



Growth and Development Strategy (GDS) Implementation Plans

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1 Document overview

1.1 Operationalising the Garden Route District Growth and Development Strategy

The Garden Route District Growth and Development Strategy (“GDS”) resulted from a process that began in 2019, and continued through to 2023. The strategy provides a framework for growth and development planning in the Garden Route District for 2020-2040. It is therefore a long-term vision, that provides a coherent knowledge base, sense-making, and pathways for action that draws on existing policy and research (for example, the Regional Spatial Implementation Framework (RSIF)). It has also been integrated into other parallel planning processes with complementary focuses within the district. Structuring collaboration risks has informed the identification of areas of collaboration, without collapsing the differences in distinct strengths and development priorities of each of the local municipalities in the region.

Risk is a dynamic concept, and the risk profile changes as conditions – global, national, regional and local – change. Changes in the risk context demand an adaptation of strategy. Given this sensitivity, the region was well positioned for a first reiteration of planning and an update of the content of the strategy in response to a global shock, the COVID-19 pandemic, which had significant localised impacts on the region and the operation of municipalities (district and local) and businesses, as well as people and communities.

The strategy was updated in 2020 in the context of the pandemic, national response and recovery initiatives, and provincial and national efforts to support district-level development. During this reiteration, the Garden Route refined the GDS content, focusing on its seven priority areas: Wellbeing and Resilience, Sustainable Tourism, Resilient Agriculture, Local Energy Transition, A Water Secure Future, A Circular Economy and A Connected Economy.

From this base, in 2023, the GDS has been operationalised, with collaborative and catalytic projects identified for each of the seven priority areas. The implementation plan of the Growth and Development Strategy is embedded in two district-level plans: The Garden Route Recovery Plan and the Joint District and Metro Approach (JDMA) Plan.

1.2 Core principles

As stated in the GDS, the following core principles cut across the seven priority areas:

- People-oriented: people are at the centre of development and growth planning in this strategy, and all actions should be tested against requirements for inclusivity and generating economic opportunities and employment.
- Safety and security, and crime prevention for citizens and investors is also included in this principle.
- Valuing cultural and ecological heritage: this strategy aims to work with, conserve and celebrate the people, places and natural systems that make the Garden Route unique.
- A partnering approach: the process for creating, implementing, maintaining and adapting this strategy should involve all impacted and interested parties, as well as drawing in the right people and resources to each issue addressed herein.
- Innovation and responsiveness: this strategy recognises that the challenges and uncertainties facing the region will require novelty in many forms.
- Sustainability and resilience: any short-term gain in growth and development will be undermined if the ecological base is eroded, or if the risks from existing ecological destruction and climate change are not managed.
- Good governance: transparency and accountability are conditions for democracy, as well as effective monitoring and learning and adaptation. Efficient, effective, and integrated management and good administration and governance are critical to attract investment to the region.
- Working within what is possible: this strategy recognises and works within the current possibilities and constraints to make sure that plans are implementable, and goals are achievable. State-owned assets and regulatory frameworks are critical to local development and growth.

1.3 Process for producing this document

As with the GDS, Garden Route District Municipality’s (GRDM) led the process for convening the Western Cape Economic Development Partnership (EDP) stakeholders, with support from. Inputs into the process were made by District officials, across sectors, Local Municipalities, across sectors, and other relevant organisations.

Several workshops were conducted to gain insights from various stakeholders to guide the development of the GDS priority implementation plans. The EDP facilitated this process, with at least one workshop per priority. The aim of these workshops was to:

- Agree on a rationale for selecting GDS projects to be implemented over the coming 1-5 years
- Confirm a list of high-importance projects, building on preliminary engagement and review of plans
- Plot the timing and sequence of these projects
- Develop a shared understanding of enabling conditions for achieving project objectives (policy, regulation, funding and other resources, knowledge and information, skills and procurement processes)
- Identify project risks
- Identify and capture actions that will facilitate the enabling conditions for success, mitigate risks, and progress the project

1.4 Who owns this document, its processes, actions and goals?

This implementation plan – and the priority-focused plans included within in – is a reference document for the Garden Route Growth and Development Strategy, and each of the clusters that sit within it to drive the overall strategy implementation, and priority area implementation, respectively.

While the critical roles for private sector actors is acknowledged and integrated into the GDS, this particular stage of planning focused on public sector actors and actions, recognising the enabling role of effective planning and governance to support communities and businesses. Effective communication with private sector actors, civil society and with affected communities, as relevant, is essential to the achievement of GDS objectives, and is in line with the GDS ‘core principles’.

Table 1: Roles for District and Local Municipal officials

Stakeholder	Role and responsibility
District municipal officials	<ul style="list-style-type: none"> • Use this framework to identify, understand and manage risks that cut across local municipal boundaries • Ensure coordination • Optimise infrastructure investment and use to avoid over-capitalisation or underinvestment across the district • Ensure policy continuity over political cycles • Carry out monitoring, evaluation and adaptation for this policy over its entire implementation term • Align the medium to long-term capital investment frameworks (CIFs) of government spheres and other stakeholders in the region to bolster the regional economy
Local municipal officials	<ul style="list-style-type: none"> • Use this framework to identify, understand and manage risks that cut across local municipal boundaries • Use this framework to optimise infrastructure investment and use in the municipality to avoid over-capitalisation or underinvestment • Implement priorities identified together, and operationalise monitoring and evaluation • Adapt actions to local contexts, and align local strategies and resources allocations to these plans

Box 1: How to use this document

Section 1, the **Document overview** provides introductory information, as a preface to the actual implementation planning context. This includes an overview of risk management protocols, which are still evolving, and are applicable across priority areas.

Section 2 includes the below information for each priority area, Wellbeing and Resilience, Sustainable Tourism, Resilient Agriculture, Local Energy Transition, A Water Secure Future, A Circular Economy and A Connected Economy:

- Priority objectives
- Implementation principles
- Project detail
- Project risks

An inaugural planning session is required for each of the priority areas, in which actions are confirmed and updated, as required, and at which the project risks are confirmed, and mitigation responses are assigned to risk 'owners' within the cluster (using templates provided).

Plans must be updated:

- Within the project (schedule determined by project team)
- Within the cluster (monthly)
- Within the Implementation plans as a whole (quarterly)

At cluster meetings, the following steps are suggested:



Figure 1: Steps to review cluster content

At GDS meetings, the District Municipality is responsible, quarterly and annually, for capturing progress, challenges and lessons, to ensure that this document remains relevant and effective.

1.5 Criteria for project selection

As a point of departure, the work that is elevated to this planning level and platform does not replace any ongoing projects, programmes or shorter-term local and regional coordinating activities. Rather, it adds to these initiatives, with a focus on only regional risks and opportunities, connecting short, medium and long-term planning and implementation.

The GDS applies a wide-reaching frame to growth and development, understanding how the region's economy interacts with, impacts and is impacted by other social systems and ecological systems. Noting this, it is important to note that the GDS is a strategy, which requires a clear course of action. It is not inclusive of and does not replace any of the other plan that has a sector focus or another coherent orientation (such as skills planning that goes across sectors).

As a first test for whether projects fall within this implementation framework to be driven by the clusters, is that the project must fit within the priorities of the strategy as articulated in the GDS. Then, a series of questions need to be applied to ensure that the project responds to a clear, relevant problem, is indeed regional (as opposed to affecting just one local municipality) and has long-term significance. The project selection process is summarised in Figure 2.

It should be noted that project implementation is plotted over a one to five-year horizon, with an emphasis on the next three years. This is not a static horizon. As time progresses, new projects can be added to the implementation plan.

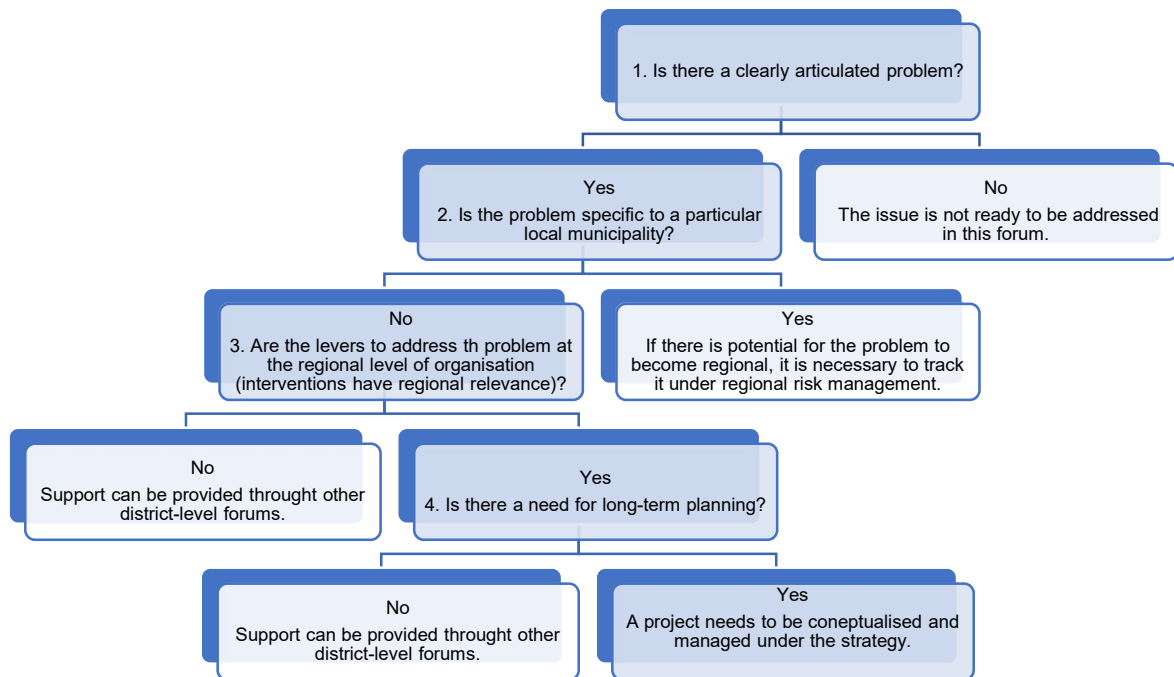


Figure 2: Summary process for project selection

1.6 Tracking cross-cutting risk management

The GDS begins with the understanding that risks are not contained to geographical or jurisdictional borders. The district is embedded in the Western Cape, South African, Sub-Saharan African, and global context. The approach adopted in the strategy was a risk-driven approach to thinking about growth and development. In other words, it is informed by a sensitivity to how risks shape and undermine socio-economic development plans and goals; and how development plans and goals can mitigate socio-economic risks for individuals, households and businesses resident in the Garden Route and visiting the region.

During the implementation planning process undertaken in 2023, participants identified a number of cross-cutting risks that impact many projects in different clusters. The main cross-cutting implementation risks for this regional growth and development strategy, which need to be monitored, are:

Institutional:

- Inadequate investment by national government and a lack of accountability and alignment to local priorities.
- The absence of national, provincial, district and local policy stability and direction on critical issues, which is necessary to stimulate economic growth and development.
- A lack of alignment and streamlining of mandates and investments between public sector actors.
- A lack of direction from the state-owned enterprises that hold valuable ecological assets in the region.
- The blurring of lines of accountability and mandates between political and administrative officers.

Funding:

- A lack of sufficient funding for transformational regional projects, such as the urgent demand for a new waste management site, natural resource management, regional rail networks and the need for clustering of government facilities.
- Unhealthy competition for limited resources and opportunities leading to zero-sum outcomes, rather than outcomes optimised for the region as a whole.

- The possibility that some municipalities will pursue short-term benefits at odds with a coherent strategy for the region, while drawing ‘free rider’ benefits from other district cooperation and causing unmonitored and unmitigated risks over time.

There is critical risk-related information that can inform actions within the regional that is collected at the District level. However, this is still be distilled into a framework that is specific to the GDS and its implementation. The Wellbeing and Resilience Cluster drives risk identification and the governance of risk management across clusters. This information will be available in a GDS risk dashboard. It is understood that, while a lot of information is current collected by the District, it is not structured in a way that can be easily connected to cluster actions or current IDPs. The process shown below illustrates how risk management could be integrated into development planning, coordination, implementation and monitoring and evaluation.

Table 2: Risk management implementation steps

Step	Description	Action owner
Step 1	Undertake a system scan for the GDS overall, ensuring consultation across clusters, and capturing of project and cluster-level risk	Wellbeing and Resilience Cluster
Step 2	Establish a living risk register	Wellbeing and Resilience Cluster
Step 3	Populate register with a preliminary set of risks capturing all events that threaten the achievement of the growth and development vision across clusters.	Wellbeing and Resilience Cluster leads, and other clusters feed in
Step 4	Check whether existing initiatives are appropriate and adequate to the level of uncertainty regarding impact and outcome, as well as sensitive to the seriousness and likelihood of the risk. Identify necessary supplemental interventions and assign an implementation lead.	Wellbeing and Resilience Cluster leads, and other clusters feed in
Step 5	Identify any weaknesses in the system (infrastructure, organisation, process) that compromise the ability to deal with unforeseen events (shocks) or major structural changes. Identify necessary supplemental interventions and assign an implementation lead.	Wellbeing and Resilience Cluster leads, and other clusters take ownership of relevant actions
Step 6	Classify all risks and track status, actions and ‘ownership’/ implementation lead.	Wellbeing and Resilience Cluster
Step 7	Distil information into a GDS dashboard (and possibly cluster dashboards) for ease of communication.	Wellbeing and Resilience Cluster
Step 8	Develop risk action and reporting protocols for the clusters and workshop these protocols with clusters to ensure understanding and usability	Wellbeing and Resilience Cluster
Step 9	Implement actions. Capture any changes in context and deviations to enable adaptation to the local context. Capture progress and challenges on an ongoing basis. Maintain contact and report any materially relevant information to all relevant stakeholders, including the Wellbeing and Resilience Cluster. Carry out monitoring activities.	Implementation leads and clusters
Step 10	Coordinate a quarterly implementation evaluation, capture and analyse all progress and challenges, identify all lessons and areas that require adjustment. Formally agree on and capture all necessary adaptations	Wellbeing and Resilience Cluster leads, and other clusters feed in

To keep this register aligned to actual information needs, each cluster, as part of each cluster’s system scan must cover the questions in the table below. This feeds into steps 3 and 4 above.

Table 3: Questions to ask when identifying fast and slow variables

High-level variables and trends	Partners	Slow Variables	Fast Variables	Response
What variables are changing within the current context	Which organisations or individuals are impacted by or have influence or control related to this variable, and how strong are the cluster’s relationships with these actors?	Which variables are changing slowly, requiring long-term monitoring and related investments?	Which variables are changing slowly, requiring short-term monitoring and related investments?	What responses are currently in place and how effect are these responses?

2 Priority 1: A water secure future

2.1 Priority area long-term objective

Actions over the next one-year, two to three-year and three to five-year horizon need to be designed to support functional demand and supply-side water management by 2040. This includes the management of water catchments, expanding storage, and managing water use to ensure sufficient, sustainable and equitable water to support people and business.

2.2 Principles for implementation:

- The cluster should draw on stakeholders previously in the Water Forum
- Infrastructure needs to be well planned, and adequately and affordably financed
- All plans and actions must be climate resilient
- All plans and investments must consider and appropriately integrate low-tech and high-tech innovations
- Infrastructure needs to be support equitable models for public-private cooperation involving business and civil society
- Infrastructure needs to explore innovative models for green (circular), efficient public-private cooperation involving business and civil society
- Local municipalities should coordinate investments
- Demand-side management needs to be integrated into all growth and development plans
- Good water use practices need to be integrated into all domestic, public and business water consumption

2.3 System scan

During each cluster check-in, variables need to be identified that impact on planning and implementation across all projects. These variables – negative, positive and ambiguous – therefore need to be monitored closely. The following systems-check process is suggested:

- Confirm list of cross-cutting issues relevant to the cluster
- Check-in on relevant variables (those that change slowly and quickly), and amend list as appropriate.
- Partners / stakeholders need to be identified.
- Check on whether a response is needed, if one exists, and what the status is.
- Identify relevant risks that must be captured in the GDS risk dashboard.

Table 4: Tracking variables for Priority 1

High-level issues	Partners	Relevant slow variables	Relevant fast variables	Is there a response?	Is there is risk?
Political uncertainty at all levels of government		Infrastructure investment			
The extent of future population growth		Changes in population	Utility demand Utility revenue		
Buy-in from all local municipalities		Relationship building	Consultative strategy Political cycles		
Capacity for implementation and coordination at a local municipal level, given other priorities and limited resources		Intergovernmental cooperation practices Capacity building	Human resources		
Environmental shocks, such as drought or flooding, stemming from climate change		Climate changes Changes in rainfall patterns Water storage and distribution capacity	Disaster risk management planning		

The final aspect of system scanning is to raise all projects that fall outside of the Cluster's scope of work is to track relevant aspects of this work.

2.4 Project 1: District Bulk Water Master Plan

- Project objective: support the implementation of an integrated bulk water system, managed by a designated water authority, with the power to convene stakeholders and co-ordinate all actions
- Project lead: Disaster Management, GRDM
- Project implementers: GRDM, B-Municipalities, DWS, BGCMA
- Timeframe: Plan to be in place by 2025
- Other relevant information:
 - This plan will also cover water governance

Actions required: The description, implementation lead, key outputs, and deadlines should be confirmed and updated as appropriate.

Table 5: Project overview

Activity sequence *	Description	Implementers	Key Outputs/Results	Deadline**
Activity 1	Section 78 assessment to enable the water authority	GRDM	<ul style="list-style-type: none"> Assessment report to be tabled with the Minister of COGTA 	
Activity 2	Complete application to become a regional water authority	GRDM	<ul style="list-style-type: none"> Application approved 	
Activity 3	Access funding for the plan	GRDM	<ul style="list-style-type: none"> Funding in place (based on already established cost assessment) 	
Activity 4	Clarify and plan procurement arrangements	GRDM	<ul style="list-style-type: none"> Procurement strategy in place for a project exceeding 3 years 	
Activity 5	Undertake status quo research	GRDM/ B-Municipalities	<ul style="list-style-type: none"> Map of status quo with reference to all local municipality master plans Assessment of regional water availability, including dam levels 	
Activity 6	Policy assessment	GRDM	<ul style="list-style-type: none"> Policy and regulatory assessment to establish compliance of current and future activities 	
Activity 7	Skills assessment	GRDM / Skills Mecca	<ul style="list-style-type: none"> Analyse skills needs and gaps, with reference to Skills Mecca data 	
Activity 8	Convene a water indaba to explain oversight and coordination functions	GRDM/ B-Municipalities	<ul style="list-style-type: none"> Conference implemented 	
Activity 9	Set in place a sustainable regional water management system, including a “war on leaks” programme, that improves its resilience to climate change and water availability	GRDM/ B-Municipalities	<ul style="list-style-type: none"> System in place Expansion of bulk water storage capacity within the region Inter-municipal water sharing schemes 	
Activity 10	Verify all water use	GRDM/ BGCMA	<ul style="list-style-type: none"> Undertake verification of water use (especially agricultural) Processes in place to address deviations from water use licences 	
Activity 11	Prioritise alien invasive clearing areas based on available assessment	GRDM/ B-Municipalities/ BGCMA	<ul style="list-style-type: none"> Prioritisation plan in place Implementation plans in place Monitoring of implementation in progress 	

For each project, project risks – which may also include cross-cutting – need to be captured below. For all risks, appropriate actions must be put in place to manage anticipated challenges.

Table 6: Priority Project Risks

Risk Category	Risk Description	Action	Risk owner/lead
Political	<ul style="list-style-type: none"> Political cycle and incentives can influence technical planning, leading to incoherent policy implementation There is inconsistent buy-in from local municipalities 		
Economic	<ul style="list-style-type: none"> Water infrastructure investment is not easily incentivised 		
Financial	<ul style="list-style-type: none"> Financial constraints and budgetary uncertainty impact water management budgets and staff capacity 		
Social	<ul style="list-style-type: none"> Water use patterns are not informed by information or shared values Leaks are not timeously reported 	<ul style="list-style-type: none"> Social education and outreach (water awareness initiatives) 	
Environmental	<ul style="list-style-type: none"> Water catchment mismanagement and alien vegetation impacts water availability Climate change is reducing water security, changing rainfall patterns (floods and droughts), which also impacts infrastructure Water sources are polluted, increasing treatment costs 		
Infrastructural	<ul style="list-style-type: none"> Lack of controls (e.g. functional, accurate metering) leads to resource and financial losses Bulk infrastructure is aging and insufficiently maintained 		
Other			

3 Priority 2: Circular economy

3.1 Priority objective

Actions need to create and exploit green economic opportunities by capturing the value embedded in waste to reduce risk and create financial, economic, social, and environmental benefits. By viewing waste as a resource, policy should unlock the waste economy.

Principles for implementation:

- Infrastructure needs to be well planned, adequately and affordably financed
- All plans and actions must be climate resilient
- All plans and investments must consider and appropriately integrate low-tech and high-tech innovations, as well as the interaction between formal and informal interventions
- Infrastructure needs to be support equitable models for public-private cooperation involving business and civil society
- Infrastructure needs to explore innovative models for green (circular), efficient public-private cooperation involving business and civil society
- Local municipalities need to coordinate investments
- Good waste management practices need to be integrated into all households, public buildings/spaces and businesses

3.2 System scan

During each cluster check-in, variables need to be identified that impact on planning and implementation across all projects. These variables – negative, positive and ambiguous – therefore need to be monitored closely. The following systems-check process is suggested:

- a) Confirm list of cross-cutting issues relevant to the cluster

- b) Check-in on relevant variables (those that change slowly and quickly), and amend list as appropriate.
- c) Partners / stakeholders need to be identified.
- d) Check on whether a response is needed, if one exists, and what the status is.
- e) Identify relevant risks that must be captured in the GDS risk dashboard.

Table 7: Tracking changing variables for Priority 2

High-level variables and trends	Partners	Slow Variables	Fast Variables	Response
Political uncertainty at all levels of government		Infrastructure investment Local economic development	Political cycles	
The extent of future population growth		Changes in population	Utility demand Utility revenue	
Buy-in from all local municipalities		Relationship building	Consultative strategy Political cycles	
Regulatory changes (new waste management rules and national taxes)		Legislation changes	Tax rates	
Changes in waste composition and management leading to new risks and opportunities.		Curriculum changes New innovation	Innovation diffusion Macroeconomic variables	

The final aspect of system scanning is to raise all projects that fall outside of the Cluster's scope of work is to track relevant aspects of this work.

3.3 Project 1: District waste minimisation plan implementation (coordination and support)

- Project objective: Develop implementation plans with actions, owners and timeframes for the waste minimisation plan.
- Project lead: GRDM
- Project implementer: GRDM / B-municipalities
- Timeframe: The initial horizon for implementation is three years, then ongoing
- Other relevant information:
 - Feasibility studies have been undertaken looking at waste management hierarchy and recycling
 - Not all municipalities are equally prepared for and bought into regional solutions
 - Recycling is not currently regionalised, but there is support for education and awareness
 - Organic waste reduction targets have been set by Western Cape Government
 - Projects to be tracked across other clusters include Waste to Energy and Water and Sanitation (as it pertains to waste water)

Table 8: Project overview

Activity sequence *	Description	Implementers	Key Outputs/Results	Deadline**
Activity 1	Capacity and finance review	GRDP	<ul style="list-style-type: none"> • Undertake capacity review • Identify funding streams and assess feasibility • Establish a funding plan • Analyse skills needs from Skills Mecca data 	
Activity 3	Ongoing development of pilot projects	GRDM / DEA&P	<ul style="list-style-type: none"> • Feedback on implemented pilots to be presented to the cluster and reported to local municipalities • New pilot projects must be prioritised, implemented and tracked 	
Activity 4	Research	GRDM	<ul style="list-style-type: none"> • Provincial information and data used to feed into analysis of municipal waste management across the region 	
Activity 5	Plan for Connected economy linkages (transport and shared	GRDM	<ul style="list-style-type: none"> • Use feasibility assessments in 	

	facilities) (e.g. waste by rail)			
Activity 6	Coordination and communication	Circular Economy Cluster	<ul style="list-style-type: none"> • Ongoing policy coordination and alignment with national and provincial policies • A private sector interface is required to ensure responsive actions • Finalise a coherent approach to awareness raising 	
Activity 7	Waste-to-biofuels and green energy solutions to be investigated in region		<ul style="list-style-type: none"> • Report delivered 	
Activity 8	Plan update		<ul style="list-style-type: none"> • Undertake the first of regular, scheduled plan updates 	

For each project, project risks – which may also include cross-cutting – need to be captured below. For all risks, appropriate actions must be put in place to manage anticipated challenges.

Table 9: Project Risks*

Risk Category	Risk Description	Action	Risk owner/lead
Political	<ul style="list-style-type: none"> • Political changes cause variable support for different initiatives 	•	•
Economic	•	•	•
Financial	<ul style="list-style-type: none"> • There is a lack of funding at the municipal level for waste management 	•	•
Social	<ul style="list-style-type: none"> • Waste behaviours at the individual, household, community and business level are not aligned to regional goals • There are health and safety risks associated current waste practices (including illegal dumping) 	•	•
Environmental	<ul style="list-style-type: none"> • Masterplans are not aligned to climate change planning • Waste management practices can impact water, soil and air quality 	•	•
Infrastructural	•	•	•
Other	<ul style="list-style-type: none"> • Coordination activities are not valued within relevant institutions, leading to lack of capacity and support • There are capacity and skills constraints within municipalities 	•	•

3.4 Project 2: Regional Waste Management Facility

- Project objective: Develop a regional waste management facility that meets the immediate need for landfill space, while supporting green/circular economy objectives onsite and in distributed initiatives within the local municipalities.
- Project lead: GRDM Waste Management
- Project implementers: GRDM/ B-municipalities
- Timeframe: The facility will be running within a year, and operation will be ongoing
- Other relevant information:
 - This project is based around a landfill site for Bitou, Knysna, Mossel Bay and George (at the moment)
 - In 2021, there was a research report on biomass available for waste to energy; however, the results are inconclusive
 - The GRDM has raised debt finance to fund facility construction; tariffs are used to generate revenues to cover cost recovery, administration and could be used to fund more innovative work.

Table 10: Project overview

Activity sequence *	Description	Implementers	Key Outputs/Results	Deadline**
Activity 1	Conclusion of construction of the facility	GRDM	<ul style="list-style-type: none"> Facility is functional 	
Activity 2	Waste stream characterisation research update	GRDM/ B-municipalities	<ul style="list-style-type: none"> Report updated regularly and circulated 	
Activity 3	Cost minimisation plan for municipalities	GRDM/ B-municipalities	<ul style="list-style-type: none"> Plan in place 	
Activity 4	Logistics planning (road, rail etc.)	GRDM/ municipalities	<ul style="list-style-type: none"> Feasibility assessments for waste logistics for local municipalities 	
Activity 5	Site-specific innovation research	GRDM	<ul style="list-style-type: none"> Maintain a scan of innovations to be considered in different forums 	
Activity 6	Develop district-wide awareness materials	GRDM	<ul style="list-style-type: none"> Material developed for different audiences to support better waste management from household to district level 	
Activity 7	Procurement case studies for new projects	GRDM	<ul style="list-style-type: none"> Case studies to be developed to support long-term planning and investment 	

For each project, project risks – which may also include cross-cutting – need to be captured below. For all risks, appropriate actions must be put in place to manage anticipated challenges.

Table 11: Project Risks

Risk Category	Risk Description	Action	Risk owner/lead
Political	<ul style="list-style-type: none"> Political changes cause variable support for different initiatives Waste tariffs are politicised, which leads to delays in decision-making 	•	•
Economic	<ul style="list-style-type: none"> There is an opportunity cost to dumping (rather than recycling etc.) The facility is incentivised to maintain waste volumes to recover costs, but this is at odds with circular economy objectives 	•	•
Financial	<ul style="list-style-type: none"> Loan repayment may be undermined if waste tonnage is lower than expected 	•	•
Social	<ul style="list-style-type: none"> There are health and safety risks associated current waste practices (including illegal dumping) 	•	•
Environmental	<ul style="list-style-type: none"> Site management practices can impact water, soil and air quality 	•	•
Infrastructural	<ul style="list-style-type: none"> Delays in maintenance that may arise from funding constraints would increase operating costs over time 	•	•
Other	<ul style="list-style-type: none"> DFFE approvals are required for design. Any delay to these approvals will delay procurement, with knock-on effects There is uncertainty regarding the role and exposure of informal waste pickers 	•	•

4 Priority 3: Resilient Agriculture

4.1 Priority objective

The objective of this cluster is to grow agriculture as a part of the region’s economy by leveraging niche industries, increasing beneficiation, facilitating increased exports and better supporting emerging Black farmers through integration across relevant value chains. Sustainable agricultural practices must promote spatial

resilience and climate change mitigation and adaptation through the conservation of natural resources, sustainable resource management and capitalising on the region's inherent environmental, social and economic potential.

Principles for implementation:

- The District will focus on levers of change that are specific to the regional level of planning and implementation
- District and Local municipalities and private actors need to coordinate investments
- Infrastructure needs to be well planned, adequately and affordably financed
- All plans and actions must be climate resilient and aligned to equitable water planning and principles for the region
- All plans and investments must consider and appropriately integrate low-tech and high-tech innovations, as well as the interaction between formal and informal interventions
- Infrastructure needs to explore innovative models for green (circular), efficient public-private cooperation involving business and civil society

4.2 System scan

During each cluster check-in, variables need to be identified that impact on planning and implementation across all projects. These variables – negative, positive and ambiguous – therefore need to be monitored closely. The following systems-check process is suggested:

- Confirm list of cross-cutting issues relevant to the cluster
- Check-in on relevant variables (those that change slowly and quickly), and amend list as appropriate.
- Partners / stakeholders need to be identified.
- Check on whether a response is needed, if one exists, and what the status is.
- Identify relevant risks that must be captured in the GDS risk dashboard.

Table 12: Tracking changing variables for Priority 3

High-level variables and trends	Partners	Slow Variables	Fast Variables	Response
The impact of climate change on the region's agricultural potential		Climate changes Soil quality Environmental emissions, and other standards	Consumer preferences Consumption Food security	
The impact of climate change on water availability and demand for water from all development activities		Climate changes Changes in rainfall patterns Water storage and distribution capacity		
Political uncertainty at all levels of government		Infrastructure investment	Utility demand Utility revenue Changes in economic growth	
The extent of future population growth		Changes in population	Utility demand Utility revenue	
Buy-in from all local municipalities		Relationship building	Consultative strategy Political cycles	
Changing environmental management requirements in export markets		Environmental emissions, and other standards	Consumer preferences Consumption	

The final aspect of system scanning is to raise all projects that fall outside of the Cluster's scope of work is to track relevant aspects of this work.

4.3 Project 1: Resilient Agriculture Niche Support Programme

- Project objective: To develop programme to support niche (relatively new products with competitive potential for the Garden Route) agricultural value chains aligned to social and ecological resilience commitments, as well as facilitating new and sustainable opportunities for emerging farmers
- Project lead: GRDM

- Project implementers: GRDM/ B-municipalities / National Department of Agriculture, Land Reform and Rural Development (DALRRD), Western Cape Government Department of Agriculture (DoA), Breede-Gouritz Catchment Management Agency (BGCMA), Western Cape Government Department of Environment and Development Planning (DEADP)
- Timeframe: 1 year to finalise the programme strategy, and implementation thereafter
- Other relevant information:

Table 13: Project overview

Activity sequence *	Description	Implementers	Key Outputs/Results	Deadline**
Activity 1	Undertake strategic planning session	GRDM/ B-municipalities / National Department of Agriculture, Land Reform and Rural Development (DALRRD), Western Cape Government Department of Agriculture (DoA)	<ul style="list-style-type: none"> • Develop a strategic framework for the Resilient Agriculture Niche Support Programme • Ensure alignment with climate resilience planning and existing goals for supporting emerging farmers • Consult with stakeholders, including the Breede-Gouritz Catchment Management Agency (BGCMA), Western Cape Government Department of Environment and Development Planning (DEADP) 	
Activity 2	Develop a business plan with a full understanding of funding requirements and available funding sources	GRDM	<ul style="list-style-type: none"> • Undertake capacity review • Identify funding streams and assess feasibility • Establish a funding plan • Finalise business plan • Analyse infrastructure (electricity, water, roads, agro-processing) and resource needs (e.g. water, other). 	
Activity 3	Skills assessment	GRDM	<ul style="list-style-type: none"> • Analyse skills needs from Skills Mecca data • Facilitate SETA registration for training providers 	
Activity 4	Develop and maintain market assessments for priority niche agricultural products	GRDM	<ul style="list-style-type: none"> • Identify short and medium-term priority niche agricultural products to investigate and support • Keep an updated market analysis, to be developed in order of maturity of the niche • Establish and maintain a database of micro, small, medium and large enterprises along the value chain for each of the prioritised niches • Ensure ongoing identification and facilitation of opportunities for emerging farmers 	
Activity 5	Agricultural land and resource survey	GRDM/ B-municipalities / DALRRD, DoA, BGCMA, DEADP	<ul style="list-style-type: none"> • Develop a registry of all available agricultural land assets, together with a characterisation of this land, as well as available water resources • Use the register as a basis for the prioritisation of land for strategic uses under the programme • Facilitate a streamlining of planning permissions, compliance enforcement and other incentives aligned to this register and plan 	

			<ul style="list-style-type: none"> • Ensure the identification of land and resources to support emerging farmers. 	
Activity 6	Finalise strategy for Resilient Agriculture Niche Support Programme	GRDM	<ul style="list-style-type: none"> • Finalise and adopt programme strategy • Local municipality are aware and aligned 	
Activity 7	Coordination and communication	GRDM/ B-municipalities	<ul style="list-style-type: none"> • Facilitate municipal alignment on communication • Facilitate standardised local municipalities' bylaws and zoning practices to enable programme implementation 	

For each project, project risks – which may also include cross-cutting – need to be captured below. For all risks, appropriate actions must be put in place to manage anticipated challenges.

Table 14: Project Risks*

Risk Category	Risk Description	Action	Risk owner/lead
Political	<ul style="list-style-type: none"> • Political changes cause variable support for different initiatives 	•	•
Economic	<ul style="list-style-type: none"> • Emerging farmers lack the resources to exploit niche opportunities on their own 	•	•
Financial	<ul style="list-style-type: none"> • There is a lack of funding at the municipal level 	•	•
Social	<ul style="list-style-type: none"> • Non-compliance with planning and licensing (e.g. water use) undermines the sustainability of the sector and performance of smaller actors 	•	•
Environmental	<ul style="list-style-type: none"> • Changing weather patterns and more frequent extreme weather event impact the suitability of the region for agriculture • Environmental regulations are not streamlined to enable projects 	•	•
Infrastructural	<ul style="list-style-type: none"> • Infrastructure deficits undermine the performance of the sector and development niches 	•	•
Other	•	•	•

5 Priority 4: Sustainable Tourism

5.1 Priority objective

Sustainable tourism needs to be facilitated in a way that is sustainable, supports equitable resource use, and enables economic diversification, skills development, and that builds a value-add and knowledge economy. This translates into:

Principles for implementation:

- Infrastructure needs to be well planned, adequately and affordably financed
- All plans and actions must be climate resilient and aligned to equitable water planning and principles for the region
- Infrastructure needs to explore innovative models for green (circular), efficient public-private cooperation involving business and civil society
- District and Local municipalities and private actors need to coordinate investments
- Tourism development cannot reinforce socio-economic segregation and disconnected development
- The needs of residents and tourists should be harmonised in plans
- Plans and investments should maximise socio-economic and ecological conservation co-benefits

5.2 System scan

During each cluster check-in, variables need to be identified that impact on planning and implementation across all projects. These variables – negative, positive and ambiguous – therefore need to be monitored closely. The following systems-check process is suggested:

- a) Confirm list of cross-cutting issues relevant to the cluster
- b) Check-in on relevant variables (those that change slowly and quickly), and amend list as appropriate.
- c) Partners / stakeholders need to be identified.
- d) Check on whether a response is needed, if one exists, and what the status is.
- e) Identify relevant risks that must be captured in the GDS risk dashboard.

Table 15: Tracking changing variables for Priority 4

High-level variables and trends	Partners	Slow Variables	Fast Variables	Response
The impact of climate change on the region's natural assets, including increased fire risks (due to insufficient alien species management) and flooding events		Climate changes Changes in rainfall patterns		
The impact of climate change on water availability and demand from all development activities		Climate changes Changes in rainfall patterns Water storage and distribution capacity		
The extent of future population growth		Changes in population	Extent of utility services Utility demand Utility revenue Changes in economic growth	
Buy-in from all local municipalities		Relationship building	Consultative strategy Political cycles	
National and international economic conditions impacting on the affordability of travel to the region		Consumer preferences	Travel costs Regulatory changes	

The final aspect of system scanning is to raise all projects that fall outside of the Cluster's scope of work is to track relevant aspects of this work.

5.3 Project 1: GR International Film Development Project

- Project objective:
- Project lead: GRDM
- Project implementers: GRDM
- Timeframe: two years
- Other relevant information:

Table 16: Project overview

Activity sequence *	Description	Implementers	Key Outputs/Results	Deadline**
Activity 1	Develop a business plan with a full understanding of funding requirements and available funding sources	GRDM	<ul style="list-style-type: none"> • Undertake capacity review • Identify funding streams and assess feasibility • Establish a funding plan • Finalise business plan 	
Activity 2	Skills assessment	GRDM	<ul style="list-style-type: none"> • Analyse skills needs from Skills Mecca data • Facilitate SETA registration for training providers 	
Activity 3	Maintain sector information databases to support the industry	GRDM	<ul style="list-style-type: none"> • Update the film catalogue to include a map of available assets and infrastructure 	

			<ul style="list-style-type: none"> • Keep an updated database of local emergent talent • Establish and maintain a supplier database 	
Activity 4	Research	GRDM	<ul style="list-style-type: none"> • Undertake sector engagement to support sector research and dissemination of insights 	
Activity 5	Update and communicate the film policy		<ul style="list-style-type: none"> • Film policy updated • Local municipality are aware and aligned 	
Activity 6	Coordination and communication		<ul style="list-style-type: none"> • Facilitate standardised local municipalities' bylaws and zoning practices to enable the film economy 	

For each project, project risks – which may also include cross-cutting – need to be captured below. For all risks, appropriate actions must be put in place to manage anticipated challenges.

Table 17: Project Risks*

Risk Category	Risk Description	Action	Risk owner/lead
Political	<ul style="list-style-type: none"> • Political changes cause variable support for different initiatives 	•	•
Economic	<ul style="list-style-type: none"> • Lack of incentive to use local services 	•	•
Financial	<ul style="list-style-type: none"> • There is a lack of funding at the municipal level 	•	•
Social	<ul style="list-style-type: none"> • High crime rates driven by poverty and inequality • Lack of benefit to local communities leads to lack of support for the industry 	•	•
Environmental	<ul style="list-style-type: none"> • Fires and floods impact the suitability of the region for filmmaking • Environmental regulations are not streamlined to enable projects 	•	•
Infrastructural	<ul style="list-style-type: none"> • Infrastructure deficits leads to industry choosing Cape Town over the region for filmmaking 	•	•
Other	<ul style="list-style-type: none"> • There are capacity and skills constraints within municipalities 	•	•

5.4 Project 2: National Skills Fund Tourism and Hospitality Project

- Project objective:
- Project lead: GRDM
- Project implementers: GRDM
- Timeframe: 3 years
- Other relevant information:

Table 18: Project overview

Activity sequence *	Description	Implementers	Key Outputs/Results	Deadline**
Activity 1	Collate existing information to clarify the context for implementation		<ul style="list-style-type: none"> • Draw on existing stakeholder engagement and grow to support project goals • Use information from the GRDM survey and Recovery Plan 	

Activity 2	Skills assessment	GRDM	<ul style="list-style-type: none"> Analyse skills needs from Skills Mecca data Maintain an updated industry skills assessment 	
Activity 3	Check alignment with municipal bylaws		<ul style="list-style-type: none"> Alignment is monitored 	
Activity 4			<ul style="list-style-type: none"> 	
Activity 5			<ul style="list-style-type: none"> 	
Activity 6			<ul style="list-style-type: none"> 	

For each project, project risks – which may also include cross-cutting – need to be captured below. For all risks, appropriate actions must be put in place to manage anticipated challenges.

Table 19: Project Risks*

Risk Category	Risk Description	Action	Risk owner/lead
Political	<ul style="list-style-type: none"> Political changes cause variable support for different initiatives There is policy uncertainty in the skills development environment 	<ul style="list-style-type: none"> 	<ul style="list-style-type: none">
Economic	<ul style="list-style-type: none"> There is a depressed business environment There is a lack of resources to support potential learners There is a lack of jobs for trained persons 	<ul style="list-style-type: none"> 	<ul style="list-style-type: none">
Financial	<ul style="list-style-type: none"> Funding is insecure 	<ul style="list-style-type: none"> 	<ul style="list-style-type: none">
Social	<ul style="list-style-type: none"> High crime rates driven by poverty and inequality People are trained in areas in which they have a lack of experience (no point of reference) 	<ul style="list-style-type: none"> 	<ul style="list-style-type: none">
Environmental	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> 	<ul style="list-style-type: none">
Infrastructural	<ul style="list-style-type: none"> Lack of transport options 	<ul style="list-style-type: none"> 	<ul style="list-style-type: none">
Other	<ul style="list-style-type: none"> There are no institutional champions for this project with municipalities Silos within municipalities hamper implementation 	<ul style="list-style-type: none"> 	<ul style="list-style-type: none">

5.5 Project 3: Facilitate alignment of marketing for the Garden Route through the District Marketing Organisation (DMO)

- Project objective:
- Project lead: DMO
- Project implementers: DMO, B-Municipalities
- Timeframe: The DMO will be established, operating and grown over the coming three years
- Other relevant information: There is a question as to the optimal institutional design to best serve the DMO's goals

Table 20: Project overview

Activity sequence *	Description	Implementers	Key Outputs/Results	Deadline**
Activity 1	Agreement with Wesgro, FEDHASA, SATSA for tourism	GRDM/WESGRO	<ul style="list-style-type: none"> 	July 2022

	promotion to establish the DMO			
Activity 2	Launch of the DMO and workshop to unpack potential initiatives for this project	GRDM	•	July 2022
Activity 3	Brand focus (What is the brand) do brand audit and unpack what the primary goal of DMO is.	GRDM/WESGRO/SATSA/FEDHASA/ 3 nominated LTO's	•	August 2022
Activity 4	Designated website	DMO Steercom (GRDM/WESGRO/SATSA/FEDHASA/ 3 nominated LTO's)	•	November 2022
Activity 5	Design Logo	WESGRO	•	
Activity 6	Discuss the establishment of a legal entity	GRDM/WESGRO	•	
Activity 7	Develop marketing collateral and create content	DMO Steercom	•	
Activity 8	Mobilise resources (human, financial etc.)	DMO Steercom	•	
Activity 9	Develop a business plan for the DMO	WESGRO	•	January 2023

For each project, project risks – which may also include cross-cutting – need to be captured below. For all risks, appropriate actions must be put in place to manage anticipated challenges.

Table 21: Project Risks*

Risk Category	Risk Description	Action	Risk owner/lead
Political	<ul style="list-style-type: none"> Political changes cause variable support for different initiatives Competition between municipalities undermines collaboration 	•	•
Economic	•	•	•
Financial	•	•	•
Social	•	•	•
Environmental	•	•	•
Infrastructural	•	•	•
Other	•	•	•

6 Priority 5: Supporting Wellbeing and Resilience

6.1 Priority objective

Activities will support people-centred resilient development, by reducing systemic risk and vulnerability across all areas identified within the GDS clusters (especially considering marginalised communities), as well as facilitating healthy living environments and access to economic opportunities.

Principles for implementation:

- Risks need to be understood as systemic and managed across clusters, supported and coordinated by this Cluster
- Risks need to be understood in terms of their causal factors (points of intervention, such as poor management and quality of the natural environment), as well as resilience impacts
- The District and Local municipalities need to integrate risk management into planning functions

- Risks need to be managed across public and private spheres, requiring cooperation between governments, business and civil society
- All development plans and actions must be climate resilient and not increase, and preferably reduce, vulnerability for marginalised communities
- All development plans must redress apartheid socio-economic segregation and disconnected development
- Infrastructure needs to explore innovative models for green (circular), efficient public-private cooperation involving business and civil society
- Development planners should consider opportunities for small-scale development
- Development planners should consider multi-use infrastructure options
- Development plans should support safety of all residents and visitors, through context-sensitive planning and interventions

6.2 System scan

During each cluster check-in, variables need to be identified that impact on planning and implementation across all projects. These variables – negative, positive and ambiguous – therefore need to be monitored closely. The following systems-check process is suggested:

- Confirm list of cross-cutting issues relevant to the cluster
- Check-in on relevant variables (those that change slowly and quickly), and amend list as appropriate.
- Partners / stakeholders need to be identified.
- Check on whether a response is needed, if one exists, and what the status is.
- Identify relevant risks that must be captured in the GDS risk dashboard.

Table 22: Tracking changing variables for Priority 5

High-level variables and trends	Partners	Slow Variables	Fast Variables	Response
The impact of climate change on the region's natural assets, including increased fire risks (due to insufficient alien species management) and flooding events		Infrastructure investment Environmental emissions, and other standards		
The impact of climate change on water availability and demand from all development activities		Changes in rainfall patterns Water storage and distribution capacity		
The extent of future population growth		Changes in population	Utility demand Utilities revenue Changes in economic growth	
Buy-in from all local municipalities		Relationship building	Consultative strategy Political cycles	
Capacity for implementation and coordination at a local municipal level, given other priorities and limited resources		Intergovernmental cooperation practices Capacity building	Human resources	
National and provincial education policy and investment will directly impact the development goals for the region		Curriculum changes	Political cycles	

The final aspect of system scanning is to raise all projects that fall outside of the Cluster's scope of work is to track relevant aspects of this work.

6.3 Project 1: Developing and implementing cross-cluster risk governance

- Project objective: To develop a robust risk dashboard, implementation protocols, and appropriate governance
- Project lead: GRDM
- Project implementers: Wellbeing and Resilience Cluster leads, other cluster leads, Local municipalities
- Timeframe: one year to development first iteration of the dashboard and complete the first risk governance implementation cycle
- Other relevant information:
 - There is already a significant amount of risk information that is captured by the GRDM

Table 23: Project overview

Activity sequence *	Description	Implementers	Key Outputs/Results	Deadline**
Activity 1	Design risk governance structures and processes across the clusters	Wellbeing and Resilience Cluster	<ul style="list-style-type: none"> Design a structure Develop risk action and reporting protocols for the clusters and workshop these protocols with clusters to ensure understanding and usability. Develop risk action and reporting protocols with/for Local municipalities. 	
Activity 2	Undertake a system scan for the GDS overall, ensuring consultation across clusters, and capturing of project and cluster-level risk	Wellbeing and Resilience Cluster	<ul style="list-style-type: none"> Confirm list of cross-cutting issues relevant to the cluster Check-in on relevant variables (those that change slowly and quickly), and amend list as appropriate. Partners / stakeholders need to be identified. Check on whether a response is needed, if one exists, and what the status is. 	
Activity 3	Develop a cross-cluster risk dashboard and communications protocols	Wellbeing and Resilience Cluster	<ul style="list-style-type: none"> Consider alternative frameworks Select appropriate framework and system. 	
Activity 4	Populate register with a preliminary set of risks capturing all events that threaten the achievement of the growth and development vision across clusters.	Wellbeing and Resilience Cluster leads, and other clusters feed in	<ul style="list-style-type: none"> Review and distil risks from the disaster risk assessment and the system scan 	
Activity 5	Check whether existing initiatives are appropriate and adequate to the level of uncertainty regarding impact and outcome, as well as sensitive to the seriousness and likelihood of the risk.	Wellbeing and Resilience Cluster leads, and other clusters feed in	<ul style="list-style-type: none"> Draft and circulate analysis. Identify necessary supplemental interventions and assign an implementation lead. 	
Activity 6	Identify any weaknesses in the system (infrastructure, organisation, process) that compromise the ability to deal with unforeseen events (shocks) or major structural changes.	Wellbeing and Resilience Cluster leads, and other clusters feed in	<ul style="list-style-type: none"> Draft and circulate analysis. Identify necessary supplemental interventions and assign an implementation lead. 	
Activity 7	Classify all risks and track status, actions and 'ownership'/ implementation lead.	Wellbeing and Resilience Cluster	<ul style="list-style-type: none"> Update risk dashboard 	
Activity 8	Implement actions	Wellbeing and Resilience Cluster leads, other cluster leads, Local municipalities	<ul style="list-style-type: none"> Capture any changes in context and deviations to enable adaptation to the local context. Capture progress and challenges on an ongoing basis. Maintain contact and report any materially 	

			relevant information to all relevant stakeholders, including the Wellbeing and Resilience Cluster. Carry out monitoring activities.	
Activity 9	Coordinate a quarterly implementation evaluation, capture and analyse all progress and challenges, identify all lessons and areas that require adjustment.	Wellbeing and Resilience Cluster leads, and other clusters feed in	<ul style="list-style-type: none"> Formally agree on and capture all necessary adaptations 	
Activity 10	Develop full understanding of funding requirements and available funding sources	Wellbeing and Resilience Cluster	<ul style="list-style-type: none"> Identify funding streams (including the insurance industry) and assess feasibility Establish a funding plan Finalise business plan Identify funding for disaster risk implementation 	
Activity 11	Integrate risk information into local planning function	Wellbeing and Resilience Cluster leads, Local municipalities	<ul style="list-style-type: none"> Supplement risk research at a local level Facilitate the integration of local and district risk response plans 	
Activity 12	Capacity building for local municipalities	Wellbeing and Resilience Cluster leads, Local municipalities	<ul style="list-style-type: none"> Develop and implement activities to enhance the institutional capacity of all local municipalities Technical skills training for existing municipality officials Recognition of prior skills to be facilitated where relevant 	
Activity 13	Develop disaster procurement protocols and processes	Wellbeing and Resilience Cluster	<ul style="list-style-type: none"> Streamlining processes and making sure that bylaws are consistently implemented (MFMA, PFMA, SCM) Develop processes to streamline the navigation of red tape during disasters 	

This project does not need a separate risk register to the abovementioned dashboard and related documentation.

6.4 Project 2: Designing an integrated regional resilience development planning guideline

- Project objective: Support the implementation of integrated, equitable and resilient urban planning across local municipalities
- Project lead: GRDM
- Project implementers: Wellbeing and Resilience Cluster leads, Local municipalities
- Timeframe: one to two years
- Other relevant information:
 - Local municipalities are the implementers of development planning. However, the District can plan a critical coordination, knowledge sharing and advisory role, and does undertake relevant planning with respect to climate, waste and more.

Table 24: Project overview

Activity sequence *	Description	Implementers	Key Outputs/Results	Deadline**
Activity 1	Capacity and finance review	Wellbeing and Resilience Cluster	<ul style="list-style-type: none"> Undertake capacity review Identify funding streams and assess feasibility Establish a funding plan 	
Activity 2	Project prioritisation roster	Wellbeing and Resilience Cluster	<ul style="list-style-type: none"> Implement and track feasibility studies 	

		leads, Local municipalities	<ul style="list-style-type: none"> Undertake project packaging for funding 	
Activity 3	Coordination and communication	Wellbeing and Resilience Cluster	<ul style="list-style-type: none"> Ongoing policy coordination and alignment with national and provincial policies A private sector interface is required to ensure responsive actions Finalise a coherent approach to awareness raising Facilitate knowledge sharing between municipalities 	
Activity 4	Policy and regulatory review for resilient and inclusive development planning	Wellbeing and Resilience Cluster	<ul style="list-style-type: none"> Review (housing, procurement, environment, etc.) done Report/guidelines developed 	
Activity 5	Procurement capacity building	Wellbeing and Resilience Cluster	<ul style="list-style-type: none"> Skills development and transfer within SCM Internal SCM organogram to be adjusted/reviewed to increase capacity 	
Activity 6	Integrate approaches that support community safety	Wellbeing and Resilience Cluster leads, Local municipalities	<ul style="list-style-type: none"> 	
Activity 7	Developing the guideline	Wellbeing and Resilience Cluster	<ul style="list-style-type: none"> Draft the guideline Communicate Undertake capacity building as required 	
Activity 8	Support for B's in implementing the guideline	Wellbeing and Resilience Cluster	<ul style="list-style-type: none"> Incorporate in IDPs etcetera 	

For each project, project risks – which may also include cross-cutting – need to be captured below. For all risks, appropriate actions must be put in place to manage anticipated challenges.

Table 25: Project Risks*

Risk Category	Risk Description	Action	Risk owner/lead
Political	•	•	•
Economic	•	•	•
Financial	•	•	•
Social	•	•	•
Environmental	•	•	•
Infrastructural	•	•	•
Other	•	•	•

7 Priority 6: Connected Economy

7.1 Priority objective

Infrastructure should facilitate the movement, distribution and exchange of people, ideas, information, resources, and capabilities within the region and to other markets, routes and places in South Africa and beyond. This includes ICT networks and transport systems that are appropriate and affordable for the residents of the region, while gearing the region for increased levels of growth and jobs.

7.2 Principles for implementation:

- Infrastructure needs to be well planned, adequately and affordably financed
- All plans and actions must be climate resilient and aligned to equitable access outcomes for the region
- Infrastructure needs to explore innovative models for green (circular), efficient public-private cooperation involving business and civil society
- District and Local municipalities and private actors need to coordinate investments

- Infrastructure networks should redress socio-economic segregation and disconnected development
- The needs of residents, visitors and business should be harmonised in plans
- Infrastructure planning should support local safety

7.3 System scan

During each cluster check-in, variables need to be identified that impact on planning and implementation across all projects. These variables – negative, positive and ambiguous – therefore need to be monitored closely. The following systems-check process is suggested:

- Confirm list of cross-cutting issues relevant to the cluster
- Check-in on relevant variables (those that change slowly and quickly), and amend list as appropriate.
- Partners / stakeholders need to be identified.
- Check on whether a response is needed, if one exists, and what the status is.
- Identify relevant risks that must be captured in the GDS risk dashboard.

Table 26: Tracking changing variables for Priority 6

High-level variables and trends	Partners	Slow Variables	Fast Variables	Response
The impact of climate change on the region's natural assets, including increased fire risks (due to insufficient alien species management) and flooding events		Infrastructure investment		
The impact of climate change on water availability and demand from all development activities		Changes in rainfall patterns Water storage and distribution capacity		
The extent of future population growth		Changes in population	Utility demand Utility revenue Changes in economic growth	
Buy-in from all local municipalities		Local economic development Relationship building	Consultative strategy Political cycles	
National economic conditions impacting the national budget and funds available for infrastructure development		Consumer preferences	Macroeconomic variables	

The final aspect of system scanning is to raise all projects that fall outside of the Cluster's scope of work is to track relevant aspects of this work.

7.4 Project 1 : Garden Route Digital Transformation Strategy Implementation

- Project objective: To standardise and integrate data and information systems and processes and allow for system interoperability.
- Project lead: GRDM
- Project implementers: GRDM, Local municipalities
- Timeframe: Three years, then ongoing
- Other relevant information:
 - The strategy is already developed.
 - There are nine month, three – five year, and long-term goals

Table 27: Project overview

Activity sequence *	Description	Implementers	Key Outputs/Results	Deadline**
Activity 1	Assessment of data systems and business processes	GRDM	•	
Activity 2	Development of data governance plans for all sectors/clusters for local municipalities	GRDM, Local municipalities	<ul style="list-style-type: none"> • Design a structure • Develop data governance protocols for the clusters and workshop these protocols with clusters to ensure understanding and usability. 	

			<ul style="list-style-type: none"> Develop governance protocols with/for Local municipalities. 	
Activity 3	Capacity and finance review	GRDM	<ul style="list-style-type: none"> Undertake capacity review Identify funding streams and assess feasibility Establish a funding plan, with an emphasis on complementary investments between the public and private sectors 	
Activity 4	Policy and regulatory review	GRDM	<ul style="list-style-type: none"> Policy and regulatory assessment to establish compliance of current and future activities POPI review Analysis of national governance within a complex, uncertain and evolving sector 	
Activity 5	Skills development strategy based on digital/data skills needs	GRDM	<ul style="list-style-type: none"> 	
Activity 6	Standardise databases and stakeholder interfaces across the district	GRDM, Local municipalities	<ul style="list-style-type: none"> 	
Activity 7	Implement a single Garden Route District BI platform	GRDM, Local municipalities	<ul style="list-style-type: none"> Within the Garden Route District, a single BI platform will be utilised that will deliver the required BI capabilities to the Garden Route District, at the required level of complexity, variability and time sensitivity. Support IT enablers to work more closely with business users 	

For each project, project risks – which may also include cross-cutting – need to be captured below. For all risks, appropriate actions must be put in place to manage anticipated challenges.

Table 28: Project Risks

Risk Category	Risk Description	Action	Risk owner/lead
Political	<ul style="list-style-type: none"> There is a risk of misuse of gathered data 	<ul style="list-style-type: none"> 	<ul style="list-style-type: none">
Economic	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> 	<ul style="list-style-type: none">
Financial	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> 	<ul style="list-style-type: none">
Social	<ul style="list-style-type: none"> Social media misinformation could undermine communication strategies 	<ul style="list-style-type: none"> 	<ul style="list-style-type: none">
Environmental	<ul style="list-style-type: none"> There are data gaps in spatial information 	<ul style="list-style-type: none"> 	<ul style="list-style-type: none">
Infrastructural	<ul style="list-style-type: none"> There are data gaps in spatial information There is a risk of data breaches 	<ul style="list-style-type: none"> 	<ul style="list-style-type: none">
Other	<ul style="list-style-type: none"> There may be inefficiencies in the way data is collected by different actors and not shared 	<ul style="list-style-type: none"> 	<ul style="list-style-type: none">

7.5 Project 2: Develop trans-modal strategies to improve economic efficiency

- Project objective: Looking at all modes of transport infrastructure and mobility in an integrated way.
- Project lead: GRDM
- Project implementers: GRDM/Transnet National Ports Authority/ACSA/B-municipalities
- Timeframe: To be completed in the next two years.
- Status: Work has not commenced.
- Other relevant information:

- An integrated transport strategy was completed in 2017 but needed to be extended to include also Kannaland
- As background, a Provincial Transport Management Forum to coordinate trans-modal and transversal transport access is being established and operationalised

Table 29: Project overview

Activity sequence *	Description	Implementers	Key Outputs/Results	Deadline**
Activity 1	Asset audit	GRDM	<ul style="list-style-type: none"> • Publish findings • Analyse as a cluster 	
Activity 2	Policy and regulatory review	GRDM	<ul style="list-style-type: none"> • Policy and regulatory assessment to establish compliance of current and future activities • Analysis of national governance within a complex, uncertain and evolving sector 	
Activity 3	Skills development	GRDM	<ul style="list-style-type: none"> • Analyse skills needs from Skills Mecca data, covering the maritime sector • Develop skills plan 	
Activity 4	Clarify and plan procurement arrangements	GRDM	<ul style="list-style-type: none"> • Procurement strategy in place for a project exceeding 3 years 	
Activity 5	Promotion of an integrated transport system	GRDM Provincial Department of Public Works and Transport	<ul style="list-style-type: none"> • Develop and implement communications strategies 	
Activity 6	Integration of safety and security into implementation plans	Department of Public Works and Transport SANRAL	<ul style="list-style-type: none"> • 	
Activity 7	Establish and operationalise a Provincial Transport Management Forum to coordinate trans-modal and transversal transport access	Department of Public Works and Transport/SANRAL	<ul style="list-style-type: none"> • 	
Activity 8	Non-motorised transport (pedestrian and cycling) infrastructure expansion needed in all settlements, especially in those lacking formal public transport interventions;	B municipalities	<ul style="list-style-type: none"> • 	
Activity 9	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 Tourism Offices	<ul style="list-style-type: none"> • 	

Activity 10	Develop transport plans that build upon, and extend, the accessibility of the Go-George service	Department of Public Works and Transport/GRDM/B-municipalities	•	
Activity 11	Continued and improved levels of maintenance of secondary road network	GRDM/Provincial Department of Public Works and Transport	•	
Activity 12	Roll-out the PLTF to all transport entities and optimise funding	Department of Public Works and Transport	•	

For each project, project risks – which may also include cross-cutting – need to be captured below. For all risks, appropriate actions must be put in place to manage anticipated challenges.

Table 30: Project Risks

Risk Category	Risk Description	Action	Risk owner/lead
Political	<ul style="list-style-type: none"> Political changes cause variable support for different initiatives 	•	•
Economic	<ul style="list-style-type: none"> There is unequal access to current ICT and transport infrastructure, which reinforces inequality 	•	•
Financial	<ul style="list-style-type: none"> Delays in maintenance that may arise from funding constraints would increase operating costs over time There may be challenges accessing finance for infrastructure expansion 	•	•
Social	<ul style="list-style-type: none"> Inadequate infrastructure limits access to opportunities 	•	•
Environmental	<ul style="list-style-type: none"> Increasing extreme weather presents significant risks to infrastructure networks 	•	•
Infrastructural	<ul style="list-style-type: none"> Delays in maintenance that may arise from funding constraints would increase the fragility of infrastructure networks 	•	•
Other	•	•	•

8 Priority 7: Sustainable local energy transition

8.1 Priority objective

This cluster aims to undertake regional planning and investment to ensure affordable, sufficient and sustainable energy access for all residents and businesses. These actions will be designed to maximise associated local economic development potential and contribution.

8.2 Principles for implementation:

- Infrastructure needs to be well planned, adequately and affordably financed
- All plans and actions must be climate resilient and aligned to equitable access outcomes for the region
- Infrastructure needs to explore innovative models for green (circular), efficient public-private cooperation involving business and civil society
- District and Local municipalities and private actors need to coordinate investments
- Infrastructure networks should address energy poverty
- The needs and actions of residents and business should be harmonised in plans
- Infrastructure planning should support local safety

8.3 System scan

During each cluster check-in, variables need to be identified that impact on planning and implementation across all projects. These variables – negative, positive and ambiguous – therefore need to be monitored closely. The following systems-check process is suggested:

- a) Confirm list of cross-cutting issues relevant to the cluster
- b) Check-in on relevant variables (those that change slowly and quickly), and amend list as appropriate.
- c) Partners / stakeholders need to be identified.
- d) Check on whether a response is needed, if one exists, and what the status is.
- e) Identify relevant risks that must be captured in the GDS risk dashboard.

Table 31: Tracking changing variables for Priority 6

High-level variables and trends	Partners	Slow Variables	Fast Variables	Response
Political uncertainty at all levels of government		National just transition implementation National infrastructure investment Local economic development	Political cycles	
The extent of future population growth		Changes in population and migration into and out of the district	Utility demand Utility revenue	
Buy-in from all local municipalities		Relationship building	Consultative strategy Political cycles Uptake of and local policy for embedded energy	
Regulatory changes to allow IPPs and SSEG			Uptake of embedded energy Regulatory changes Tax rates	

The final aspect of system scanning is to raise all projects that fall outside of the Cluster’s scope of work is to track relevant aspects of this work.

8.4 Project 1: Develop and implement a just energy transition strategy for the Garden Route

- Project objective: To develop a strategy that integrates energy innovation with other development priorities and principal, ensuring progressive distributional impacts for infrastructural changes.
- Project lead: GRDM
- Project implementers: GRDM, Local municipality
- Timeframe: One year to formulate
- Other relevant information:
 - The Garden Route District Municipality Energy Forum is already a functional forum to drive aspects of implementation
 - The Municipal Electricity Master Plan (MEMP) for the Garden Route District Municipality (GRDM) highlighted the following key benefits to form the business case for the municipality’s role in the sustainable energy transition:
 - Leveraging municipal competencies while using spatially dependent local resources
 - Complementing national level energy planning and inform the role of local government
 - Supporting decarbonisation of the energy system
 - Supporting a more resilient energy system

Table 32: Project overview

Activity sequence *	Description	Implementers	Key Outputs/Results	Deadline**
Activity 1	Define just energy transition goals for the region	Sustainable Energy Transition Cluster leads, all clusters feed in, Local municipalities	<ul style="list-style-type: none"> Goals are articulated 	
Activity 2	Define and prioritise barriers and enabling priorities to achieving these goals	Sustainable Energy Transition Cluster leads, all clusters feed in, Local municipalities	<ul style="list-style-type: none"> Using a risk-drive approach, the risk and opportunity context is clarified 	
Activity 3	Identify actions and articulate a theory of change	Sustainable Energy Transition Cluster leads, all clusters feed in, Local municipalities	<ul style="list-style-type: none"> Identify actions and implementers, including external public and private implementers Develop action plans 	
Activity 4	Capacity and funding review	Sustainable Energy Transition Cluster	<ul style="list-style-type: none"> Undertake capacity review Identify funding streams and assess feasibility Establish a funding plan, with an emphasis on complementary investments between the public and private sectors 	
Activity 5	Policy and regulatory review	Sustainable Energy Transition Cluster	<ul style="list-style-type: none"> Policy and regulatory assessment to establish compliance of current and future activities Analysis of national governance within a complex, uncertain and evolving sector 	
	Skills development	Sustainable Energy Transition Cluster	<ul style="list-style-type: none"> Analyse skills needs from Skills Mecca data, covering the maritime sector Develop skills plan 	
Activity 5	Knowledge building	Sustainable Energy Transition Cluster	<ul style="list-style-type: none"> Undertake research, collaboration and engagement to keep abreast of transition developments and knowledge across scales 	

For each project, project risks – which may also include cross-cutting – need to be captured below. For all risks, appropriate actions must be put in place to manage anticipated challenges.

Table 33: Project Risks*

Risk Category	Risk Description	Action	Risk owner/lead
Political	<ul style="list-style-type: none"> The political economy of the transition is contested and does not support policy clarity Political changes cause variable support for different initiatives Competition between municipalities undermines collaboration 	<ul style="list-style-type: none"> 	<ul style="list-style-type: none">
Economic	<ul style="list-style-type: none"> Load shedding has an impact on the region's households (employment) businesses and economy and plans for energy development (buying power/demand) Energy poverty limits the economic potential of the region 	<ul style="list-style-type: none"> 	<ul style="list-style-type: none">
Financial	<ul style="list-style-type: none"> Eskom's electricity prices are increasing 	<ul style="list-style-type: none"> 	<ul style="list-style-type: none">

Social	<ul style="list-style-type: none"> Energy poverty and energy access challenges are persistent in the region and the country 	•	•
Environmental	<ul style="list-style-type: none"> Increasing extreme weather events can damage existing and new infrastructure 	•	•
Infrastructural	<ul style="list-style-type: none"> Delays in maintenance that may arise from funding constraints would increase operating costs over time Load shedding has an impact on the region's infrastructure There is rapid infrastructural development and there is a risk of lock-in to suboptimal choices made with incomplete information There may be incongruence between old and new infrastructure as systems change 	•	•
Other	<ul style="list-style-type: none"> The institutional and regulatory environment for municipal energy is unclear and still evolving 	•	•

8.5 Project 2: Establish and operationalise a regional energy company

- Project objective: Establish and operationalise a regional energy company that can serve the interconnected needs of different Local municipalities and diverse energy users, aligned to the just energy transition strategy
- Project lead: GRDM
- Project implementers: GRDM, Local municipality
- Timeframe: One year to establish
- Other relevant information:

Table 34: Project overview

Activity sequence *	Description	Implementers	Key Outputs/Results	Deadline**
Activity 1	Develop a business model	Sustainable Energy Transition Cluster leads, all clusters feed in, Local municipalities	<ul style="list-style-type: none"> Undertake research on possible business models Collaboratively select appropriate model Develop a business plan 	
Activity 2	Capacity and finance review	Sustainable Energy Transition Cluster	<ul style="list-style-type: none"> Undertake capacity review Identify funding streams and assess feasibility Establish a funding plan, with an emphasis on complementary investments between the public and private sectors 	
Activity 3	Policy and regulatory review	Sustainable Energy Transition Cluster	<ul style="list-style-type: none"> Policy and regulatory assessment to establish compliance of current and future activities, especially procurement and long-term contracting Analysis of national governance within a complex, uncertain and evolving sector 	
Activity 4	Skills development	Sustainable Energy Transition Cluster	<ul style="list-style-type: none"> Analyse skills needs, especially contracting and contract management Develop skills plan 	
Activity 5	Complete registration process		•	
			•	

			•	
			•	

For each project, project risks – which may also include cross-cutting – need to be captured below. For all risks, appropriate actions must be put in place to manage anticipated challenges.

Table 35: Project Risks*

Risk Category	Risk Description	Action	Risk owner/lead
Political	<ul style="list-style-type: none"> The political economy of the transition is contested and does not support policy clarity Political changes cause variable support for different initiatives Competition between municipalities undermines collaboration 	•	•
Economic	<ul style="list-style-type: none"> Load shedding has an impact on the region's households (employment) businesses and economy and plans for energy development (buying power/demand) Energy poverty limits the economic potential of the region 	•	•
Financial	<ul style="list-style-type: none"> Eskom's electricity prices are increasing 	•	•
Social	<ul style="list-style-type: none"> Energy poverty and energy access challenges are persistent in the region and the country 	•	•
Environmental	<ul style="list-style-type: none"> Increasing extreme weather events can damage existing and new infrastructure 	•	•
Infrastructural	<ul style="list-style-type: none"> Delays in maintenance that may arise from funding constraints would increase operating costs over time Load shedding has an impact on the region's infrastructure There is rapid infrastructural development and there is a risk of lock-in to suboptimal choices made with incomplete information There may be incongruence between old and new infrastructure as systems change 	•	•
Other	<ul style="list-style-type: none"> The institutional and regulatory environment for municipal energy is unclear and still evolving 	•	•