



Skills Mecca

Concept

GRSM Task Team

Author Dr Florus Prinsloo





Table of Contents

1.	GRSM Concept Executive Summary	4
2.	GRSM Concept Background and Context.....	5
a.	Garden Route Rebuild Strategy	5
b.	Skills Summits & Resolutions	6
3.	GRSM Concept Current Situational Analysis.....	7
a.	Appointment of Coordinator	7
b.	Institutional Arrangements and Structures	8
4.	GRSM Concept Alignment to Key Garden Route Plans and Strategies.....	11
a.	Joint Metro and District Approach (JDMA) and Integrated Development Plans (IDPs)	11
b.	Growth and Development Strategy (GDS) and Economic Recovery Plan (ERP)	12
c.	Aligning the GRSM Concept to the JDMA – IDPs – GDS - GDS.....	16
5.	GRSM Concept Roll Out	17
a.	Short Term : April 2021 – March 2023.....	17
b.	Medium Term: March 2023 – June 2030.....	18
c.	Long Term: Beyond June 2030	18
6.	References	18



Acronyms

Acronym	Meaning
DCF	District Mayors Forum
DDM	District Development Model
ERP	Economic Recovery Plan
GDS	Growth and Development Strategy
GRDM	Garden Route District Municipality
GRRRI	Garden Route Rebuild Initiative
GRSM	Garden Route Skills Mecca
IDP	Integrated Development Plan
JDMA	Joint District & Metro Approach = Western Cape version of the DDM
LED	Local Economic Development
MMF	Municipal Managers Forum
SETA	Sector Education Training Authority



1. GRSM Concept Executive Summary .

The Garden Route Skills Mecca is a concept that emerged from a regional pandemic in June 2017 known as the “Knysna fires”. That pandemic resulted in what become known as the Garden Route Rebuild Initiative or GRI. The GRI developed a very detailed strategic plan in December 2017 that included the concept of a Skills Mecca as one of its strategic pillars.

To further the concept of the Garden Route Skills Mecca or the GRSM, two multi stakeholder summits were held in 2018 and 2019 to mobilise the involvement of all residents of the Garden Route around the concept of the Skills Mecca. Those two Skills Summits resulted in nine key resolutions that today form the framework of the work of the GRSM.

The Resolutions

- Continue and accelerate collaboration and cooperation among all District skills development role players.
- Ensure that Skills Development leverages digital infrastructure as far as possible to ensure learning and processes methods are and remain cutting edge.
- As far as possible link Skills Development to Investment and Economic Development opportunities to the advancement for all.
- Ensure that all Skills Development processes in the Garden Route always proactively considers renewable energy.
- Engage with all willing partners, in particular the SETAs and the National Skills Fund, to explore the development and implementation of projects across the District.
- Consider and leverage local skilled people, including retired people, within the District, to accelerate the growth of the Skills Mecca.
- All public and / or private skills development projects and/or programmes in all municipalities are acknowledged, recorded on Skills Mecca on line solution and supported within resource limitations.
- Progressively support the development of the new apprenticeship of 21st Century (A21) in the District.
- Budget, plan and implement an annual Skills Summit that is held in a different local municipality rotationally and alphabetically.

Formalised internal focused and externally focused structures to ensure good governance, leadership, management and administration of the GRSM projects, processes and programmes are fully operational, respectively known as the GRSM Task Team (internal) and the GRSM Forum (external).

The work of these structures emphasize relationship building to create long term partnerships as an integral part of the District Development Model that is called the Joint District & Metro Approach in the Western Cape. This alignment is considered critical to ensure that the GRSM achieves its objective as one of the key enablers to the Garden Route District Growth and Development Strategy.

A holistic approach for the implementation of the GRSM will be realised through an implementation framework that includes:

- A detailed Theory of Change that allows for continuous Monitoring and Evaluation
- A Coaching component to transfer skills and develop capacity among municipal staff.
- A formal Funding Strategy to continually develop proposals and source resources.
- A formal Value Propositions to identify Customer Groups and determine their needs.
- An Employer database developed in collaboration Economic Development Units
- A digitally based e-Marketing Strategy that include social media and a dedicated web site.
- A short – medium – long term sustainability approach for the GRSM.



2. GRSM Concept Background and Context.

a. Garden Route Rebuild Strategy

The Garden Route region of South Africa is recognised and valued by many local and international people as a pristine part of the world with many naturally occurring wonders. It is considered by many to be a first choice place to live and thrive. It is a very popular destination for vacations and for those that are entering their retirement years. In addition more recently, partly caused by the COVID 19 Pandemic, there has seen a significant increase in semigration to the Garden Route.

The term semigration has been developed for those people who seek a better quality of life away from urban crime, congestion and the concrete jungleⁱ. Four example the top four choices for those moving from Gauteng were as mentioned Groot Brakrivier, and then Hermanus, Plettenberg Bay and Knysnaⁱⁱ, three out these four town being in the Garden Route District Municipality.

At the same time this naturally beautiful part of the country is also prone to a range of natural disasters that has over the years ravaged the region, necessitating ongoing recovery strategies and building of long term resilience mechanisms. One such natural disaster gave birth to the Garden Route Skills Mecca concept.

In June 2017, one of the worst wildfires on record in the Knysna region of the Western Cape burned 15000 hectares – from Knysna to Sedgefield in the west, and to Plettenberg Bay in the east – destroying more than 800 buildings, 5000 hectares of forest plantations, and claiming the lives of seven peopleⁱⁱⁱ.

Responding to this disaster, the then Premier on the Western Cape Helen Zille issued a media release that inter alia stated that: *It is clear that the Garden Route requires significant support in the rebuilding process. I am therefore establishing a **Garden Route Rebuild Initiative**, which will be responsible for coordinating all of the public and private initiatives in the Garden Route region. The initiative will be led by Minister Alan Winde, who is a resident of Knysna, and coordinated by Dr Hildegarde Fast, who was previously Head of Department: Local Government and coordinated the disaster response to the Eden drought in 2009/10.*

The Garden Route Rebuild Initiative (GRRi) progressively led to the development of a detailed Garden Route Rebuild Strategy^{iv} that was finalised for implementation in December 2017. The strategy include six strategic pillars, one of which was coined as the ‘Skills Mecca’. This proposed initiative was described in the rebuild strategy as follows:

- **Set up a “skills mecca” to attract** local and international skills providers and students for training in certifiable courses relevant to the local and global economy, starting with a skills training centre able to train 1 000 students per year.

Although there were many constructive proposals, due to funding constraints the Skills Mecca concept had a small start with retraining of hospitality workers who has lost their employment as a result of the fiesta Blackwater Lodge funded by a local Business Organisation known as the SKAL Cub.



In addition an entrepreneurship training programme Known as the “Mobile Technology in Support of SME Business” Training Program was run to support SMMEs who needed to restart their businesses. A process was also commenced to build a physical a training Centre in Knynsa that was hardest hit by fires, a process that has resulted a state of the art facility scheduled for launch in July 2021 with support of the Knynsa Business Trust in partnership with Africa Skills Village, a member of the UXI Private Education Group.

Significantly the Skills Mecca initiative led to the formalisation of a process that is progressively being institutionalised across the Garden Route District to have permanent stakeholder based structures fully operational that drive the implementation of the Skills Mecca. This process includes the convening of a District based Skills Summit to bring all role players together to discuss, plan and resolve the way forward for Skills Development in the Garden Route.

b. Skills Summits & Resolutions

Flowing out of the Garden Route Rebuild Strategy and in support of the Garden Route Skills Mecca, the District Municipality in collaboration with all seven local Municipalities in the District convened an inaugural skill summit in February 2018 in George that was followed a second Skills Summit in February 2019 in Still Bay. A third Skills Summit was fully planned and ready to be held in Knynsa in March 2020 when the COVID 19 Pandemic sent South Africa into a national Lockdown an the summit was cancelled.

These Skills Summits have had significant impact on the levels of advocacy and mobilisation of resources in support of the Skills Mecca concept. A total on nine (9) resolutions regarding the Skills Mecca emerged from the Skills Summits of 2018 and 2019 that formally adopted by Mayors and Municipal Managers in the District at the District Coordinating Forum (DCF) that took place on 12 February 2019. The resolutions as repeated below remain the framework for the implementation of the Garden Skills Mecca and will form the basis for all for all future the implementation plans and reports.

1. Continue and accelerate collaboration and cooperation among all District skills development role players.
2. Ensure that Skills Development leverages digital infrastructure as far as possible to ensure learning and processes methods are and remain cutting edge.
3. As far as possible link Skills Development to Investment and Economic Development opportunities to the advancement for all.
4. Ensure that all Skills Development processes in the Garden Route always proactively considers renewable energy.
5. Engage with all willing partners, in particular the SETAs and the National Skills Fund, to explore the development and implementation of projects across the District.
6. Consider and leverage local skilled people, including retired people, within the District, to accelerate the growth of the Skills Mecca.
7. All public and / or private skills development projects and/or programmes in all municipalities are acknowledged, recorded on Skills Mecca on line solution and supported within resource limitations.
8. Progressively support the development of the new apprenticeship of 21st Century (A21) in the District.
9. Budget, plan and implement an annual Skills Summit that is held in a different local municipality rotationally and alphabetically.



3. **GRSM Concept Current Situational Analysis.**

a. **Appointment of Coordinator**

While all stakeholders across the Garden Route District support the ideals, principles and resolutions of the Skills Mecca and what it could do for the region, progress has been frustratingly slow due to range of very pragmatic root causes, the four key ones being:

- Budget constraints at District and Local Municipal Level, significantly aggravated by costs brought about by the COVID 19 pandemic.
- Capacity constraints among all stakeholder groups, in particular at District Municipality level to lead and coordinate the Skills Mecca across the District.
- Polarization of interests within local municipalities, their business sectors as well as their public and private education training and development institutions resulting in a lack of District wide collaboration and support for the Skills Mecca.
- Lack of credible data and information collection systems and process to enable process of evidence based decision making planning and development.

The Garden Route District Municipality through an introspection process, and on the advice and guidance of the existing Leadership of the District Council, made a significant strategic decision during latter half of 2020 to allocate the necessary resources to identify, procure and appoint a dedicated service provider to coordinate the Skills Mecca Project initiative across the Garden Route District for a period of two years.

During the two year period capacity will need to be built to continue to institutionalise the Garden Route Skills Mecca concept through coaching and mentoring of municipal personnel across the District. Long term sustainability of the Garden Skills Mecca is a key element of the work that is to be carried out over the next few years.

This process commenced in November 2020 with a formal procurement process and a service provider with requisite knowledge and experience has been appointed for the period April 2021 to March 2023.

b. Institutional Arrangements and Structures

To ensure continuity and alignment to the processes that have organically emerged with the development of the Garden Route Skills Mecca since 2017, existing institutional arrangements and structures have been adopted, adjusted as necessary and are being formalised cross the district. These institutional arrangements and structures exist at two specific but interconnected levels.

In the first instance there is a “responsibility” level as shown in **Figure 1**.

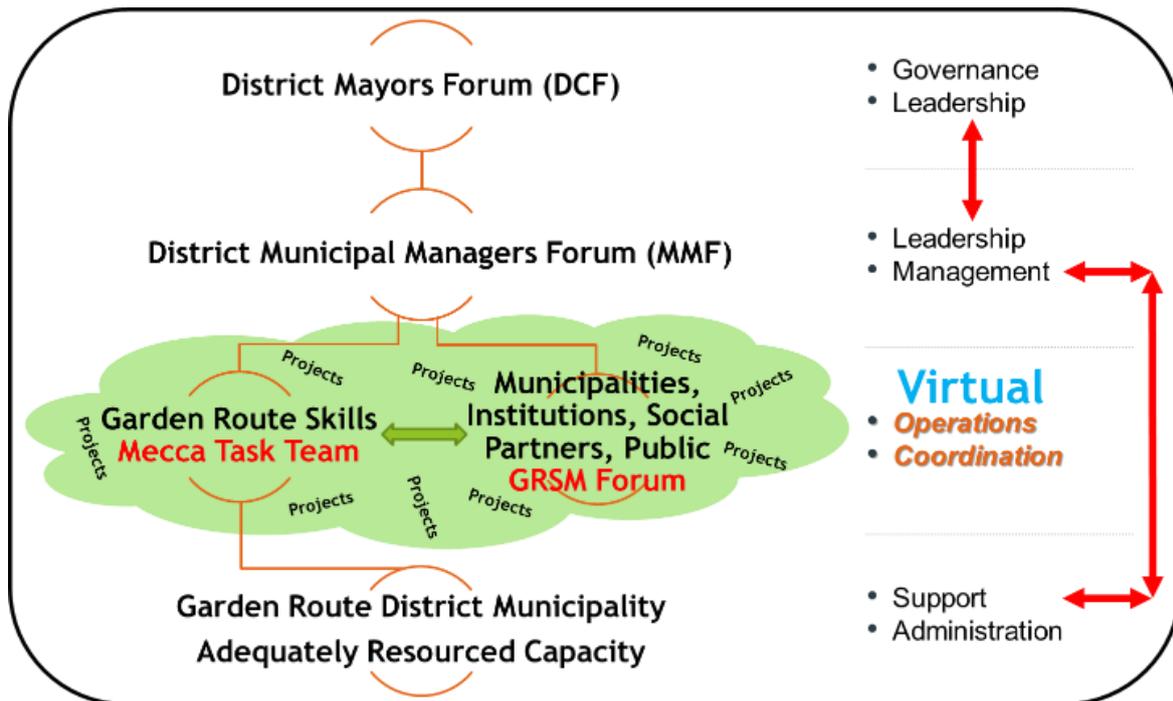


Figure 1 : GRSM Governance, Leadership, Management, Operations, Coordination, Support, Administration.

The institutional structures shown in Figure1 have progressively become entrenched as supportive of the GRSM across the District since the first Skills Summit in February 2018. In Summary these structures include:

- The District Mayors Forum or **DCF** that is led by the District Mayor and includes all Local Municipal Mayors. This structure ensures good governance and in particular political leadership for the GRSM.
- The District Municipal Mangers Forum or **MMF** that is led by the District Municipal Manager and includes all local Municipal Managers. This structure reports to the DCF and ensures operational leadership and administrative management of GRSM processes. This structure is critical as it is instrumental in providing necessary resources to staff and contractors that work with the day to day processes that support and administer the GRSM.
- The Garden Route Skills Mecca **Task Team** that is led by the Executive Manger Corporate Services at the District Municipality. It is an “internally” focused structure that provides



leadership to coordinate all the activities to implement, monitor and report on the resolutions for Garden Route Skills Mecca.

- The Garden Route Skills Mecca **Forum** that is led by the Chairperson of the Education Training Development Portfolio Committee at the District Municipality. It is an “externally” focused structure that provides a platform for all relevant stakeholders in the Garden Route to give inputs that support activities that implement the resolutions for Garden Route Skills Mecca.
- The GRSM **Task Team** and The GRSM **Forum** work very closely together to create the “engine room” for all the operations and coordination for the GRSM. In particular the two structures lead project & programme initiation, development and implementation with all discussion processes based a hybrid **virtual** model that is now standard operating procedure.
- Within the Garden Route District Municipality itself Garden Route Skills Mecca Team is now fully operational made up key personnel from across the Corporates Services Division that will be progressively adequately resourced over time.

In the second instance there is a “relationship” level as shown in **Figure 2**.

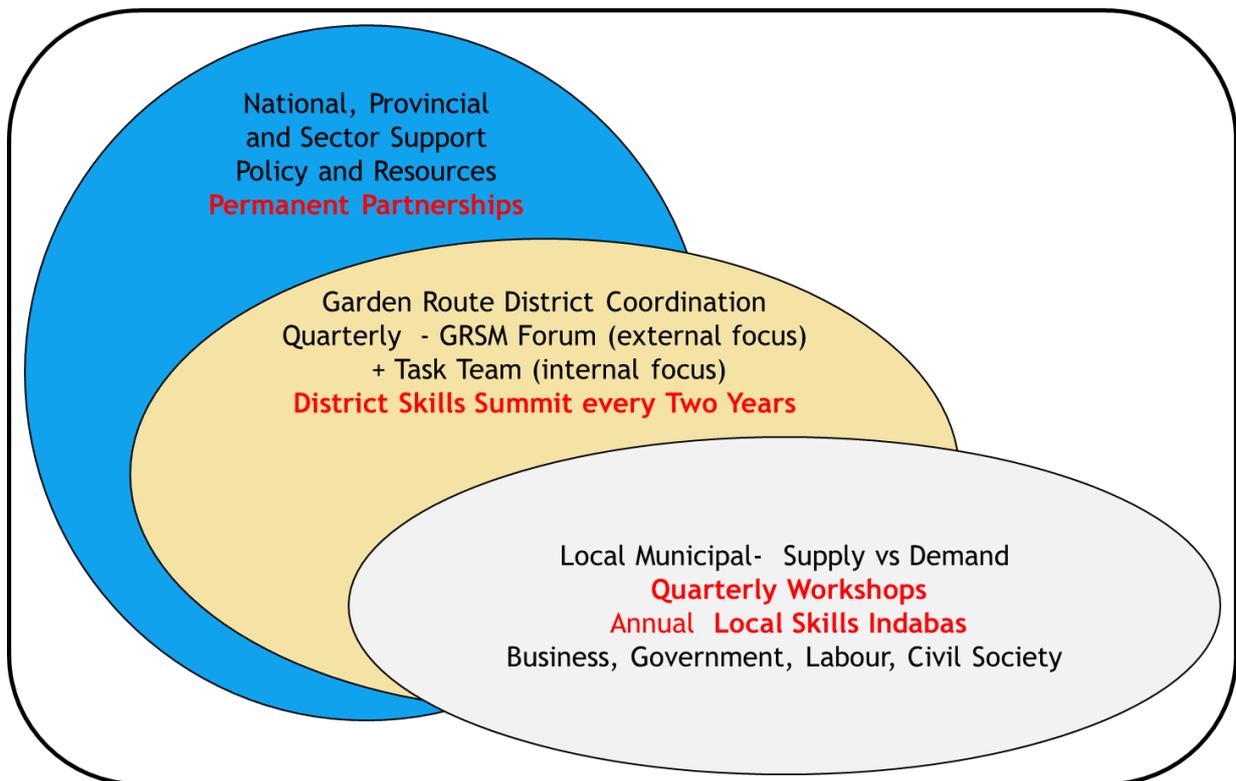


Figure 2 : GRSM Organisational Relationships



The relationship structures shown in Figure 2 have progressively being implemented as more and more stakeholders come on board. Three distinct but interrelated sets of relationships exist:

- **National – Provincial- Sector** based relationships that allows the GRSM to benefit from policies and resources that guide skills development in the country. This will be through specific partnership with public and private institutions at national or provincial or sector level, the latter being most likely represented by the Sector Education Training Authorities (SETAs).

This relationship level is highly dependent on the ability of the GRSM to be able to identify and submit successful funding proposals to partners that have the resources to invest in skills development in the Garden Route.

✚ **This is a critical capacity building focus area for the GRSM.**

- Garden Route **District Coordination** through the Forum and Task Team (explained in previous section) that coordinates skills development across the District. A key feature of this relationship level is a District Skills Summit held at least every two years within the District.

This relationship level is highly dependent on the ability of the GRSM to be able to coordinate administrative functions and processes to efficiently and effectively manage the Task Team, the Forum and the Skills Summit.

✚ **This is a critical capacity building focus area for the GRSM.**

- **Local Municipality Supply – Demand** skills development processes that strives to determine what are the specific skills needs that are informed by the socio economic needs of local municipal area. This relationship level is the critical “grass roots” level where all social partner interactions occur that continually inform future skills development needs.

This relationship level is highly dependent on the ability of the GRSM to be able continuously engage with and build capacity at a local municipal level to support Local Economic Development (LED) and Skills Development colleagues to work with all social partners to determine read demand kills needs of each local municipal area.

✚ **This is a critical capacity building focus area for the GRSM.**

4. GRSM Concept Alignment to Key Garden Route Plans and Strategies

a. Joint Metro and District Approach (JDMA) and Integrated Development Plans (IDPs)

The District Development Model^v (DDM) is a national initiative that seeks to solve poor service delivery and development impact caused by: lack of coherent planning, budgeting & implementation; weak inter-sphere collaboration; deficient strategic focus of plans; existing IGR mechanisms not optimally utilised; and no real joint planning by government departments & entities.

The Objective of the DDM is to Solve horizontal & vertical silos; narrow distance between people and government; deliver integrated services and M&E; maximising impact and aligning resources; facilitate inclusive economic development; infuse long-term strategic planning. Build state capacity and strengthen system of LG.

The Outcome of the DDM is Sustainable development resulting in poverty reduction, increased employment & improved equality; Inclusive & gender-mainstreamed budgets based on people/ community needs. Skills is clearly a part of the DDM process as is illustrated in Figure 3 that states that the DDM must link communities to the Skills Revolution - driven in the GRDM by the GRSM.

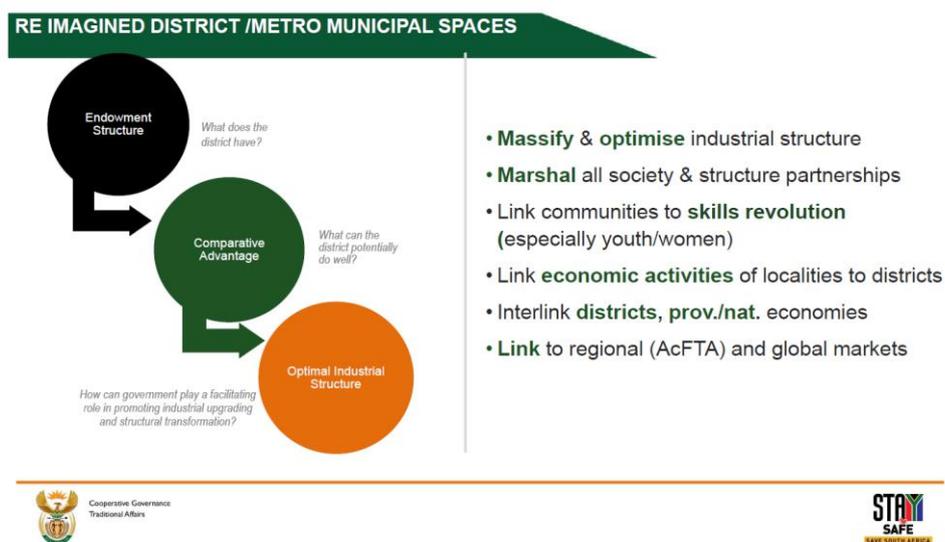


Figure 3 : Source: Department of Cooperative Governance & Traditional Affairs

In the Western Cape the DDM is called the Joint District and Metro Approach^{vi} (JDMA). In terms of DDM Committees and drivers, the presentation to the MMF on 10 June 2021 indicated that District Mayors are JDMA political “Champions” at district level and District Municipal Managers are administrative “Champions”. This aligns perfectly with **Figure 1 : GRSM Governance, Leadership, Management, Operations, Coordination, Support, Administration.**

The same presentation also compared the development and implementation of the District IDP to the DDDM / JDAM “One Plan” and indicates that a municipality must adopt a single, inclusive and strategic plan compatible with national and provincial development plans and planning



requirements. It is important that the GRSM also features in the JDMA ‘one plan’ as an integral part of the process to improve service delivery.

In many cases the GRSM has already been included in IDP processes and is well documented as a Strategic Objective within the Garden Route District Municipality Final Reviewed 2021-2022 IDP^{vii}.

It is important to note that the on Page 12 of the Garden Route Growth and Development Strategy (GRDM GDS) there is a clear indication that DS says on Page 12 that JDMA must align to GRDM GDS. A similar comment is found on Page 29 that refers alignment with WCG’s proposed Joint District and Metro Approach (JDMA). The GRSM Team DM needs to be able to engage with the WCG Garden Route interface team, as well as with the Wesgro District Unit to ensure an aligned and coordinated district approach across spheres of government.

b. Growth and Development Strategy (GDS) and Economic Recovery Plan (ERP)

The GDS includes Skills Development as one of four cross-cutting enablers for supporting the implementation of the Garden Route Growth and Development Strategy. The GDS asks ***What are the skills requirements/ challenges that constrain this priority area?***

The seven priority areas that the GDS requires an answer to that question with related GDS comments are:

1. A water secure future
GDS Comment: There has been little innovation in developing the skills and creating institutions to develop these skills, to match the progress made in terms of technological innovations.
2. A circular economy
GDS Comment: There are currently no institutions that offer the much-needed skills to realise the potential opportunities and fully activate the circular economy as an economic sector.
3. Resilient agriculture
GDS Comment: There is a mismatch between skills currently available and being developed, and the skills that will be required in the future, for this sector
4. Sustainable tourism
GDS Comment: Skills development in the tourism sector needs to be an adaptable strategy. The Garden Route needs to be sensitive to the ways in which the tourism sector is responsive to shocks, like Covid-19, and long-term constraints, like changing attitudes to travel, etc.
5. Supporting wellbeing and resilience
GDS Comment: There is a mismatch between skills development opportunities currently offered, and the current and future skills needs of the economy. A skills analysis, detailing the current and future skills needs should be conducted.
6. A connected economy: transport and rural-urban integration and ICT
GDS Comment: There is a mismatch between skills development opportunities currently offered, and the current and future skills needs of the economy. A skills analysis, detailing

the current and future skills needs should be conducted.

7. Sustainable local energy transition

GDS Comment: There has been limited progress in the region to develop the skills needed to respond to opportunities in the sustainable energy transition at a national and local scale. Both public and private TVET colleges to be included to maximise access.

I therefore is incumbent on the GRSM to align its processes to develop and implement Proposals > Projects > Programmes that will support the skills needs of each of the above GDS Priority areas with a focus on the comments made by the GDS.

However this alignment must focus at a local municipal level as GSD states that *“each local municipality within the Southern Cape region should be enhanced as a unique and sustainable settlement based on its competitive advantage”*. However where possible skills development processes emulate economic process as expressed in the GDS to *“develop complementarity and not competition within the region, to build on unique strengths, and to manage shared vulnerability.”* This implies that unnecessary duplication of skills development processes should be avoided where possible.

To realise both of the above requirements, a reporting mechanism template and process has been designed for each local municipality to table at the quarterly GRSM Forum its current activities and future opportunities for skills development within each of the priority focus areas of the GDS. This predesigned reporting template as is shown in Figure 4.

GRSM Forum Skills Development Report for : XX Local Municipality for XX 2021

Water	Circular Economy	Agriculture	Tourism	Wellbeing	Connected Economy	Energy
Current Activities > Access to Funding > Written Plan > Location > Employment > Impact > Partners > Similar Activity	Current Activities					
Future Opportunities > 5 Year horizon > Research > Duplications > Demand Led (business conglomerates)	Future Opportunities					
GRSM Resolution Links:	GRSM Resolution Links:	GRSM Resolution Links:	GRSM Resolution Links:	GRSM Resolution Links:	GRSM Resolution Links:	GRSM Resolution Links:

Figure 4 : Local Municipality GDS Aligned Skills Development Reporting Template for GRSM Forum

To assist all social partners in each local municipality to identify their projects or programme to report on , specific criteria have been developed to determine whether an activity is current or future opportunity.

Criteria for current activities include:

- Access to Funding – funding is in place for complete project or programme



- Written Plan – a formal project plan or business case exists for the project or programme.
- Location – GPS coordinates are available for the location of project or programme (or multiple sets of GPS coordinates in case of more than one site.)
- Employment Impact – There is clear link to possible employment or self employment possibilities that may be derived from the project or programme
- Partners – a list of partners involved where relevant, in particular employers.
- Similar Activity – an analysis of similar types of projects or programmes known to exist in other parts of the Garden Route.

The above reports will allow the GRSM not only to recognize and record all skills developments in the region but also allow for sharing of good practices across the regions both to support socio economic development and also to avoid unnecessary duplicated efforts. The GRSM will support all local municipal based stakeholders to market their projects and programmes through a “Google Map” based resource that will be hosted under the GRSM Web Site that will be managed through by a project / programme based web page owned by the entity that drive the project or programme.

Criteria for future opportunities include:

- 5 Year horizon – a project or programme that will be implemented within next five years
- Research – a project or programme that is based on research that has been conducted
- Duplications - – an analysis of similar types of projects or programmes known to exist in other parts of the Garden Route and why this project programme is necessary
- Demand Led (business conglomerates) – clear indication of employers (or groups of employers such as those linked to an Business Chamber or Association) that will support the project or programme.

The above reports will allow the GRSM build a database of possible projects and programmes that can be shared with possible investors where relevant or align to a funding opportunity such as SETA based discretionary grant process.

At a coordination level the GDS as well as the ERP suggests a collaborative Implementation vehicle that is shown in Figure 5. The GRSM must be added to this structure to directly support the GDS will Skills Development .

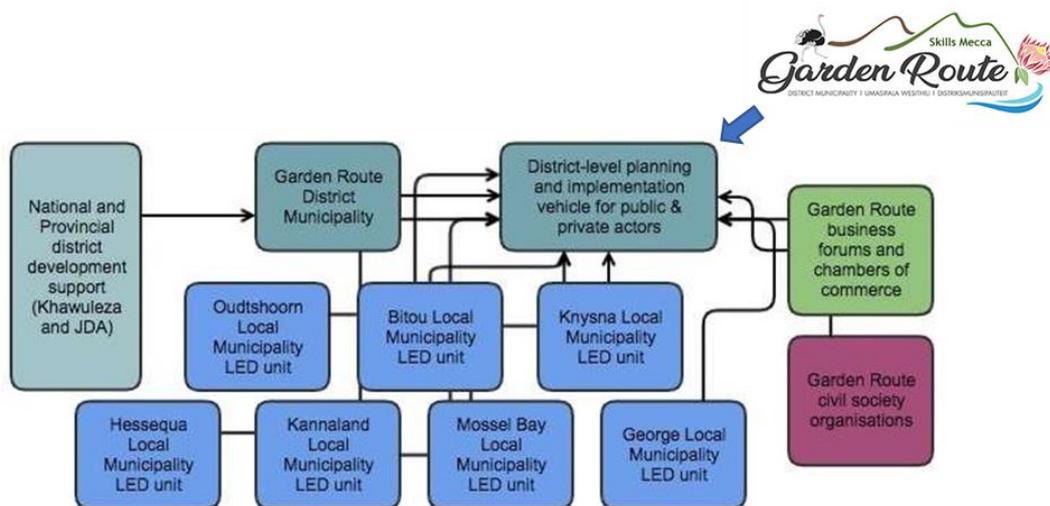


Figure 5 : The Garden Route GDS Cooperation System inked to the GRSM

The above is confirmed as necessary since the Garden Skills Mecca is identified as Key Area of Economic Intervention in the Garden Route Economic Recovery Plan – Page 13.

The ERP also note the following that resonates very well with the Skills Summit resolutions noted under Section 2. *The skills strategy will be reoriented to be more demand led and responsive to the changing nature of work as well as to, in the immediate term, focus SETA skills training on addressing the impact of Covid-19.*

The skills priority is focused on increasing the capability of youth by addressing constraints related to work readiness, appropriately skilled workers and suitable experiences as demanded by private sector business. In giving expression to the recovery plan the skills intervention will ensure that there are 2500 work placements through internships designed to develop soft skills and required experience as well as technical skills development.

- *Develop skills that can attract investment especially from knowledge-based economy sectors (e.g. BPO)*
- *Establish the Garden Route Skills Mecca as the custodian of skills development – establish steering committee and appoint a project manager to ensure implementation*
- *Identify, verify, list and prioritise skills and training opportunities and projects that will have impact*
- *Complete a full database on existing accredited training providers and map them to identify gaps in accessibility and skills shortage areas to avoid duplication of efforts and congestion in certain areas*
- *Liaise and interact with Seta's to maximize regional impact with regards to funds disbursed*
- *Contract private sector to maximize local host employer status in line with Buy Local*



campaign

- Expand apprenticeship model beyond typical apprenticeships - e.g. Swiss / German models
- Re-skilling and training of workforce in partnership with business
- A comprehensive skills audit to ascertain the Garden Route’s skills requirements and to determine what skills are already available will be undertaken.

Skills Impact: Increase youth employment by 25% for up to 24-year-old cohort

Skills target: 2500 work placements through internships and skills development interventions within 5

The ERP also indicates that the Garden Route Skills Mecca must form part of the Garden Route Advisory Forum to implement the ERP.

c. Aligning the GRSM Concept to the JDMA – IDPs – GDS - GDS

A critical success factor for the GRSM is that a holistic approach is implemented that considers all the elements including full alignment to the JDMA – IDP – GDS - ERP as referenced in the previous section. This holistic approach is captured in the infographic shown in Figure 3.

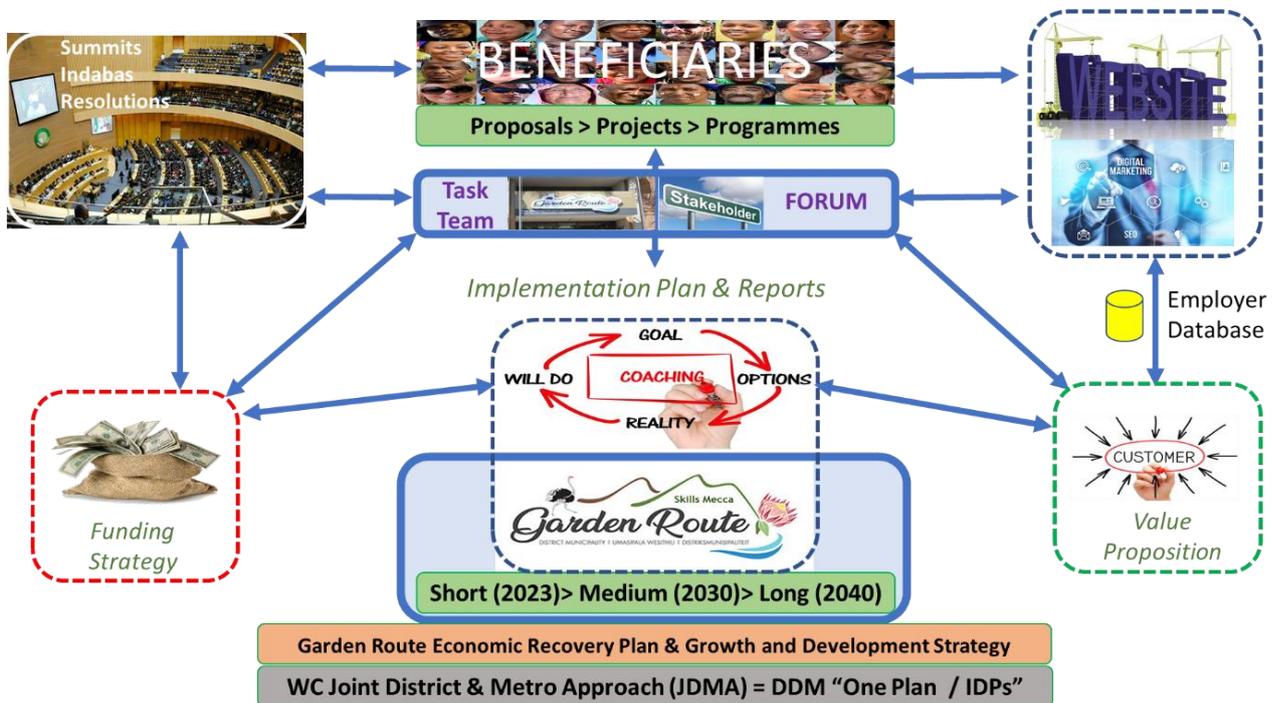


Figure 3 : A Holistic Garden Skills Mecca Concept

The various elements of the holistic Garden Route Skills Mecca concept include:



- The JDMA aligned to the District One Plan informed by the IDPS from all Municipalities forms the foundation or bedrock of the GRSM, depicted as a solid grey block of concrete.
- The GRDM ERP and the GDS that sits one top of the JDMA is depicted as fertile brown ground that allows for socio economic growth in the District.
- The Short – Medium and Long Term implementation plans for the Garden Route Skills mecca, depicted as green grass thriving on top of the fertile ground of socio-economic process.
- The implementation plans and reports are enabled through ongoing goal based planning processes that includes a capacity building coaching mechanism to grow capacity at District and Local Municipal level.
- The implementation plans and reports are both informed and supported by a detailed pragmatic Funding Strategy as well as a Customer based Value Proposition.

- The GRSM Task Team coordinates and drives implementation utilising the Funding Strategy as well as Skills Summits, Indabas and Resolutions to inform its work.
- The GRSM Forum will support implementation utilising the Value Proposition through an expansive Employer Database informed Digital Marketing Strategy that will be linked to a Garden Route Skills Mecca Web Site that is managed by the GRSM Unit within the GRDM.

It is important to note that in between quarterly Task Team and Forum meetings ongoing interactions will take place between the GRSM Team and the stakeholders in each local municipal are to assist with determining skills needs and the development of capacity to prepare proposals an implement – projects and programmes aligned to the GDS as described in the previous section.

- The Output of all of these interconnected holistically aligned elements of the GRSM Concept will be continuous high quality and effective **Proposals > Projects > Programmes** – depicted in Garden Route Green – the colour of thriving region.
- Ultimately the Beneficiaries of this entire holistic model will be the residents of and visitors to the Garden Route.

5. GRSM Concept Roll Out

a. Short Term : April 2021 – March 2023

For the period April 2021 to March 2023 March 2023, considered the short term period, the GRSM will be primarily led by the appointed Service Provider and progressive capacity built within internal municipal staff as part of the GRSM Task team as well as where possible with external GRSM Forum members. Current deliverables will be delivered, monitored and evaluated through a formal



implementation plan that is continually adjusted with inputs from ManCom and Council. During this period options for resources to support the GRSM in medium and long term will also be identified and where possible confirmed.

b. Medium Term: March 2023 – June 2030

Interim GRSM resourcing options that will be identified and initiated during short term (2021-2023) period will need to put in place to allow the GRSM to operate in the medium term period from April 2023 to June 2030 to continue with the development of processes for a permanent, sustainable resource solution that is in place before but at the latest by June 2030.

Interim and possibly even long term resourcing options include but are not limited to:

- GRDM Funding; or
- GRDM and B Municipality Funding; or
- Project Based Funding where % of each funded project is ring fenced for GRSM operations; or
- Partnership Based Funding; or
- A Garden Skills Mecca Levey Fund; or
- GRSM is established as a District based public entity; or.
- GRSM is established as a membership driven non-profit organisation; or
- A combination of one or more of above options

c. Long Term: Beyond June 2030

By and beyond June 2030 the GRSM needs to be a permanent and institutionalised mechanism within the Garden Route District, the outcome of the process described in the medium term period above.

6. References

ⁱ <https://www.evictionlawyers.co.za/legal-news/what-exactly-is-semigration/>

ⁱⁱ <https://businesstech.co.za/news/property/490077/heres-how-many-people-are-semigrating-in-south-africa-and-the-towns-they-are-moving-to/>

ⁱⁱⁱ <https://news.mandela.ac.za/News/What-caused-the-Knysna-wildfires>

^{iv} http://gardenrouteskillsmecca.gov.za/forum/stategic_documents (web site being built)

^v Department: Cooperative Governance & Traditional Affairs, Implementation of the District Development Model, Presentation to Budget Forum 1 October 2020, Pretoria.

^{vi} Western Cape Government, Local Government Depart, Presentation to the Garden Route Municipal Mangers Forum, 10 June 2021

^{vii} <http://www.gardenroute.gov.za/wp-content/uploads/2021/05/2021-2022-Final-Reviewed-IDP-25-May-2021.pdf>