURAL URBAN INTEGRATION AND ICT

Covid-19 impact	Status	Possible responses
Short-term	<p>Travel restrictions and social distancing requirements remain in place.</p> <p>Negative financial impact on public transport institutions and businesses.</p>	<p>Focus on increasing ICT connectivity</p> <p>Ensure safety of rural-urban public transport</p>
Medium-term	<p>Uncertainty in the progression and impact of the disease, coupled with uncertainty about the exit from lock down and the lifting of travel restrictions.</p>	<p>Monitoring and assessing changes to transport patterns.</p> <p>Expand connectivity in public spaces and buildings, and on public transport</p>
Long-term	<p>Reconfigured working norms may emerge</p> <p>Failure to contain and prevent Covid-19 or the emergency of similar infections may permanently alter social movement and travel.</p>	<p>Prioritising of ICT infrastructure investment and public access for the public good.</p> <p>Reconfiguring transport infrastructure to reflect changes in consumer behaviour and new social norms e.g. increases in remote working</p>

Source: GRDM Growth and Development Strategy

TABLE 16: PRIORITY ACTIONS – A CONNECTED ECONOMY: TRANSPORT AND RURAL URBAN INTEGRATION AND ICT

PRIORITY ACTION	LEAD
Promote an integrated transport system	GRDM/Provincial Department of Public Works and Transport
Develop trans-modal strategies to improve economic efficiency	GRDM/Transnet National Ports Authority/ACSA/B- municipalities
Broadband roll out and access critical for future economy	GRDM/B-municipalities/Department of Economic Development and Tourism

Non-motorised transport (pedestrian and cycling) infrastructure expansion needed in all settlements, especially in those lacking formal public transport interventions;	B-municipalities
Drastically improve and expand rail in the region to promote regional accessibility – tourism asset as well between George and Knysna	Transnet/GRDM/B-municipalities/Local Offices Tourism
Improve regional air access, particularly between George and Cape Town, and investigate the role of low-cost airlines in driving access costs downwards.	ACSA/GRDM/George Municipality/Wesgro/GRDP
Focus on in-town, in-fill housing development rather than periphery and rural housing development – address apartheid legacy of development	B-municipalities
Facility clustering and land co-sharing must become the 'new normal' – no more 'single use' public works infrastructure. Look at pioneering school site utilization also for human settlements on edge of school	B-municipalities/Department of Public Works and Transport
Bring integrated disaster risk management practices into development approval processes	GRDM/B-municipalities
Establish and operationalize a Provincial Transport Management Forum to coordinate trans-modal and transversal transport	Department of Public Works and Transport/SANRAL
Develop a safety and security plan for rail, road, and non-motorized transport.	Department of Public Works and Transport/SANRAL
Develop transport plans that build upon, and extend, the accessibility of the Go- George service	Department of Public Works and Transport/GRDM/B- municipalities
Roll-out the PLTF to all transport entities and optimize funding	Department of Public Works and Transport
Continued and improved levels of maintenance of secondary road network	GRDM/Provincial Department of Public Works and Transport
Development of relevant, sustainable and socially responsible strategies to support the coastal economy	GRDM/B-municipalities

Source: GRDM Growth and Development Strategy

6. Sustainable local energy transition

TABLE 17: CURRENT SITUATION - PRIORITY 7, SUSTAINABLE LOCAL ENERGY TRANSITION

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

Source: GRDM Growth and Development Strategy

TABLE 18: PRIORITY ACTIONS- SUSTAINABLE LOCAL ENERGY TRANSITION

PRIORITY ACTION	LEAD
Regional Energy Transition Solution urgently needed together with associated green and renewable energy and biofuels potential.	GRDM/B-municipalities/SCEP
Waste-to-biofuels and green energy solutions to be investigated in region.	GRDM/SCEP/DEA&DP
Energy transition skills development and entrepreneurship to be a regional focus;	GRDM
Develop a Special Economic Zone in the Garden Route based on regional competitive advantage.	GRDM/Mossel Bay and George municipalities/SEZ forum

Source: GRDM Growth and Development Strategy

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, therefore it is important to read the JDMA Implementation plan in conjunction with the Growth and Development strategy of the Garden Route District Municipality.** <http://www.gardenroute.gov.za/wp-content/uploads/2021/04/Growth-and-Development-Strategy.pdf>

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 Waste To Energy Initiative (Knysna) R2 million Oudtshoorn with its available landfill site to be considered as regional site. Waste into Energy project to be implemented. Klein Karoo Export Agri-Hub	R152 million R200 million	All B Municipalities <ul style="list-style-type: none"> • DEADP • DBSA • Private Sector 	5-10 years

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
	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 	

Key Regional Strategic Priority	Municipal Area	Project	Budget	Responsible Actors	Timeframes
				<ul style="list-style-type: none"> 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 GRDM 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"> GRDM PPP DPW NSFAS NMU SCC DBSA DHS HDA 	20-30 years
		Fire Station	R7 Million		3-5 Years
	Mossel Bay Hessequa	Medical Facilities	TBC	<ul style="list-style-type: none"> Private Investment 	10-15 years
Still Bay Dunes Medical Resort Village		R325 million	<ul style="list-style-type: none"> Hessequa Municipality Private Investment 		
A connected economy: transport and rural-urban integration and ICT	Mossel Bay George Knysna	Southern Cape Economic Optimisation Initiative Bitou & George Airport Precincts	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
		Smart Region			
		Special Economic Zones / Industrial Development			

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

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

8. SOURCE DOCUMENTS

District Profile Updated 27 April 2021

GRDM Economic Recovery Plan

GRDM Growth and Development Strategy

GRDM Final Reviewed 2021/2022 IDP

Garden Route Spatial Implementation Framework

MERO 2020

SEP 2020