



Mossel Bay
MUNICIPALITY

2022-2027



**DRAFT LOCAL
ECONOMIC
DEVELOPMENT
STRATEGY**

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Executive Summary

This LED Strategy focuses on economic deliverables and what is necessary to promote economic growth and development in the broader Mossel Bay municipal area. The 2017 - 2022 Local Economic Strategy was reviewed due to it being in its last year of implementation.

The Review Process started after the municipality developed an Economic Recovery Plan because the economy was adversely affected by the Covid19 Pandemic. The current LED Strategy was implemented, and a progress report was provided by the municipality to all participants and stakeholders. A desktop study was done, and statistical information was gathered from various source documents. The documentation was used to inform the implementation plan of this strategy.

A Participatory Appraisal of Competitive Advantage (PACA) Process was followed to give feedback to all participations and gather input on this strategy. Various workshops have been held with all sectors within the economy. It informed the strategic agenda of this document. The Council's MAD Campaign, as well as the Grow Strategy, also informed this strategy.

This Strategy is aligned with the Municipal Integrated Development Plan (IDP) as per the strategic objective, identifying the focus areas and the formulation of a clear implementation plan. The municipality is not the sole executor within this LED Strategy, since the private sector is our main economic driver and the implementation thereof. The strategy will only give guidance and steer development of the municipal area. Mossel Bay Municipality in the execution of their legislative mandate will focus on the "creation of a conducive environment for economic development".

The strategy will be implemented as soon as Council approves and will be executed from the 1st of July 2022 until the 30th of June 2027.

1. Introduction

Economic development, grow the economy, and improve the lives of the people living in certain geographical areas. South Africa as a developing country place importance on economic activities in and by cities, districts, and regions. Local economic development combines economic development activities, urban planning, infrastructure development, and social development activities to improve local conditions. LED encompasses a range of disciplines including physical planning, economics, and marketing, all to build up the economic capacity of a local area to improve its economic future and the quality of life for all. (Wikipedia)

In 2002, the World Bank defined LED as the process by which public, business, and non-governmental sector partners work collectively to create better conditions for economic growth and employment generation. The aim is to improve the quality of life for all in the community. In 2007 GTZ (now called GIZ) refined the definition of the World Bank by describing LED as: “a process to mobilize stakeholders from the public and the private sectors as well as from civil society, to become partners in a joint effort to improve the economy of a defined subnational territory and thus increase its competitiveness”.

While Local Economic Development (LED) can be understood in several ways, Blakely (1994) highlights its salient features in his description:

‘Local Economic Development can be described as a process by which public, private and community role players within a specific area manage their shared resources in a manner that is sustainable and equitable through an inclusive and participative process.

This process should ideally be based on partnership arrangements and could include the formation of new institutions, the development of alternative industries, the improvement in the capacity of existing employers to produce better products, the

development of new markets, the sharing of knowledge, as well as the promotion of new firms and businesses.' (Blakely, 1994)

Timothy Bartik states that "LED represents increases in a local economy's capacity to create wealth for residents".

According to the World Bank "LED is the process by which public, business, and non-governmental sector partners work collectively to create better conditions for economic growth and employment generation. The aim is to improve the quality of life for all".

2. Background

The Mossel Bay municipal area covers 2 001 square kilometers and is situated halfway between the Cape Town Metro area and Port Elizabeth in the Eastern Cape in the Garden Route District. The municipal area has a 122-kilometre coastline that is characterized by three distinct bays, namely Vleesbaai, Dana Bay, and Mossel Bay. The PetroSA plant and harbor are important infrastructures in the municipal area and are linked with existing transport routes. The harbor serves the local fishing, gas, and tourism sectors of the economy but has the potential to grow and play a bigger role in the ocean economy. (Western Cape Mero, 2020; 456)

The town of Mossel Bay is the main urban node in the municipal area, while smaller towns include Boggoms Bay, Brandwag, Buisplaas, D'Almeida, Dana Bay, Glentana, Fraaiuitsig, Friemersheim, Great Brak River, Hartenbos, Herbertsdale, Hersham, KwaNonqaba, Little Brak River, Outeniqua Beach, Reebok, Ruiterbos, Southern Cross, Tergniet and Vleesbaai. (Western Cape Mero, 2020; 456)

The Mossel Bay municipal area's GDP was worth R7.7 billion in 2018 and is estimated to have increased by 0.2 percent (in real terms) to R7.9 billion in 2019. (Western Cape Mero, 2020; 456). In terms of GDP, the top three sectors in the Mossel Bay municipal area were the finance, insurance, real estate, and business services (28.3 percent) and wholesale and retail trade, catering, and accommodation (17.5 percent) sectors in the tertiary sector, and the manufacturing sector (14.7 percent) in the secondary sector. Collectively, these three sectors contributed 60.5 percent of the region's GDP in 2018. (Western Cape Mero, 2020; 457)

The biggest contribution to employment in the Mossel Bay municipal area in 2018 was the wholesale and retail trade, catering, and accommodation sector, which contributed 25.2 percent of all employment opportunities in the area. This was followed by the finance, insurance, real estate, and business services sector (20.6 percent) and the community, social and personal services sector (14.3 percent). Collectively, these three sectors employed 60.1 percent of all employed people in the Mossel Bay municipal area in 2018. (Western Cape Mero, 2020; 457)

The main economic driver in the Mossel Bay municipal area was the tertiary sector, valued at R5.6 billion in 2018 and accounting for 72.6 percent of the municipal area's GDP. This sector experienced an average growth rate of 2.3 percent between 2014 and 2018, which slowed to an estimated 1.9 percent in 2019. Between 2014 and 2018 GDP growth in the Mossel Bay municipal area was mainly driven by finance, insurance, real estate and business services (3.5 percent), transport, storage and communication (2.1 percent), and wholesale and retail trade, catering and accommodation (1.2 percent) sectors. (Western Cape Mero, 2020; 458)

The secondary sector, which is mainly driven by the manufacturing sector, accounts for 21.7 percent of the Mossel Bay municipal area's GDP. This sector's GDP declined by an average of 2.4 percent per annum between 2014 and 2018 and is estimated to have contracted by 4.8 percent in 2019. The poor performance of the manufacturing sector and the uncertainties relating to PetroSA's Facility are dampening economic prospects in the Mossel Bay municipal area. (Western Cape Mero, 2020; 458)

Estimates for 2019 indicate that the economy stagnated, with a GDP growth rate of only 0.2 percent, which is 0.9 percentage points lower than the average experienced in the preceding five years. The reduced GDP growth rate was mainly a result of the poor-performing primary and secondary sectors, which experienced contractions of 5.2 percent and 4.8 percent respectively. More specifically, the largest contractions were experienced by the construction sector (7.5 percent) and the agriculture, forestry, and fishing sector (5.9 percent). Positively, the finance, insurance, real estate, and business services sector and the general government sector realized growth rates of 3.6 percent and 1.1 percent respectively, which were higher than the average observed in the preceding five years. (Western Cape Mero, 2020; 458)

The main employment driver in the Mossel Bay municipal area in 2018 was the tertiary sector with 27 757 jobs, employing 74.9 percent of the 37 055 total employed people in the area. Between 2014 and 2018, the municipal area created an average of 462

jobs per annum, which were mainly driven by the tertiary sector (529 jobs) and more specifically the finance, insurance, real estate, and business services sector, which created 260 jobs per annum on average. This was followed by the wholesale and retail trade, catering and accommodation sector (191 jobs), and the community, social and personal services sector (37 jobs). (Western Cape Mero, 2020; 458)

However, estimates indicate that the Mossel Bay municipal area shed 354 jobs in 2019, largely because of job-shedding in the secondary sector (385 jobs). The tertiary sector created significantly fewer jobs than the average observed in the preceding five years, mainly because of job-shedding in the community, social and personal services sector (164 jobs). Positively, the transport, storage, and communication sector and the general government sector created more jobs in 2019 compared with the averages observed in the preceding five years. Increasing the usage of the Mossel Bay Harbour beyond fishing and mining activities can increase job creation, particularly in the transport, storage, and communication sector. (Western Cape Mero, 2020; 459)

It is estimated that the Mossel Bay municipal area's GDP will contract by 6.5 percent in 2020, largely owing to the impact of the COVID-19 pandemic and associated lockdown. As the "new normal" emerges, the Mossel Bay economy is forecast to then register a 3.5 percent uptick in its 2021 GDP. Relatively lower restrictions during the earlier stages of the national lockdown would have buttressed inshore trawl and commercial line fishing from the Mossel Bay Harbour, with the agriculture, forestry, and fishing sector estimated to register a growth of 12.7 percent in 2020. (Western Cape Mero, 2020; 459)

Linked to this, large projects such as the proposed fishmeal and oil-processing facility in Mossel Bay will support the construction sector's forecast growth of 8.1 percent in 2021. In addition to COVID-19-related impacts, the wholesale and retail trade, catering, and accommodation sector's 2020 18.5 percent drop in GDP would have also been influenced by a slump in tourism. The sector is nevertheless forecast to recover moderately by 14.0 percent in 2021. The electricity, gas, and water sector is forecast to contract further in 2020 and 2021. A contributing factor to this is the

impending depletion of domestic gas-to-liquids feedstock at the Mossel Bay refinery expected in 2020. Prospecting of gas condensate off the Mossel Bay coast in 2021 and beyond is nevertheless expected to bring some certainty to the sector's mid-term prospects. (Western Cape Mero, 2020; 459)

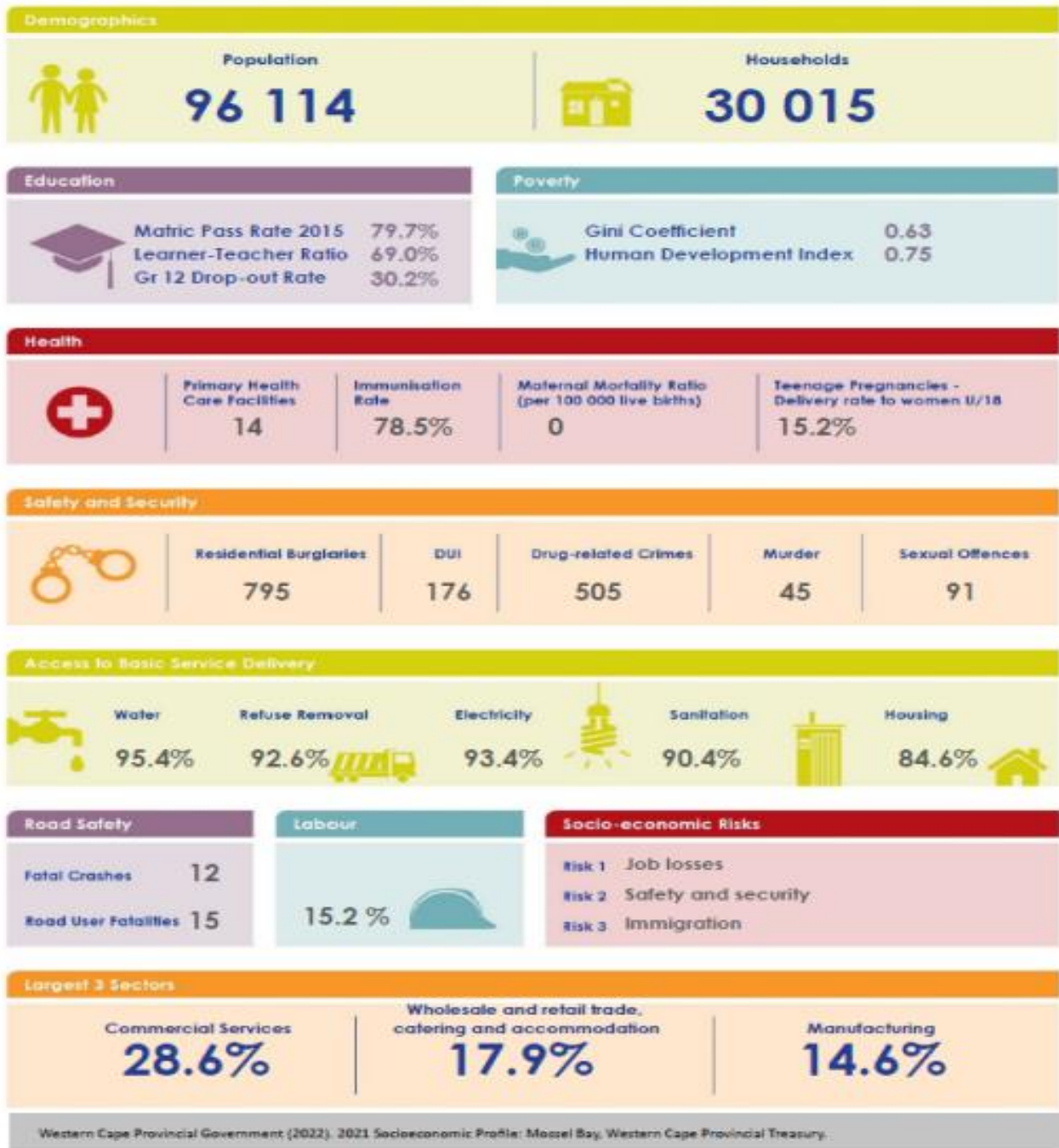
The Mossel Bay local municipality introduced a range of responses to support households and businesses that were negatively affected by the COVID-19 pandemic. These include interest-free temporary amnesties on property rates, service accounts, and lessees of the municipality for businesses. Residential customers benefited from an easing of water restrictions and an unblocking of electricity meter accounts. While laudable, these measures are forecast to contribute to a reduction in the Mossel Bay municipal area's general government sector GDP of 3.7 percent in 2021. (Western Cape Mero, 2020; 459)

It is estimated that job losses will continue in 2020 because of reduced economic activity. The increased financial strain on local households will possibly limit the revenue collection by the local municipality, and ultimately hurt the service delivery capabilities of the Municipality. (Western Cape Mero, 2020; 459)

3. Municipal Profile



MOSSEL BAY AT A GLANCE



4. Methodology

Participatory Appraisal of Competitive Advantage (PACA) differs from the traditional Local Economic Development (LED) processes in that it emphasizes local action and stakeholders and role player mobilization, rather than the usual detailed economic study and planning process. Thus, a PACA is a rapid survey of Local Economic opportunities and challenges combined with implementation and action learning. Local Stakeholders work together; to build trust amongst each other and their communal activities. Therefore, PACA initially tries to mobilise the local people towards small, easily implemented LED activities.

While these small opportunities are identified and implemented, some larger opportunities or bottlenecks that will take formal project management are also identified and should also not be ignored.

The name PACA introduces three terms:

Participatory

PACA is a participatory approach and revolves around two main points:

- Successful local economic development must be based on the active involvement of those stakeholders who are relevant for economic development, i.e., who have relevant resources at their disposal (know-how, money, time, delivery capacity, etc.) or who could create obstacles. Also, an LED process must be organized transparently, and it should be managed in a way that encourages additional actors to jump in along the way.
- Successful local economic development involves a constructive relationship between the public and the private sector, without either of them having a clear guiding role. LED cannot be a task of local government alone. It is also not advisable to leave it to the private sector alone.

A constructive relationship often does not exist at the outset. On the contrary, we often find that both sides feel distrust and contempt for the other side. Improving the relationship, and learning to cooperate, is one of the purposes of applying the PACA principles.

Appraisal



The core of PACA is a methodology that permits a rapid appraisal of a local economy, not only of its economic potential but also of the political factors which may or may not be propitious for an LED initiative.

Competitive Advantage:

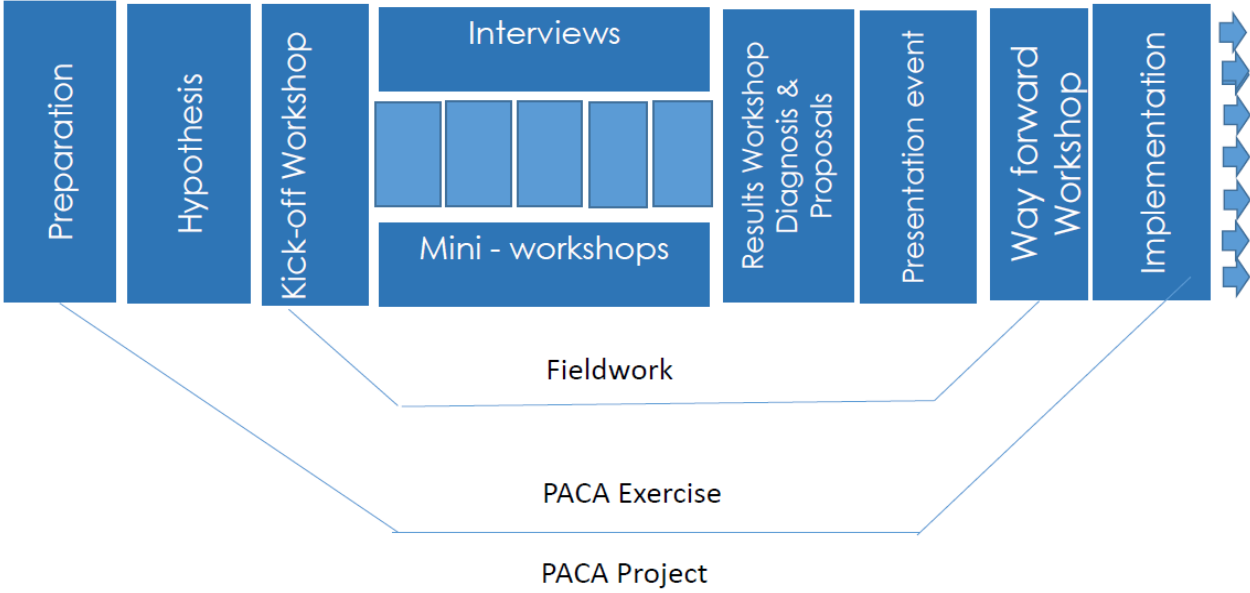
The main thrust of PACA is not to elaborate on endless lists of problems, deficiencies, and bottlenecks, but to look for opportunities that improve the local business environment within a short period. PACA relates to Michael Porter's concept of location-based competitive advantage and the analytical concept of systemic competitiveness.

PACA has two meanings which in the narrow sense, it is a method to conduct a quick, action-oriented appraisal of a local economy, looking not only at economic potential but also, and at the motivation and capacity for action of local stakeholders. This is what the PACA Exercise, which is described in the next section, is about. In the wider sense, PACA is an alternative approach to Local Economic Development, based on a critique of orthodox approaches.

PACA is a methodology to prepare an action-orientated diagnosis of the local economy. The outcomes of PACA are linked to the following:

-  Conducting a rapid, action-oriented appraisal of a local economy; and
-  Encouraging, empowering, and motivating local actors to implement practical, short-term LED activities.

PACA Process




5. Legislative Framework

LED Strategies need to, within its larger context, conform to and take into consideration the national, provincial, and local government legislation, frameworks, policies, programs, and initiatives. It informs the formulating and implementing of Local Economic Development initiatives and will ensure wider government alignment, support, and securing funding. The most relevant legislation to the LED process is:

- i. The Constitution (1996);
- ii. The National Spatial Development Perspectives;
- iii. White Paper on Local Government (1998);
- iv. Local Government: Municipal Systems Act (2000)
- v. Broad Based Black Economic Empowerment Act 54 of 2008;
- vi. Building Community Prosperity through Local Economic Development;
- vii. Framework for Economic Development: Department of Provincial and Local Government;
- viii. Local Government Municipal Systems Act;
- ix. Integrated Sustainable Rural Development Strategy (ISRDS);
- x. Regional Industrial Development Strategy (RIDS);
- xi. WC Provincial Strategic Plan;
- xii. WC Spatial Development Framework;
- xiii. One Cape 2040;
- xiv. Medium Term Strategic Framework (MTSF);
- xv. Western Cape Green Cape Strategy;
- xvi. Garden Route Growth & Development Strategy (2040);
- xvii. MBM Local Economic Development Strategy (2022);
- xviii. MBM LED Charter;
- xix. MBM Economic Recovery Plan; and
- xx. MBM Integrated Development Plan.




The above-mentioned list of legislation gives clear guidelines of Economic Development, but the following is the most important and forms the basis of this Local Economic Development Strategy:

The **Constitution of the Republic of South Africa** (Act 108 of 1996). Section 152 (1) outlines the objectives of local government as follows:

-  To provide a democratic and accountable government for local communities;
-  To ensure the provision of services to communities in a sustainable manner;
-  To promote social and economic development;
-  To promote a safe and healthy environment; and
-  To encourage the involvement of communities and community organizations in the matters of local government.

The White Paper on Local Government (1998) introduces the concept of “developmental local government” which is defined as: “Local government committed to working with citizens and groups within the community to find sustainable ways to meet their social, economic, and material needs, and improve the quality of their lives.” However, the same document makes it clear that “Local Government is not directly responsible for creating jobs. Rather, it is responsible for taking active steps to ensure that the overall economic and social conditions of the locality are conducive to the creation of employment opportunities”

The **Municipal Systems Act** (Act 32 of 2000) lists the duties of a municipal council, within its financial and administrative capacity, as follows in Section 4(2):

-  Exercise the municipality's executive and legislative authority and use the resources of the municipality in the best interests of the local community;
-  Promote and undertake development in the municipality; and
-  Create an environment conducive to economic development.

The Framework for Local Economic Development intends to build a shared understanding of LED in South Africa and put into context the role of local economies in the national economy. It seeks to mobilize local people and local resources to fight poverty. The Framework lays the basis for deepening community access to economic initiatives, support programs, and information for the coordination of economic development planning and implementation across government and between key role players.




The **Industrial Policy Action Plan (IPAP2)** sets out in detail key actions and timeframes for the implementation of the DTI's initial round of industrial policy, as encompassed in the National Industrial Policy Framework (NIPF). It is felt that the manufacturing sector has not reached its full potential and the government has singled out sectors for focus. The aim is to enable these focus sectors to reach their full potential by utilizing appropriate government policy instruments to promote the updating and upgrading of manufacturing capabilities, encourage investment in industry-specific infrastructure, and address monopoly pricing. The twelve sector clusters that have been identified for fast-track implementation are:

Sector Clusters		
<ul style="list-style-type: none"> • Metal fabrication, capital equipment, and transport equipment • 'Green' and energy-saving industries; • Agro-processing; • Automotive, components & medium and heavy commercial vehicles; 	<ul style="list-style-type: none"> • Plastics, pharmaceuticals, & chemicals; • Clothing, textiles, leather & footwear; • Biofuels; • Forestry, paper and pulp, & furniture; • Downstream minerals beneficiation; 	<ul style="list-style-type: none"> • Cultural industries: crafts & film; • Tourism; • Business Process Services; • Advanced manufacturing.

The **National Development Plan (NDP) 2030**, which is aligned with the AU Agenda 2063 Goals and the SDGs, provides the country's detailed policy framework for eliminating poverty and reducing inequality by 2030. The Medium-Term Strategic Framework 2019 - 2024 further guides the implementation and monitoring of the NDP and includes seven priorities but the one that is applicable in this case is:




- Economic Transformation and Job Creation

The **Western Cape Department for Economic Development and Tourism Strategic Plan (2019-2024)** provides the strategic framework for the provincial medium-term budget policy priorities, which in turn are aligned to the NDP strategic outcomes to grow the economy and job creation and focus on:





-  Increasing Investment;
-  Building and Maintaining Infrastructure;
-  Growing the economy through export growth; and
-  Creating opportunities for job creation through skills development.

The One Cape (2040) attempts to stimulate a transition towards a more inclusive and



resilient economic future for the Western Cape region. It articulates a vision of how we the people of the Western Cape can work together to develop our economy and our society. It seeks to set a common direction to guide planning and action and to promote a common commitment and accountability to sustained long-term progress. It is geared to catalysing short-term action and collaboration and seeks to achieve:

-  Enterprising Cape;
-  Growing Cape; and
-  Green Cape.

The **Garden Route Growth and Development Strategy** (2040) themes such as water-secure future, circular economy, resilient agriculture, sustainable tourism, support for well-being and resilience, sustainable local energy transition, and a connected economy. The document is further grounded in several core principles such as being people-centred; valuing cultures; preserving ecological heritage; approaching change collaboratively; recognizing uncertainties of innovation and responsiveness; being conscious of sustainable and resilient factors directly impacting the region; good governance; being mindful of constraints, and open to a changing yet interconnected and interdependent region. The cross-cutting enablers are:

-  Jobs potential;
-  Skills development;
-  Safety and wellbeing; and
-  Energy.

The **Mossel Bay Economic Development Charter, 2008**, remains a relevant and important document as a guideline for developing the current strategy and provides the necessary framework for economic development in the Mossel Bay area. Amongst others, the Charter sets out a common vision for economic development which includes;

-  Sustainable economic development that will benefit all the people who reside in the Mossel Bay area;
-  Stimulating the economy so that sustainable and quality jobs are retained and created; and

- 🏡 Enhancing the Capacity of the role players within the local economy and their partners to ensure improved and sustainable services delivery.

The **Local Economic Development and Tourism Strategy 2018 – 2022** guided economic development for the period using Integrated Management focuses on the Green Economy, SMME Development, Spatial Development, Empowerment, and Skills Development, Rural Development, Technology, and Innovation, and Special Interventions.

Mossel Bay Economic Recovery Plan (2021) highlights the various approaches identified to address the challenges and negative impacts the Covid19 pandemic had on the economic sectors within the local economy. Respective projects and programmes to be implemented within the municipality as well as in the private sector were identified and are currently in the implementation phase.

Mossel Bay Integrated Development Plan (2027) strive to be a trendsetting, dynamic Municipality delivering quality services responsive to the demands and challenges of the whole society in line with its constitutional mandate. The plan outlines a Grow Strategy as part of the Make a Difference campaign (MAD) which focuses and aims to:

- 🏡 Grow Governance;
- 🏡 Grow Economic;
- 🏡 Grow Environment;
- 🏡 Grow Safety; and
- 🏡 Grow Social Regeneration.

The Grow Economic seeks to achieve credibility for Economic Growth which creates quality jobs and breaks the dependency on the state and bounces back after the Covid19 Pandemic.

6. SWOT Analysis

It is a strategic planning and strategic management technique used to help identify strengths, weaknesses, opportunities, and threats related to economic competition and informs planning. This technique is designed for use in the preliminary stages of decision-making processes and can be used as a tool for evaluation of the strategic position of organizations of many kinds (for-profit enterprises, local and national governments, NGOs, etc.).

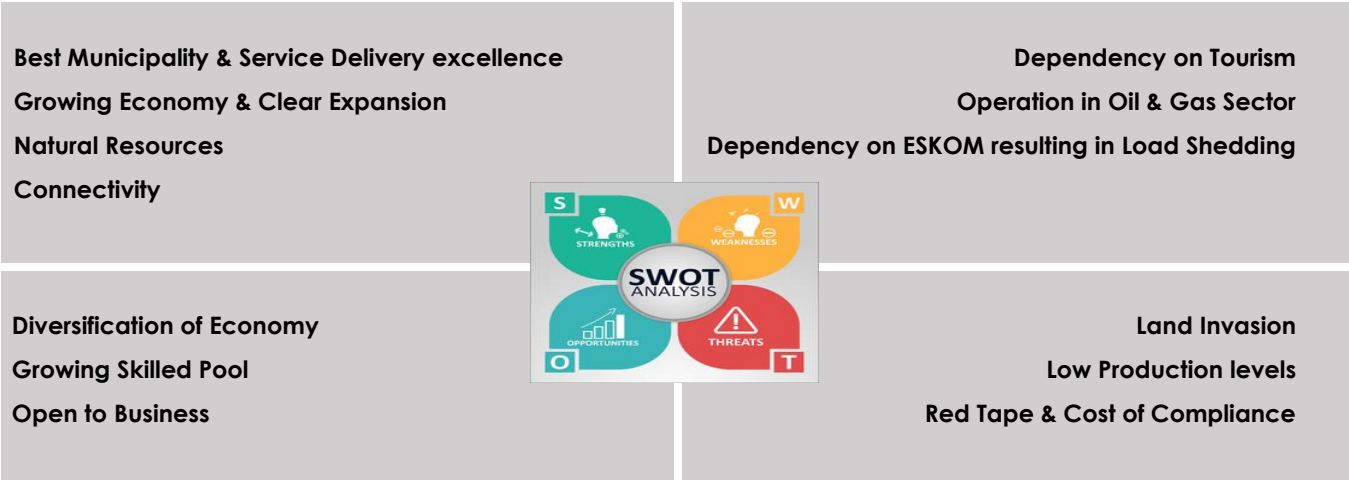
It is intended to identify the internal and external factors that are favorable and unfavorable to achieving the objectives of the venture.

The components this technique examines:

- **Strengths:** characteristics of the economy that give it an advantage over others
- **Weaknesses:** characteristics that place the economy at a disadvantage relative to others
- **Opportunities:** elements in the environment that the economy could exploit to its advantage
- **Threats:** elements in the environment that could cause trouble for the Economy.

6.1 Mossel Bay High-Level SWOT

A high-level SWOT analysis involves analyzing the Mossel Bay Municipal area's strengths, weaknesses, opportunities, and threats at a broader level than you receive when calculating ROI (Return on Investment) or reviewing specialized metrics on specific drives.



Internal and external factors

Strengths and weaknesses are usually considered internal, while opportunities and threats are usually considered external. Internal factors are viewed as strengths or weaknesses depending upon their effect on the economy's objectives. What may represent strengths concerning one objective may be weaknesses (distractions, competition) for another objective. The factors may include personnel, finance, manufacturing capabilities, and a mix of the 4Ps (product, price, place, and promotion). External factors include macroeconomics, technological change, legislation, and sociocultural changes, as well as changes in the marketplace. Assessing external factors before internal factors is crucial and should be addressed to ensure economic growth.

Competitive Advantages

It is the attribute that allows the economy of Mossel Bay to outperform its competitors.





The following competitive advantages apply to the Mossel Bay Economy:

- Well, run and financially viable municipality which renders excellent services;
- Ideally situated on all major transport routes and modes;
- High connectivity (Fiber & Technology);
- Tourism Destination;
- Natural Resource; and
- High skilled Labour.

Impact of External Factors

External factors are things outside Mossel Bay' Local Economy that will have an impact on its growth, positive or negative. The Covid19 Pandemic taught us that we cannot control external factors. All it can do is react to them and make decisions to help it remain successful.

- Economic conditions;
- Technological advances;
- Cultural and social forces;
- Political and legal factors;
- Environmental factors;

S		W		O		T	
Strengths		Weaknesses		Opportunities		Threats	
Internal				External			
							
<p>Diversity Friendly Business Opportunities Well, run municipality Good governance Good Communication Natural Resources Ocean Empowering young people Accessibility Safety Spatial Development Framework Clean environment Good Infrastructure Space Available for expansion Safety & Security Development Opportunities Holiday Destination Land Availability Skilled Workforce Diversity of Economic Opportunities Water Security Partnerships with Stakeholders Existing Informal Economy One-Stop-Shop (LED) Blue Flag Beaches Excellent Climate all year round Adventure Tourism Events & Festivals Ocean</p>		<p>High cost of compliance Crime Lack of Skills Migration into area Seasonality of Economy Budgetary constraints Red Tape / Compliance Overburdened road infrastructure Discouraged Work seekers Lack of community support for LED initiatives Unemployment Creating No information Youth involvement High Electricity Charges Eskom Loadshedding Covid19 Disaster Status Covid19 Lockdown Levels Cultural Differences Substance abuse Municipal accounts arrears Culture of Non-Payment Poor branding or brand dilution High Traffic Volumes and congestion High Local Tourism Rates & Prices</p>		<p>Oil & Gas Diversification of Economy Business Tourism / Conferencing Host International Events Sports Events Marketing (Domestic & International) Community Tourism Winter Water Festival Tourism Municipal Department Tourism Discount Voucher system Alternative energy The utilization of a Desalination plant for Industrial use The utilization of a Desalination plant for the Agricultural Sector Industrial Parks / Zones Techno Park Business Process Outsourcing Skills Development e-Commerce Fiber Installations in all neighborhoods Remote working Robotics Exporting</p>		<p>Gender-based violence Retrenchments Crime Poor governance and control Lack of communication Unemployment rate Disasters floods PetroSA explosions Oversight Political Instability on a national level No University Lack of capital Lack of prioritization Influx of foreigners Lack of funding Growth of unpaying residents Migration into area Land Invasion Competing with other Tourism Destinations (Globally) Covid19 Pandemic</p>	

7. LED Strategic Framework





This LED strategic framework is structured to define how Mossel Bay Municipality wants to steer development over the next 5 years outlining what we need to achieve; using initiatives to support the private sector and our community with clear focus areas, key objectives, and partnerships.

Municipal Vision

We strive to be a trendsetting, dynamic Municipality delivering quality services responsive to the demands and challenges of the whole society in line with our constitutional mandate.



Municipal Mission




The community is our inspiration, and our workforce is our strength in the quest to implement a five-year strategy approach to growth through local government excellence, with a strong focus on successful basic service delivery, community safety, local economic development for job creation social regeneration, and environmental health in order:

-  To render cost-effective and sustainable services to the entire community with diligence and empathy
-  To create mutual trust and understanding between the municipality and the community
-  To have a motivated and representative municipal workforce with high ethical standards, which is empowered to render optimal services to the community
-  To promote diversity and freedom through an open society approach.

Values

We are committed to and energized by the following values:

-  Work pride
-  Loyalty

-  Moral integrity
-  Service Excellence
-  Accountability

Municipality Economic Goal: Grow Economy

The Grow Economic seeks to achieve credibility for Economic Growth which creates quality jobs and breaks the dependency on the state and bounces back after the Covid19 Pandemic.

Priority Areas

Mossel Bay Municipal economy is very diverse and during the Participatory Appraisal of the Competitive Advantage, the information gathered from local stakeholders identified the following focus areas for Local Economic Development. The key priorities of each sector are presented in the following tables. It is important to note that these priorities are based on the participants' knowledge and experience of the economy of Mossel Bay.

Economic Focus Areas	
Integrated Management & Governance	Business retention & expansion
Spatial Development	Rural Mobility
Green Economy	Modern Technology
SMME Development	Tourism Development & Promotion
Empowerment and Skills Development	Investment Promotion
Rural Development	Creative Industries
Oceans Economy	International Relations
Infrastructure Development	Safety & Security

Municipal IDP Objectives

NATIONAL KPA	NATIONAL DEVELOPMENT PLAN OBJECTIVE	MEDIUM TERM STRATEGIC FRAMEWORK (MTSF)	PROVINCIAL STRATEGIC OBJECTIVE	GROW STRATEGY	GW Ref.	MUNICIPAL KPA	MUNICIPAL STRATEGIC OBJECTIVE
Local Economic Development	Economy and Employment	Decent employment through inclusive economic growth	Growth and Jobs	Grow Economy	GW 2	Economic Development and Tourism	To facilitate economic and tourism development to the benefit of the town and all residents

7.1 Municipal LED Strategic Objectives

Mossel Bay Municipality through its PACA Process set the following Key Objectives which are linked to the municipal focus areas. Projects and Programmes will be used done in this line with the below Objectives:

- Strengthen Integrated Management & Governance within Municipal area;
- Promote Safety and Security within Municipal Area;
- Spatial Development to promote growth;
- Promote Sustainability by going Green;
- Grow the economy through SMME's Development;
- Empowerment through Skills Development & Training;
- Assist Rural Economies to grow;
- Strenthenering the Oceans Economy;
- Promote Rural Mobility;

- Business retention & expansion;
- Infrastructure Development;
- Utilisation of Technology and promote Innovation;
- Tourism Development & Promotion;
- Investment Promotion;
- Promoting Creative Industries; and
- Promote International Relations.

8. Implementation Strategy

This Strategy implementation will be the process by which Mossel Bay Municipality and its partners as collective put action plans and activities into place, it will steer the economy in the direction that promotes economic growth and create employment opportunities. The following diagram outlines the MBM LED Strategy Implementation.

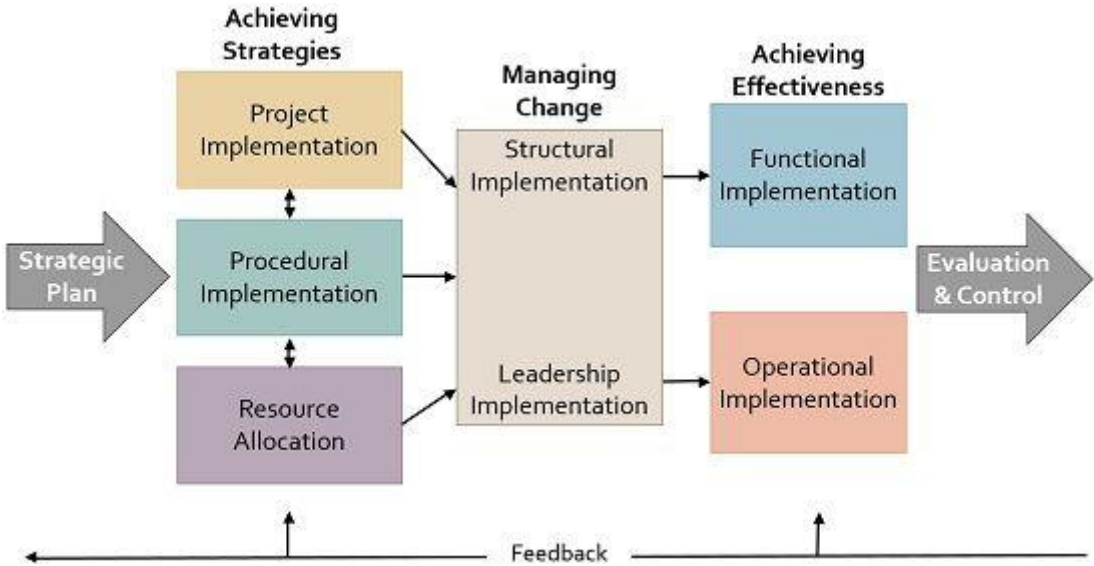


Diagram 8.1 LED Strategy Implementation

Throughout the PACA Process as well as the Covid19 Recovery Plan the following needs to be created:

- i. An improved business investment climate;
- ii. Investment in hard strategic infrastructure;
- iii. Investment in sites and premises for business;
- iv. Investment in soft infrastructure;
- v. Encouraging local business growth;
- vi. Encouraging new enterprises;
- vii. Promoting inward investment;
- viii. Sector and business cluster development;
- ix. Area targeting and regeneration; and
- x. Informal economy sector development.

There the following strategic focus will be followed.

8.1 LED Strategic Focus 1: Integrated Management & Governance

MBM's legislative mandate is to create an environment conducive to Economic Development and as an Enabler, the private sector as the driver for economic development and society as a collective need to work together to grow the economy. The Development Forum was therefore established as a platform for all stakeholders to work together and create public value. The following was identified for implementation.

N O	PROPOSED LED INTERVENTION	POSSIBLE ACTIVITIES AND PROGRAMMES	ACTIONS REQUIRED TO IMPLEMENT ACTIVITIES AND PROGRAMMES	ECONOMIC IMPACT	CHAMPION / ROLE PLAYERS	RESOURCES REQUIRED COST ESTIMATE
1	Mossel Bay Development Forum	Stakeholder Partnerships	Programme / Project identification, fund & implementation	Empowerment, job creation & Economic growth	All Stakeholders	TBD
2	Working for Jobs Programme	Problem Driven Iterative Adaptation Implementation	Programme / Project identification, fund & implementation	Job Creation	All Stakeholder	TBD
3	Skills Development & Training	Training Skilled Development programs Entrepreneurship	Strategic engagements Needs Analysis Partnership Financial & Non-Financial Support	Empowerment Job Creation	All Stakeholders	R5 Million
4	Business Incubator Programme	Small Business Support Programme	Training Mentorship Contractor Development Work placement Branding	Job Creation Enterprise Development Empowerment	MBM & stakeholders	R 5 million
5	Skills Development Facility	Expansion of South Cape College, School of excellence & Private Initiatives	Strategic sessions Needs identification Training identification Funding & Implementation	Job Creation Empowerment Economic Growth	MBM Private sector Tourism	R10 million
6	Business Hives Programme	Expansion programme to all areas	Land identification Funding Implementation	Job Creation Empowerment Economic Growth	All Stakeholders	R20 Million
7	Yes Hub	Roll out the project to Mossel Bay	Confirmation from Transnet Project Funding Implementation	Job Creation Empowerment Economic Growth	All Stakeholders led by Transnet / TNPA	R 12 million
8	Youth Development	Problem Driven Iterative Adaptation Implementation	Programme / Project identification, fund & implementation	Job Creation Empowerment Economic Growth	All stakeholders	R 5 million

8.2 LED Strategic Focus 2: Safety & Security

Safety and security are very important for Mossel Bay Municipality; therefore, it means more must be done to protect and secure residents and their property, especially within the businesses, prevention of anything that may threaten them, investigate crimes, and community participation in efforts to address causes of crime.

NO	PROPOSED LED INTERVENTION	POSSIBLE ACTIVITIES AND PROGRAMMES	ACTIONS REQUIRED TO IMPLEMENT ACTIVITIES AND PROGRAMMES	ECONOMIC IMPACT	CHAMPION / ROLE PLAYERS	RESOURCES REQUIRED COST ESTIMATE
1	Mossel Bay Camera Project	Installing CCTV cameras in crime driven areas	Needs analysis Funding sourcing Purchasing of cameras Installation and monitoring	Safety and security Crime prevention	MBM All Stakeholders	R5 million
2	Community Safety Initiative	Community Safety Project	Needs identification Project Funding Implementation	Job Creation	All Stakeholders	R5 million
3	Mossel Bay Joint Operations	Law enforcement Unit	Needs identification Project Funding Implementation	Job Creation Safe Environment	All Stakeholders	R10 Million
4	Improving street lighting in crime driven areas	Street lighting in crime driven areas	Identify areas budget and table suggestions to the council Implement	Safe communities Economic growth	SAPS MBM Law Enforcement Electricity Department Neighborhood Watch	R 5 000 000
5	Business start-up programmes for at-risk groups	Support of business start-up programmes for at-risk groups	Form a partnership with the private sector to invest in a start-up programme	Empowerment Crime prevention Job security	Public and private sector SAPS Correctional Service	R 2 500 000
6	Incentives for job creation	Incentives for job creation programmes for at-risk groups	Public/ private partnership to invest in such programmes	Job creation Crime prevention	MBM SAPS Private sector	R 2 500 000
7	Spatial development	Designing buildings and roads to reduce the opportunities for hijacking	Submit proposal Planning and development	Infrastructure development Job creation	MBM Planning and Development	R 5 000 000
8	Law Enforcement	Visible policing and patrols	Budget Planning & development	Safety and security Crime prevention	MBM Law Enforcement SAPS Neighborhood Watch	R 2 500 000
9	Recreational facilities	Appropriate recreational/sports facilities in deprived areas	Budget Identify available land Planning & development	Safety and Security Skills development	MBM Correctional Service Social Development	R 5 000 000
10	Drones	Using drone technology for real-time data	Public/Private Investment	Crime prevention	Public/ Private sector Neighbourhood Watch SAPS Law Enforcement	R 5 000 000

8.3 LED Strategic Focus 3: Spatial Development

The utilisation of land to ensure development in Mossel Bay Municipality is critical in Economic Development growth by planning forward in line with the need of the private sector and the Council's growth strategy. Council's Open for Business support programme to convert land and property to economic growth.

NO	PROPOSED INTERVENTION	LED	POSSIBLE ACTIVITIES AND PROGRAMMES	ACTIONS REQUIRED TO IMPLEMENT ACTIVITIES AND PROGRAMMES	ECONOMIC IMPACT	CHAMPION / ROLE PLAYERS	RESOURCES REQUIRED COST ESTIMATE
1	New Industries & Opportunities		Go through Environmental and Planning applications to unlock land for use	Identify land	Job Creation	MBM	R 500 000 per year
2	Provide a safe and secure living environment. ensure safety, schooling/ infrastructure		Include development guidelines and land allocation for uses in the MSDF to restructure the areas into a safe and secure living environment.	Draft MSDF	Safe and secure living environment	MBM	Already funded
3	Property development		Include development guidelines and land allocation for uses in the MSDF to ensure that land property development is facilitated through planning.	Draft MSDF	Balanced property development between Public and Private sectors	MBM	Already funded
4	Land availability, business, LED & Manufacturing		Go through Environmental and Planning applications to unlock land for use	Identify land	Job Creation	MBM	R 500 000 per year
5	Build more business centres / Hives		Land allocation for Business use in the MSDF to ensure that land property development is facilitated through planning.	Draft MSDF	Job Creation	MBM	Already funded
6	Business outsourcing process – job creation		Include development guidelines and land allocation for use in the MSDF to ensure that land property development is facilitated through planning.	Draft MSDF	Balanced property development between Public and Private sectors	MBM	Already funded
7	Exquisite scenery, beaches. Work from home – capital.		Include development guidelines and land allocation for uses in the MSDF to ensure that land property development is facilitated through planning.	Draft MSDF	Balanced property development between Public and Private sectors	MBM	Already funded
8	Expanding municipality – people move here. More business services		Include development guidelines and land allocation for uses in the MSDF to ensure that land property development is facilitated through planning.	Draft MSDF	Balanced property development between Public and Private sectors	MBM	Already funded
9	Farm stalls, Agro-processing, and Eco-tourism		Make provision in Scheme by-law for Farm stalls, Agro-processing, and Ecotourism	Scheme By-law already makes provision	Create jobs and a sustainable rural environment	MBM	Already funded
10	Solar and wind farms		Make provision in the MSDF to ensure that land property development is facilitated through planning.	Draft MSDF	Job Creation	MBM	Already funded
11	Remote working		Make provision in Scheme by-law for home undertaking	Scheme By-law already makes provision	Allow work from home	MBM	Already funded

8.4 LED Strategic Focus 4: Green Economy

Mossel Bay Municipality wants to grow the local economy but in a manner that is low carbon, resource-efficient, and socially inclusive. We want to support sustainable consumption and production embracing new models of economic development that address the challenge of creating prosperity within planetary boundaries and conserving resources for future generations.

NO	PROPOSED LED INTERVENTION	POSSIBLE ACTIVITIES AND PROGRAMMES	ACTIONS REQUIRED TO IMPLEMENT ACTIVITIES AND PROGRAMMES	ECONOMIC IMPACT	CHAMPION / ROLE PLAYERS	RESOURCES REQUIRED COST ESTIMATE
1	Mossel Bay Energy Resilient Project	Solar Farms Wind Farms Wave Energy Plant Gas Plant	Partnerships Obtain permits / Licence to buy electricity from IPPs	Uninterrupted Electricity to consumers, Economic Growth, Job Creation & decrease in Carbon emissions	MBM, IPPS, landowners & Eskom	R5 Billion
2	No electricity interruptions	Municipality to engage with Eskom not to allow load shedding	Meeting with Eskom, Legislative Support Enforce Decisions	No Eskom Loadshedding Economic Growth Sustainability	MBM, DoE, Eskom	-
3	Skills development and empowering	Training & Skills Development (Solar, Wind, Wave & Gas)	Research & Accreditation of new Programmes. Apply for Funding, and Introduce new Training Programmes	Skilled Workforce, Quality Jobs, and Increase in employable workforce	South Cape College Nelson Mandela University, Training Service Providers	R6 Million
4	Built sustainable infrastructure	Bulk Infrastructure Development; Alternative Energy Infrastructure; Moderations; and Upgrade & Utilisation of Desalination Plant.	Planned Upgrades & Expansions; Renewables Energy Upgrade & Modification; and Upgrade & Utilisation of Desalination Plant.	Sustainability. Economic Growth; and Employment Opportunities.	MBM	TBD
5	Red Tape Reduction	Review Policies, By-laws, and Plans; Review Standard Operating Procedures.	Review Policies, By-laws, and Plans; Review SOP; Create stronger business relationships with the government sector private sector, and the informal sector; and Awareness Programmes.	Ease of doing business	MBM	R500 000
6	Property development	Property Development	Identify development opportunities; Identify new projects; Land Identification and land use processes; and Property Developments	Economic growth and expansion	MBM, DEADP & Private Sector	R 2 million
7	Land availability	Sale/leasing of Land	Avail land; Selling of private land; Policy on Land Sales; Ringfence Project Tender Process; Development of investment land; and Affordable property market prices.	Economic growth & Expansion	MBM, DEADP & Private Sector	R100 000
8	Investment Destination Promotion	Invest Mossel Bay Campaign	Investment Magazine; Marketing of Investment Opportunities; Investment Office; and Review Incentive policy	Attract Investment Economic Growth Job Creation	MBM, DEDAT & Wesgro	R 1 million p/a
9	Attract new industries (Green Industries)	Investment Promotion: Attract investors-Inclusive business opportunities, Attract foreign direct investment	Red tape Reduction; Marketing & Promotion; Investment Attraction; and Aftercare Programme	Economic Growth; Job Creation; Increased Revenue; Financial Viability	MBM: LED	R 1 million p/a
10	Waste recycling	Separation at Source Recycling Manufacturing of Recycling materials & Products	Awareness; Support initiatives; Incentives for Recycling Projects; and Support Businesses and promote Recycling Material & Products.	Growth; Job Creation; Increased Revenue; Financial Viability	MBM & Private Sector	R 5 million
11	Water Conservation	The utilisation of Recycled Wastewater for Industry	Re-purpose Waste Wate, Infrastructure Development & Utilisation	Economic growth	Water & sanitation department	To be determined

8.4 LED Strategic Focus 5: SMME Development

A big portion of the economy of Mossel Bay Municipality are firms regarded as small because it has a relatively small share of their marketplace; it is managed by owners, or part owners in a personalized way and not through the medium of a formalized management structure. It is independent in that it is not part of a larger enterprise. Therefore, a special emphasis is on this sector because it creates employment opportunities that impact the economy by filling in gaps in growth.

NO	PROPOSED LED INTERVENTION	POSSIBLE ACTIVITIES AND PROGRAMMES	ACTIONS REQUIRED TO IMPLEMENT ACTIVITIES AND PROGRAMMES	ECONOMIC IMPACT	CHAMPION / ROLE PLAYERS	RESOURCES REQUIRED COST ESTIMATE
1	Business Incubator Programme	Programmes to assist SMME'S	Subsidize Rent, Training, Mentoring & Business Support	Grow the economy Job Creation Empowerment	MBM	R 2 million
2	Business Hives Programme	Expansion of Business Hives Programme	Land Identification, Funding, Planning & Implementation	Grow the economy Job Creation Empowerment	MBM & other stakeholders	R25 million
3	Mentoring Programme	Mentorship to Small Businesses	Appoint a Mentor, identify businesses, and roll-out of the programme	Grow the economy Business expansion	MBM, Business Chamber & Private Sector	R2 .5 million
4	Contractor Development Programme	Assist Emerging Contractors	Roll out Contractor Development Programme, Training, Framework Tenders	Grow the economy & Businesses Empowerment	MBM, Service Providers	R 1 million
5	SMME Expo	Host annual SMME Expo	Partnerships, Host Expo & Support Small Businesses	Grow the economy & Businesses	MBM	R 100 000
6	Training & Skills Development	Quarterly Training Programmes	Needs Analysis, Training Plan, Secure Service Providers Roll out training	Empowerment	MBM	R 200 000
7	Business Awareness Programme	Quarterly Business Awareness Programmes	Partnerships, Develop Implementation Plan, Implementation	Empowerment	MBM	R 100 000
8	SMME Corner's	Provision of space where SMMEs can access services and browse the internet for opportunities	Partnerships, Identify SMME Corner locations, set up & Equip spaces	Growth Support, Empowerment & Job Opportunities	MBM & Stakeholders	R 500 000
9	One Point Stop	Render all services at Goods Shed offices	Partnerships, improve service provision, bring more services to businesses	Economic growth, Empowerment & Job Opportunities	MBM & Stakeholders	R 250 000
10	Business Database	Live Database of Businesses	Advertise, Business Registration, Surveys & Google Forms, Provide Support	Economic Growth	MBM & Stakeholders	R 50 000
11	SMME Innovation programme	Assist merit & innovative entrepreneurs	Budget, Plan, Advertise, Screening, Assist merit cases	Economic Growth & Job Creation	MBM & Stakeholders	R500 000
12	Export Advancement programme	Support Local Businesses to export	Register companies, training & Assistance, Compliance	Economic Growth & Job Creation	MBM & Stakeholders	R 500 000

NO	PROPOSED LED INTERVENTION	POSSIBLE ACTIVITIES AND PROGRAMMES	ACTIONS REQUIRED TO IMPLEMENT ACTIVITIES AND PROGRAMMES	ECONOMIC IMPACT	CHAMPION / ROLE PLAYERS	RESOURCES REQUIRED COST ESTIMATE
13	Business Hive land Project	Rent land to Small Businesses	Identify land, bulk infrastructure installation, fencing of land, renting out land	Economic Growth & Job Creation	MBM	R 10 million
14	Hatch Online Sales Programme	The utilisation of E-commerce to assist small businesses	Launch platform, marketing, Packaging & Courier	Economic Growth & Job Creation	MBM, Business Chamber & Private Sector	R 50 000
15	Neighbourhood Markets	Host Markets in Neighbourhoods	Plan, Market & Host markets	Economic Growth & Job Creation	MBM, Business Chamber & Private Sector	R 100 000
16	Informal Trading Space	Provision of under roof Informal trading	Plan, Budget, Construction &	Economic Growth & Job Creation	MBM & Small Businesses	R 1.5 million
17	SMME & Entrepreneurial Academy	Virtual Assistance & Training	Launch App	Empowerment & Job Creation	MBM, Start Up Tribe	0
18	Self Help Agency	Establish Support System for Entrepreneurs	Research, Service Provider	Empowerment & Job Creation	MBM	R 1 million

8.6 LED Strategic Focus 6: Skills Development & Training

Skills development & Training focus on improvement, it can be to promote productivity in a workplace, product improvement, and service delivery excellence. It also promotes the competitiveness of doing business and the quality of life of workers, their prospects of work, and their mobility. A special focus is on the unemployed and youth to ensure that they are employable and grasp opportunities that become available. Building a workforce that can adapt and grow as our economy grows.

NO	PROPOSED LED INTERVENTION	POSSIBLE ACTIVITIES AND PROGRAMMES	ACTIONS REQUIRED TO IMPLEMENT ACTIVITIES AND PROGRAMMES	ECONOMIC IMPACT	CHAMPION	RESOURCES REQUIRED COST ESTIMATE
1	Training & Skills Development Centres	Establish skills development and training centres. Skills transfer programs	Skills Audit, Skills Needs analysis Apply for funding/training programmes Skills Partnerships & Training	Empowerment, Skilled Workforce Employable Youth	MBM, Tertiary Educations & Service Providers	R 5 million
2	Youth entrepreneurship	Invest in youth entrepreneurship, encourage entrepreneurs, Youth own businesses	Establish Youth Entrepreneurship Programme, Call for Proposals, Screening & Interviews, and Fund Merit Cases.	Empowerment Economic Growth Job Creation	MBM	R 2. 5 million
3	Internships & student programme	More internships and student programs	Review Municipal Intern & Student Programme, Budget & Increase Number of Positions, Partnership Programme, and Recruit Process.	Empowerment	MBM	R 5 million
4	Business Process Outsourcing	Create Employment Opportunities	Partnership with Companies, Training of Youth, Recruitment of employees	Job Creation & Empowerment	MBM	R 250 000
5	Mentoring Programme	Provide Training & Skills Transfer	Partnerships, Needs Analysis & Training	Empowerment	MBM	R 1 million
6	Skills Development	Skills Development Programmes	Partnerships, Needs Analysis & Training	Empowerment	MBM	R 500 000
7	Apprenticeship Programme	Electrical, Diesel, Petrol & Auto Electrician, Robotics & Solar	Partnerships, Needs Analysis, Accreditation, Funding applications & roll out	Empowerment & Job Creation	MBM	R 6 million
8	Waste 2 Art Programme	Training, Arts & Craft & Photography & Marketing	Partnerships, training, exhibitions & marketing	Empowerment & Job Creation	MBM	R2.5 million
9	Youth café	Youth café	Budget, spatial development planning, and infrastructure development	Empowerment, Skills development & Job creation	Public and private sector	To be determined
10	Provide Support and Encouragement	Subsidized rent for business spaces	Infrastructure for business hives	Job creation Empowerment	Public and private sector	To be determined
11	Special interest groups or courses	Video production, gardening, pet care, photography	Recruitment, roll out	Job creation Empowerment	Public and private sector	To be determined
12	Youth engagement champions	Acts as a catalyst for and coordinator of organization-wide efforts related to youth engagement,	Sponsors or organizes workshops and training on youth engagement, Recruitment, roll out	Empowerment Job creation	Public and private sector	To be determined
13	Online marketing	Online marketing and sales	Upload products and services on social network platforms to advertise, promote and sell.	Empowerment Revenue Increase	Public and private sector	To be determined
14	Youth-focused web presence and social media initiatives	Helps to build a community of youth interested in an organization, gives youth a voice in activities, allows for easy dissemination and promotion of youth-related materials/events and allows for gathering input from youth on needs	Funding for development and maintenance, An online moderator or coordinator, Server space and UR	Empowerment Job creation	Public and private sector	To be determined
15	South Cape College intervention	Sector Need Training	Electrical, Diesel, Petrol & Auto Electrician, Robotics & Solar	Empowerment & Job Creation	MBM	R 1 million

8.7 LED Strategic Focus 7: Rural Development

Rural communities residing outside the urban edge are faced with little or no growth opportunities. Mossel Bay Municipality established a Rural Development Unit with a special focus on Rural development which speaks to improving the quality of life and economic well-being of people living in rural areas, often relatively isolated and sparsely populated areas. More must be done in forestry villages where the national government withdraws after land-intensive natural resources such as agriculture and forestry are no longer feasible, leaving these communities vulnerable and without hope.

NO	PROPOSED LED INTERVENTION	POSSIBLE ACTIVITIES AND PROGRAMMES	ACTIONS REQUIRED TO IMPLEMENT ACTIVITIES AND PROGRAMMES	ECONOMIC IMPACT	CHAMPION	RESOURCES REQUIRED
1.	Renewable energy projects	Solar, wind, gas & wave	Support Energy Projects, Incentives for Sector & Red Tape Reduction	Job Creation Economic Growth	Farmers Property Owners	TBD
2.	Conservation of natural resources	Water, solar, gas & wave	Review By-laws SDF Provision	Conservation	MBM, DFFE DEADP	R 1 million
3.	Ecotourism	Farm Stays, Sports Events, Job Creation Projects, Conservation Projects & Adventure Tourism	Farm Stays, Sports Events, Job Creation Projects, Conservation Projects & Adventure Tourism	Economic Growth Job Creation Empowerment	Farmers Property Owners	R500 000
4.	Business Parks Programmes	Business Hives for Small Businesses	Identify Land, Partnership, Funding, Planning, Construction, Recruitment & Opening of facilities	Economic Growth Job Creation	MBM (LED & Rural) CPA's & Farmers	R7.5 million
5.	Timber Industry	Wood Making, Furniture, Arts & Craft	Partnerships, Training & Development, Support	Economic Growth Job Creation	MBM & Private Sector	R3 million
6.	Community Gardens	Community Gardens	Establish community gardens	Job Creation	MBM, DRDLR & DoA, CPA's	R 1 million
7.	Hydroponics	Tunnel Farming	Establish Tunnel Farming	Job Creation	MBM, DRDLR & DoA, CPA's	R5 million
8.	Honeybush Tea Farming	Plant Honeybush tea where trees are removed	Honey Bush Tea Farming in Forestry areas	Job Creation	MBM, DRDLR & DoA	R 5 million
9.	Bee Framing	Bee Farming	Establish Bee Farms, honey products	Job Creation	MBM, DRDLR & DoA, CPA's	R5 million
10.	Seed Farming	Seed Farming	Seed Farming, Seed Cleaning & Packaging	Economic Growth, Job Creation	MBM, DRDLR & DoA, CPA's	R5 million
11.	Cut Flowers	Cut Flowers	Grow Flowers, Export Flowers	Economic Growth, Job Creation	MBM, DRDLR & DoA, CPA's	R 2 million
12.	Aloe Farming & Processing	Aloe Farming	Farming, Processing, Product Marketing & Sales	Economic Growth, Job Creation	MBM, DRDLR & DoA, CPA's	R 2 million
13.	Spekbos Farming & Processing	Spekbos Farming	Farming, Processing, Product Marketing & Sales	Economic Growth, Job Creation	MBM, DRDLR & DoA, CPA's	R 2 million
14.	Alien Clearing	Alien Clearing to conserve water & nature	Alien Clearing in all rural areas	Job Creation	MBM, DRDLR & DoA, CPA's	R6 million
15.	Poultry Farming	Poultry Farming	Identify Land, assist small farmers,	Economic Growth, Job Creation	MBM, DRDLR & DoA, CPA's	R 2 million
16.	Small Scale Farming	Assist Emerging Farmers	Provide assistance, training & support	Economic Growth, Job Creation	MBM, DRDLR & DoA, CPA's	R 1 million
17.	Tyre Shoe Making	Making shoes with used tyres	Assist with training & Support	Job Creation	MBM	R 2 million

8.8 LED Strategic Focus 8: Oceans / Blue Economy

The ocean is critical for the Mossel Bay economy since it has multiple economic opportunities provided by the marine ecosystems. A special emphasis is placed on managing this natural resource in a sustainable way unlocking conservational and economic activities of ocean-based industries. Maximizing the assets, goods and services provided by marine ecosystems. The sustainable use of our ocean resources for economic growth, improved livelihoods, and job opportunities while preserving the health of the ocean ecosystem.

NO	PROPOSED LED INTERVENTION	POSSIBLE ACTIVITIES AND PROGRAMMES	ACTIONS REQUIRED TO IMPLEMENT ACTIVITIES AND PROGRAMMES	ECONOMIC IMPACT	CHAMPION / ROLE PLAYERS	RESOURCES REQUIRED COST ESTIMATE
1	Ocean Conservation	Municipality to collaborate with environmental departments ensuring activities for example	Clean-up projects threatened species project & Youth Development Programme	Job creation Recycling products boosting the economy	MBM, NGO's Private Sector Waste Department	R1 million
2	Aquaculture	EIA, Fish Farms Use Smart shipping to lessen the impact on the environment.	EIA, Aquaculture Zone, Call for Proposals, Fish farming & skills training	Economic Growth job Creation	MBM, DEFF Private sector	R 5 billion
3	Wave Energy	Energy Production	EIA, Call for Proposals, & skills training	Economic Growth job Creation	MBM Private sector	R 5 million
4	Smart Shipping & Logistics	Use Smart shipping to lessen the impact on the environment.	EIA, Call for Proposals & skills training	Economic Growth job Creation	MBM Private sector Transnet	R 10 million
5	Mossel Bay Aquarium	Mossel Bay Aquarium	Plan, Funding, Implementation	Economic Growth	MBM Private sector	R 5 million
6	Diaz Museum Expansion	Expansion of Museum to make provision for South African Cultures & Events	Partnerships, Planning, Budgeting & Implementation. Host Events	Economic Growth	MBM, DCAS & Tourism	R 3 million
7	Industrial Park	Shipbuilding and repair. Port activities. Offshore oil and gas	Expand the maintenance service of ship repairs. Make sure it is on safe and healthy grounds.	Economic Growth	Port of Mossel Bay MBM	R 10 million
8	Save the Ocean Campaign	Clean up projects	Reduce use of single-use plastic Investigate oil spills in the harbour	Economic Growth & Job Creation	MBM, TNPA & Private Sector	R 500 000
9	Artisan development.	Agricultural/ marine study opportunities. Artisan development	Municipality to appoint a service provider to research, Plan, Budget & roll out	Job Creation	MBM	R 1.5 million
10	Maritime Studies	Boatbuilding courses and skill development programmes	Plan, Budget, Rollout	Job creation and qualified workers.	MBM, MNU, TVET College	R 2 million
11	Harbour Development	Expand Harbour & Waterfront Development	Upgrade and maintain	Economic Growth & Job Creation	MBM, Port of Mossel Bay	R 30 million
12	Mossel Bay Promenade	Upgrade of Walkways & new Walkways, upgrade of buildings next to the Walkways	Planning, Call for Proposals, Implement	Economic Growth & Job Creation	MBM, Tourism Port of Mossel Bay	R 10 million

8.9 LED Strategic Focus 9: Rural Mobility

Mossel Bay Municipality is ideally located with all transport modes accommodated within the municipal area. This is however not effectively utilized, and it has great potential for Rural mobility to establish region-specific, tailor-made mobility mix of publicly accessible and individual modes of transport. Mossel Bay Municipality can manage and facilitate local transport planning, related policies, and strategies. In partnership with Neighboring municipalities and the District Municipality, coordinate regional as well as inter-sphere relations including providing economic modelling and analysis of the sector.

NO	PROPOSED LED INTERVENTION	POSSIBLE ACTIVITIES AND PROGRAMMES	ACTIONS REQUIRED TO IMPLEMENT ACTIVITIES AND PROGRAMMES	ECONOMIC IMPACT	CHAMPION / ROLE PLAYERS	RESOURCES REQUIRED COST ESTIMATE
1	Integrated Transport System	Rail, Road, Air & Boat	Research of International Standards, conduct a Feasibility study, Call for Proposals, Implementation	Economic Growth & Job Creation	Public & private sector	TBD
2	Subsidies	Subsidies or cross-subsidies	Implement subsidies	Affordability	Public & private sector	TBD
3	Price incentives	Low rates	Implement	Affordable transportation	Public & private sector	TBD
4	Road & Rail Programme	Put more freight on the Rail	Promote Rail utilisation, special rates & security	Economic Growth & Job Creation	Public & Private Sector	TBD
5	Sustainable transport infrastructure	Develop & Maintain Transport Infrastructure	Research, Plan, Budget & Implement	Economic Growth	Public & private sector	TBD
6	Rural Transport Services	Rural transport services	Subsidised transport services	Affordable transport services	Public & private sector	TBD
7	Tourism Train	Tourism Trains into Mossel Bay & Garden Route	Call for Proposals	Economic Growth & Job Creation	Public & private sector	TBD
8	Transport services	Public and private transport services	Transport agreements between parties	Accessibility	Public & private sector	TBD
9	Youth in infrastructure development	Include youth in the construction phase of transport infrastructure development	Include youth in planning and participation	Job creation Skills development Empowerment	Public & private sector	TBD
10	Mossel Bay Bridge Programme	Build Bridges over the ocean to Hartenbos e.g., London bridge, Bridges over gorges	Plan, Budget & Implement	Accessibility & Job Creation	Public & Private Sector	
11	Upgrade gravel roads (rural)	Construction of roads	Plan, budget & implement	Empowerment Job creation Poverty reduction	Public & private sector	TBD
12	Infrastructure Maintenance	Enhances the sense of community ownership to ensure maintenance of completed projects	Maintain transport infrastructure	Sustainability Empowerment Job creation	Public & private sector	TBD
13	Data capturing via computer	Community data needs	Compile and computerise data	Skills development	Public & private sector	TBD

8.10 LED Strategic Focus 10: Business Retention & Expansion

Mossel Bay Municipality wants to grow the economy, increase the employment opportunities using investment attraction, and Business Retention and Expansion (BRE) Programme is an important aspect for the municipality, therefore the municipality wants to ensure that there are consumer satisfaction levels in the business environment which encourages existing local businesses to stay and grow in Mossel Bay. A BRE programme will help create a healthy local business climate, where safety, sustainability and speed to markets are established. It will grow the Mossel Bay business community so they can count on municipal support, red tape reduction and work with the municipality to create quality local jobs and attract investment.

NO	PROPOSED LED INTERVENTION	POSSIBLE ACTIVITIES AND PROGRAMMES	ACTIONS REQUIRED TO IMPLEMENT ACTIVITIES AND PROGRAMMES	ECONOMIC IMPACT	CHAMPION / ROLE PLAYERS	RESOURCES REQUIRED COST ESTIMATE
1	Encourage new businesses	Relook at the incentives that are currently available. Attract business opportunities. Direct foreign investment.	Investment attraction. Support initiatives. Incentives.	Job creation. Economic growth	MBM	TBD
2	Provisions of business stalls	Incubator programme. Land availability. Identify development opportunities.	Expanding the Beehive programme to other areas around Mossel Bay.	Economic growth. Job creation.	MBM	TBD
3	Marketing as a sports destination	Sports academy (different sporting codes). Host national and provincial events. Upgrading of stadiums.	Marketing and promotion. Investment attraction.	Economic growth. Job creation.	MBM DCAS	TBD
4	Embrace the use of technology	Information Communication and technology training. Sell products and services online.	Motivate businesses to make use of technology to market and expand their current businesses.	Economic growth	MBM Business Chamber	TBD
5	Allow new businesses an opportunity to take part in local events	An inclusive environment where everyone can benefit. Market days, that is expanded to rural areas.	Invite local business ventures to cultural events, sports festivals, etc. Funding applications.	Job creation Economic growth	MBM	TBD
6	Hold local business events throughout the year	Cultural Festivals Sports Festivals 4x4 races.	Create an inclusive environment for businesses to be involved in. Funding applications.	Economic growth. Job creation.	MBM Private sector	TBD
7	Develop Mossel Bay as work from home destination	Installation of fiber in all areas.	Incentives for Fibre Regular engagements with fibre companies.	Connectivity. Job creation. Economic growth.	Private sector MBM	TBD
9	New Industries & Factories	Attract new industries/businesses. Attract inclusive business opportunities. Incentives.	Make land available for big businesses to open factories. Promotion marketing.	Job creation. Economic Growth	MBM Private sector	TBD
10	Special Economic Zone	The industrial area where infrastructure can be built and rented out at affordable cost to locally based businesses	Land identification. EIA, PPP	Economic growth Job creation	MBM Private sector	TBD

NO	PROPOSED LED INTERVENTION	POSSIBLE ACTIVITIES AND PROGRAMMES	ACTIONS REQUIRED TO IMPLEMENT ACTIVITIES AND PROGRAMMES	ECONOMIC IMPACT	CHAMPION / ROLE PLAYERS	RESOURCES REQUIRED COST ESTIMATE
11	Develop Tradesmanship	Skills academy. Skills development programme.	Invite skills centres to open locally. Research of accredited skills programmes. Introduce new training programmes.	Economic growth	MBM Private sector	TBD
12	Skills Development	Skills transfer programs. Export development programme. Export readiness programme.	Research on training opportunities, that business owners need to enhance their business ventures. Export compliance.	Job creation. Economic growth.	MBM Private sector	TBD
13	Alternative Energy	Independent power producers, Solar and wind farms	Research the availability and effectiveness of independent power suppliers. Call for proposals. & Tender processes.	Economic growth Job creation	MBM Private sector	TBD
14	Preferred destination for a living – Remote living, new businesses	Installation of Fiber in all areas	Incentives for Fibre. Engagements with Fibre companies.	Connectivity, Job creation. Economic Growth. Business expansion.	MBM Private sector	TBD
15	Ocean economy – Agriculture, boat building, marine studies	Aquaculture, boat building, ship repairs, bunkering, Waterfront development Ship repairs	Research on possible ocean activities that can be embarked upon. Partnerships, EIA on possible marine activities that can be started.	Economic growth. Job creation.	MBM TNPA Private Sector	TBD
16	Business expansion	Assist businesses to expand & attract more companies to the area	Invite larger companies to open a factory/shop/office in Mossel Bay. Make land available for easy access.	Employment opportunities. Economic Growth.	MBM Private sector	TBD
17	Eco-Tourism	Conservation projects, Farms stalls, events, Agro-processing & Tourism	Host market days/market stalls and Conservation projects, Farms stalls, events, Agro-processing & Tourism	Economic growth. Job creation.	MBM, Farmers Rural communities	TBD
18	Food Security Project	Agricultural projects Food production	Encourage the private sector to invest in projects that would benefit the community.	Job creation and sustainability. Economic growth.	MBM, Farmers Private Sector	TBD
20	Access to fiber	Fiber installations in all communities. Fiber to all businesses.	Incentives of Fibre. Installation of fibre in all areas.	Economic growth. Employment opportunities.	Private Sector	TBD
21	E-commerce	Train and motivate business owners to make use of online platforms.	Develop a platform for businesses to use. Marketing of opportunities.	Economic growth.	MBM Private sector.	TBD
22	Export Development Programme	Export development programme. Business Expansion.	Product improvement and quality management. Export compliance training. Speed and delivery.	Economic growth. Employment opportunities.	MBM DEDAT	TBD
23	Mossel Bay Automation Programme	Attract manufacturing companies e.g., vehicle companies.	Avail land for manufacturing companies. Research on sportswear companies that are expanding to other cities/towns.	Employment opportunities. Economic Growth	Private sector. MBM	TBD

8.11 LED Strategic Focus 11: Infrastructure Development

Mossel Bay Municipality is sufficient for current use with spare capacity for expansion, but in the last couple of years, the towns under the municipal jurisdiction have been growing closer to each illustrating how it is expanding. The maintenance of existing infrastructure is critical for any municipality, therefore planned maintenance is important for the municipality. Infrastructure development in line with economic growth is crucial in the construction of basic foundational services to stimulate economic growth and quality of life improvement. Mossel Bay like most advanced economies will have to proceed and go through periods of intensive infrastructure building to ensure improved efficiency and competitiveness with other towns and regions.

NO	PROPOSED LED INTERVENTION	POSSIBLE ACTIVITIES AND PROGRAMMES	ACTIONS REQUIRED TO IMPLEMENT ACTIVITIES AND PROGRAMMES	ECONOMIC IMPACT	CHAMPION / ROLE PLAYERS	RESOURCES REQUIRED COST ESTIMATE
1	No electricity interruptions	Municipality to investigate no electrical interruptions for businesses in terms of Load shedding and Eskom agreements.	Alternatives for provision of electricity	Business Promotion Ease of doing business	Electrical Department LED Private Sector	To be determined
2	Upgrade of Infrastructure	Municipality to ensure the long-term sustainability of Infrastructure.	Upgrade of sewerage, water, electrical and roads other related services.	Ease of doing business Business expansion and retention Investment attraction	Infrastructure Services LED Private Sector	To be determined
3	Logistics – Access/ Facilities.	Municipality to give accessibility to community facilities Logistical arrangements for programmes and projects to serve the community	Provision of access or facilities	Information Management Sustainable Service delivery	MBM Other Departments providing services. Creative Industries: Film Office	Halls Logistics
4	Built sustainable infrastructure	Replace replenish infrastructure	Old infrastructure to be replaced in due time.	Ease of doing business Infrastructure Development Business retention and expansion	Technical Department	To be determined
5	Business Parks Programme	Developing Business Spaces	Planning, Budgeting, implementation, recruitment & Launch	Economic growth Job Creation	MBM, Stakeholders	R 10 million
6	Property Development	Motorsport MECCA, Business Parks, Business Hives, Techno Parks & Housing Developments	Spatial, area planning and investments Construction	Economic Growth & Development	MBM, Business Chamber & Private Sector	To be determined
7	Informal Trading Areas	Business stalls development, Bush Mechanics, Markets & Promotion	Promote business stalls in areas where requested; Business stalls development, Bush Mechanics, Markets & Promotion	Economic Growth & Job Creation	LED IEF Spatial Planning	To be determined
8.	Learning Institutions	Investigation and promotion of higher educational institutions.	Discussion with Higher Education Department	Promotion of Higher Education	MBM Department of Higher Education	To be determined

NO	PROPOSED LED INTERVENTION	POSSIBLE ACTIVITIES AND PROGRAMMES	ACTIONS REQUIRED TO IMPLEMENT ACTIVITIES AND PROGRAMMES	ECONOMIC IMPACT	CHAMPION / ROLE PLAYERS	RESOURCES REQUIRED COST ESTIMATE
9	Open a market street where more inclusive products and services are sold	Investigate a market street initiative for Mossel Bay, finding a suitable area to promote an open street market to promote tourists	Discussion with role-players like IEF, LED, and infrastructure on the possibility, Investment, and upgrade of such an area to make it a world-class area for tourists	Economic Inclusivity Promoting structural Informal Trading Promoting Niche Markets	MBM	To be determined
10	Upgrade public roads and all traffic infrastructure	Municipality to ensure the long-term sustainability of road and traffic infrastructure.	Sustainable upgrade of road and traffic infrastructure.	Ease of doing business Business expansion and retention Investment attraction	MBM	To be determined
11	Establish an industrial park	Industrial Park Development	Discussions with DTI and other investors Proper Assessment of the available resources, Proper Assessment of the type of industries suitable for an industrial park. Techno Parks, Automotive and other specialised industries to be investigated.	Poverty Alleviation via sustainable infrastructure development	MBM, DTI & IDC	To be determined
12	Mossel Bay Fiber Project	Fiber to all household, especially the poorer communities, promote safety, schooling, working from home infrastructure	Call for proposals, PPP & Rollout	Economic growth, Job Creation, connectivity &	MBM	To be determined
13	Rural Infrastructure Development	Municipality to ensure the long-term sustainability of Infrastructure.	Upgrade of sewerage, water, electrical and roads other related services.	Poverty Alleviation via sustainable infrastructure development	LED Technical Services Department	To be determined
14	Export infrastructure	Harbor and Airport Infrastructure Development for export	Discussion on Harbour and Airport Infrastructure Development for export, upgrade of Harbor & Airfield, Full Port of Entre Status, International Airport	Economic growth & Job Creation	LED Transnet Spatial Planning Development Aviation Companies	To be determined.
15	Bush Mechanic Programme	Establishment of informal Operational Space for Mechanics	Research, Plan, Budget, Implement	Economic growth & Job Creation	MBM	R 2 million
16	Mayixhale / Adriaanse Street Precinct	Provision for Business & Trading	SDF, Land Uses & Support	Economic growth & Job Creation	MBM	R 100 000
17	Medical Precinct	Promotion of medical Precinct	Implementation & Promotion	Economic growth & Job Creation	MBM	R 100 000

8.12 LED Strategic Focus 12: Modern Technology

The Fourth Industrial Revolution (4IR) represents a new era of innovation in technology one that's enhancing human-machine relationships, unlocking new market opportunities, and fueling growth across the global economy. The Covid 19 Pandemic forced us to be creative and to use technology wiser and we must work towards innovation-led prosperity. Digital technologies have the potential to vastly improve education and have become key to mitigating the learning disruption caused by COVID-19. We're entering an era of technological empowerment, but to benefit from the many solutions 4IR technologies offer, we have an opportunity to upskill ourselves and create public value.

NO	PROPOSED LED INTERVENTION	POSSIBLE ACTIVITIES AND PROGRAMMES	ACTIONS REQUIRED TO IMPLEMENT ACTIVITIES AND PROGRAMMES	ECONOMIC IMPACT	CHAMPION	RESOURCES REQUIRED
1.	Fiber Installation Project	Fiber to Businesses Fiber to All Households Fiber to Education Facilities	Engagement with Fibre Companies Incentives for Fibre Installation in Poor Communities	Connectivity Job Creation Economic Growth	MBM Private Sector	
2.	E-Commerce	Sell products and services online	Develop Platform, Appoint Administrator; and Marketing & Development	Economic Growth Job Creation	MBM Private Sector Business Chamber	
3.	Incubation Hub	Incubation hub for technology SMMEs	Engagement with Entrepreneurs, Establish Hub, and Utilization of Hub.	Connectivity Job Creation Economic Growth Empowerment	MBM Private Sector Business Chamber	
4.	Training & Development	Information Communication & Technology Robotic training Software Development	Training Needs Analysis, Partnership, Secure Funding, Accreditation, and Training Programme Rollout.	Trained Specialists Smart City Empowerment	MBM Private Sector Business Chamber	
5.	Extensive Market	Assisting all businesses in marketing their business on a broader scale and outside Mossel bay	Annual Marketing Campaign Product and service marketing	Economic growth	MBM	R 5 million
6.	Information Technology school	IT Full Courses	South cape college to have a full Diploma course for IT	Increase in IT Specialists	South Cape College, MBM	R 5 million
7.	Mossel Bay Robotics	A facility that focuses on the conception, design, manufacture, and operation of robots	Research, Plan, Call for Proposals, Implementation	Economic Growth	MBM, Business Chamber & Private Sector	R 2 million

8.13 LED Strategic Focus 13: Tourism Development & Promotion

Tourism is one of Mossel Bay's major economic sectors as a holiday destination, but it's fundamentally become a Tourism Destination with tourists visiting Mossel Bay straight through the year. There is room for further tourism development to increase, develop, and encourage tourism in a particular destination e.g., Adventure Capital. Tourism promotion has attracted visitors, but we are competing with the rest of the world, therefore we must encourage the actual and potential customers to travel to a destination through vigorous marketing mediums.

NO	PROPOSED LED INTERVENTION	POSSIBLE ACTIVITIES AND PROGRAMMES	ACTIONS REQUIRED TO IMPLEMENT ACTIVITIES AND PROGRAMMES	ECONOMIC IMPACT	CHAMPION / ROLE PLAYERS	RESOURCES REQUIRED COST ESTIMATE
1	Global needs analysis	Conduct research on International Tourists and Opportunities	Identify Markets for Marketing	Attract Tourists, Economic Growth	MBM, MB Tourism	R 50 000
2	Marketing as a Holiday destination	Marketing area as a holiday destination all year round	Annual Marketing Campaign	Economic Growth	MBM, MB Tourism	R 5 million
3	Marketing as a Sports destination	Marketing area for various sports events & training camps	Annual Marketing Campaign	Bring more exposure to Mossel bay and possible sponsors	Youth Development Office with Mossel bay Advertiser	
4	Marketing as an Events destination	Marketing as the ideal events	Annual Marketing Campaign	Bring more exposure to Mossel bay and possible sponsors	Youth Development Office with Mossel bay Advertiser	
5	Marketing as Film Making destination	Marketing as the ideal filmmaking, Location map	Annual Marketing Campaign	Bring more exposure to Mossel bay and possible sponsors	Youth Development Office with Mossel bay Advertiser	
6	Product and service marketing	Sell products and services online	Develop platform / App for promotions	Economic growth	MBM, Private Sector & Business Chamber	
7	Mossel Bay Tourism App	Develop & Market Mossel Bay App	Develop & Market Mossel Bay App	Economic Growth	MBM, MB Tourism	R 1 million
8	Host Events, festivals & Trade Shows	Host events to attract people to Mossel Bay	Host events	Economic Growth	MBM, MB Tourism	R 5 million
9	Tourism Development	Assist upcoming entrepreneurs	Assist, support Small Businesses	Economic Growth & Job Creation	MBM, MB Tourism	R 100 000
10	Cultural Tourism Development	Assist Upcoming entrepreneurs	Assist, support Small Businesses	Economic Growth & Job Creation	MBM, MB Tourism	R 100 000
11	Marketing Material	Video Clips, Augmented Reality	Development of annual marketing material	Economic Growth & Job Creation	MBM, MB Tourism	R 200 000
12	Mossel Bay Tourism Ambassador Programme	Marketing Campaigns	Voucher System Social Media Campaigns Annual Ambassador Events	Economic Growth & Job Creation	MBM, MB Tourism	R 250 000
13	Tourism Packages	Partner with Travel Agents	5-day Mossel Bay Packages 10-day Mossel Bay Packages 21 Day Garden Route Packages	Economic Growth & Job Creation	MBM, MB Tourism	R 250 000
14	Cultural Tours	Partner with Travel Agents & Accommodation Establishments	1-Hour, 2-hour, 3 hours, 5 hours, Full-Day Tour	Economic Growth & Job Creation	MBM, MB Tourism	R 100 000

8.14 LED Strategic Focus 14: Investment Promotion

Mossel Bay is open for business and wants to grow its economy. The area has great potential with various development opportunities. The municipality also made provisions for future developments in municipal spatial development. Environmental Impact Assessments are currently in the process so that investors can start with implementation as soon as possible. The municipal Incentive Policy make provision for incentives in Mossel Bay, Province as well as National. The municipality also want to guarantee non-financial incentives, e.g., speed to markets / clients and uninterrupted electricity for consumers. Mossel Bay Municipality with its excellent service delivery and infrastructure makes it the most favorable investment destination.

NO	PROPOSED LED INTERVENTION	POSSIBLE ACTIVITIES AND PROGRAMMES	ACTIONS REQUIRED TO IMPLEMENT ACTIVITIES AND PROGRAMMES	ECONOMIC IMPACT	CHAMPION / ROLE PLAYERS	RESOURCES REQUIRED COST ESTIMATE
1	Investment Office	Designated Official	Designated Official	Economic Growth & Job Creation	MBM	R 5 million
2	Investment Promotion	Partner with Company	Partner with Company	Economic Growth & Job Creation	MBM	
3	Investment Support	Technical Support Team	Technical Support Team	Economic Growth & Job Creation	MBM	
4	Investment Aftercare	Designated Official provision	Designated Official provision	Economic Growth & Job Creation	MBM	
5	Business Retention & Expansion	Technical Support Team	Technical Support Team	Economic Growth & Job Creation	MBM	
6	Red Tape Reduction	Ease of doing business	Improvement of Systems and applications	Economic Growth & Job Creation	MBM	R 300 000
7	Attract Investment	Aquaculture	Aquaculture	Economic Growth & Job Creation	MBM, TNPA, Investors	TBD
		Harbour Development	Harbour Development	Economic Growth & Job Creation	MBM, TNPA, Investors	R 30 million
		Waterfront Development	Waterfront Development	Economic Growth & Job Creation	MBM, TNPA, Investors	R 50 million
		Aquarium	Aquarium	Economic Growth & Job Creation	MBM, TNPA, Investors	R 10 million
		Motor Sport Mecca	Motor Sport Mecca	Economic Growth & Job Creation	MBM, Business Chamber, Investors	R 100 million
		BPO Business Campus	BPO Business Campus	Economic Growth & Job Creation	MBM, Investors	R 5 billion
		Health Precinct / Investment	Health Precinct / Investment	Economic Growth & Job Creation	MBM, Investors	TBD
		Sport Stadiums / International Standards	Sport Stadiums / International Standards	Economic Growth & Job Creation	MBM, Investors	R 100 million
		Conference Facilities	Conference Facilities	Economic Growth & Job Creation	MBM, Investors	R 50 million

NO	PROPOSED LED INTERVENTION	POSSIBLE ACTIVITIES AND PROGRAMMES	ACTIONS REQUIRED TO IMPLEMENT ACTIVITIES AND PROGRAMMES	ECONOMIC IMPACT	CHAMPION / ROLE PLAYERS	RESOURCES REQUIRED COST ESTIMATE
	Attract Investment	Techno Parks	Techno Parks	Economic Growth & Job Creation	MBM, Investors	R 100 million
		Factories	Factories	Economic Growth & Job Creation	MBM, Investors	R 100 million
		Agro Farming & Processing	Agro Farming & Processing	Economic Growth & Job Creation	MBM, Investors	R 20 million
		Film Making	Film Making	Economic Growth & Job Creation	MBM, Investors	TBD
		Mixed Housing Developments	Mixed Housing Developments	Economic Growth & Job Creation	MBM, Investors	TBD

8.14 LED Strategic Focus 14: Creative Industries

The creative industries have great potential in Mossel Bay Municipal Area and include advertising, architecture, arts and crafts, design, fashion, film, video, photography, music, performing arts, publishing, research & development, software, computer games, electronic publishing, and TV/radio. Therefore, we want to support and promote the industry to grow and expand.

NO	PROPOSED LED INTERVENTION	POSSIBLE ACTIVITIES AND PROGRAMMES	ACTIONS REQUIRED TO IMPLEMENT ACTIVITIES AND PROGRAMMES	ECONOMIC IMPACT	CHAMPION / ROLE PLAYERS	RESOURCES REQUIRED COST ESTIMATE
1	Market Mossel Bay as a place to hold events.	Use all platforms and businesses to market Mossel Bay. Programmes and projects with all relevant partners. Brand Mossel Bay everywhere	Partnerships with all relevant role-players. Business, Tourism, Community	Economic Growth	MBM Tourism and Business	R 1 million
2	Garden Route Fashion Council	Support Fashion Industry	Workshops, Fashion Shows, Trade Fairs & Host Pageants	Economic Growth, Job Creation	Fashion Council, Private Sector	R 250 000
3	Mossel Bay Tv	Launch & Support TV Production	Support & Promote Tv station	Economic Growth, Job Creation	Business Chamber, Entrepreneur & Private Sector	R 250 000
4	Photography Competitions	Support & Promote Industry	Quarterly Competitions Shows and Events	Economic Growth, Job Creation	Business Chamber, Entrepreneurs & Private Sector	R 250 000
5	Mossel Bay Architecture Programme	Support & Promote Mossel Bay Architecture	Promote Mossel Bay Brand and Architecture	Economic Growth, Job Creation	MBM, Business Chamber, Entrepreneurs & Private Sector	R 100 000
6	Film Making Destination Marketing	Promote Mossel Bay as Filming Destination, Support Local Producers to make movies & series locally	Film Prospectus, Augmented Reality & Market	Unlock opportunities Economic Growth, Job Creation	MBM, Business Chamber, Film Commission, Entrepreneurs & Private Sector	R 250 000
7	Art Shows	Hosting Art Shows, Markets & Events	Partnerships, Budgeting, Planning and Host Events	Economic Growth, Job Creation	MBM, MB Tourism, Art Societies	R 250 000
8	Art Galleries	Support local artists	Promotion, support and events	Attract investment Economic Growth, Job Creation	MBM, Business Chamber, Entrepreneur & Private Sector	R 100 000
9	Mossel Bay tourism Route	Art, History & Mossel Bay Icons as part of Route	Partnerships, Support, Promote & Implement	Economic Growth Job Creation Empowerment	MBM, Business Chamber, Entrepreneur & Private Sector	R 2 million
10	Film Competitions	Roll out Competitions to make local films	Annual Competitions	Economic Growth Job Creation Empowerment	MBM, Business Chamber, Film Commission, Entrepreneur & Private Sector	R 250 000

8.15 LED Strategic Focus 15: International Relations

International relations allow nations to cooperate, pool resources, and share information to face global issues. Mossel Bay Municipality want to use its existing Twinning Agreements to promote community empowerment, share best practices, learn from other countries, promote exporting and economic growth. Utilising it for the greater good of the community especially the economy for exporting purposes and Tourism promotion. A special purpose vehicle to attract much needed Foreign Direct Investments (FDI's) to ensure the municipality and the economy is sustainable.

N O	PROPOSED LED INTERVENTION	POSSIBLE ACTIVITIES AND PROGRAMMES	ACTIONS REQUIRED TO IMPLEMENT ACTIVITIES AND PROGRAMMES	ECONOMIC IMPACT	CHAMPION / ROLE PLAYERS	RESOURCES REQUIRED COST ESTIMATE
1	Host international sports events	Host Sports Events that attract national and international opportunities	Ensure that facilities are conducive for hosting events	Host international sports events	Host Sports Events that attract national and international opportunities	R 1 million
2	Attract foreign direct investment	Investment Promotions	Attract foreign direct investment	Twining agreements	Attract foreign direct investment	R 2.5 million
3	Twining Agreements	Strategic engagements	Partnerships, Community Development, Sharing Knowledge, Best Practice sharing, Secondments & Empowerment	Attract investment,	Access to opportunities	R 100 000
4	Host international event – Collaborative investment between countries	International Relations	Twining agreements; Host Webinars and Hybrid events	Attract investment	MBM	R 100 000
5	Establish foreign markets by partnering with businesses and municipalities in other countries	Strategic sessions Wesgro Agreements	Investment Promotion; Partnerships & Marketing, After Care Programmes	Attract investment	MBM Private sector Tourism	R 100 000
6	International Derby's	Strategic engagements	Strategic sessions, Conferences & Events Workshops & Expos	Attract investment	MBM Private sector Relevant departments	R 1 million
7	Exchange programs	Strategic engagements	Implementing best practices	Attract investment	MBM Management	R 100 000
8	Host international trade fairs	Sector Product Expo & Trade Fairs	Apply to host International Expo's & Trade Fairs	Economic Growth Job Creation Empowerment	MBM, Wesgro DEDAT, Business Chamber, Businesses Farmers	R 100 000
9	Exporting hub	International Relations Export Development Programme E-Commerce Business Expansion Support local farmers/businesses.	Establish foreign market by partnering business, Global needs analysis, Product Improvement & Quantity Management, Export compliance Speed & Delivery, expand buying power, New Products in line with needs New Business Projects and Red Tape Reduction Promotion	Economic Growth Job Creation Empowerment	MBM Wesgro DEDAT Business Chamber Businesses Farmers	R 500 000

9. Risks

Several risks could derail the strategy and demand a rethink and changes to the strategy. Some of the risks identified by stakeholders are:

- i. Lack of political leadership and will to implement this LED Strategy;
- ii. Ignorance of Private Sector to use as a guideline for development;
- iii. Pandemics like Covid19, that can put the economy under lockdown;
- iv. Local & Global Economic Recessions;
- v. New Economic Agendas of Governments, e.g. The One world Order;
- vi. The lack of alignment between spheres of government and between government and state-owned enterprises and the private sector which could undermine the strategy;
- vii. Lack of buy-in and ownership across sectors of the LED Strategy;
- viii. Unfunded mandates which in turn will result in a lack of delivery around core areas;
- ix. Depletion of Natural Resources and Climate Change;
- x. Non-participation of Sector departments;
- xi. Non-participation of SMMEs;
- xii. Failure to attract investors; and
- xiii. Internal Capacity gap

9.1 Risk Mitigation Strategies

The following mitigation strategies will be implemented to ensure that the strategy will be implemented:

- Strengthen Inter-Governmental Relations;
- Strengthen Business Chambers & Forums;
- Strengthen the Development Forum;
- Establish Public-Private Partnerships;
- Support the Private Sector; and
- Establishment of an Investment Promotion Desk.

10. Status Qua Report

It is expected that Mossel bay local municipality will grow at an average annual rate of 2,32% from 2020 to 2025. In 2025 Mossel bay's forecasted GDP will be an estimated R13.6b or 23,7% of the total GDP of Garden Route District Municipality. The ranking in terms of size of the Mossel bay local municipality will remain the same between 2020 and 2025, with a contribution to the garden Route District Municipality GDP of 23.7% in 2025 compared to 23.5% in 2020. At a 2.32% average annual GDP growth rate between 2020 and 2025, Mossel bay ranked third compared to the other regional economies.

10.1 Economic Sectors

In 2019, the largest contributors to the economy in the Mossel Bay municipal area were finance, insurance, real estate, and business services (28.6 percent), wholesale and retail trade, catering and accommodation (17.8 percent), and manufacturing (14.6 percent) sectors. The smallest contributor in 2019 was the mining and quarrying sector, with only 1.3 percent, followed by the electricity, gas, and water sector (2.1 percent).

The biggest contributor to employment in the Mossel Bay municipal area in 2019 was the wholesale and retail trade, catering, and accommodation sector, with 25.6 percent. This was followed by the finance, insurance, real estate, and business services sector (20.8 percent) and the community, social and personal services sector (14.6 percent). The finance, insurance, real estate, and business services sector was the largest capital-intensive sector in the municipal area and the wholesale and retail trade, catering, and accommodation sector was the largest labor-intensive sector.

Sector	GDPR		Employment	
	Trend 2015 – 2019	Real GDPR growth 2020e	Average annual change 2015 – 2019	Net change 2020e
Primary sector	-3.7%	6.9%	14	-352
Agriculture, forestry & fishing	-4.7%	14.6%	14	-344
Mining & quarrying	0.1%	-18.4%	0	-8
Secondary sector	-3.0%	-15.2%	-132	-593
Manufacturing	-2.6%	-13.5%	-28	-257
Electricity, gas & water	-3.0%	-8.8%	-1	-4
Construction	-4.4%	-24.3%	-103	-332
Tertiary sector	2.1%	-5.6%	461	-1 668
Wholesale & retail trade, catering & accommodation	1.0%	-10.4%	207	-677
Transport, storage & communication	1.4%	-14.9%	27	-82
Finance, insurance, real estate & business services	3.4%	-3.0%	231	-363
General government	0.2%	0.1%	-21	21
Community, social & personal services	1.4%	-2.2%	16	-567
Total Mossel Bay	0.7%	-6.8%	343	-2 613

Source: Quantec Research, 2021 (e denotes estimate)

The Mossel Bay municipal area had a GDP growth of 0.7 percent annually between 2015 and 2019. The tertiary sector was the only sector in the municipal area that had positive growth over the reference period and experienced an average growth rate of 2.1 percent. The GDP growth in the Mossel Bay municipal area was mainly driven by the finance, insurance, real estate, and business services (3.4 percent) sector, the transport, storage, and communication sector, and the community, social and personal services sector (1.4 percent each) and the wholesale and retail trade, catering and accommodation sector (1.0 percent).

The secondary sector's GDP declined by an average of 3.0 percent per annum between 2015 and 2019. The poor performance of the manufacturing sector, which contracted by 2.6 percent, is dampening economic prospects in the Mossel Bay municipal area. The primary sector contracted by 3.7 percent per annum, with the agriculture, forestry, and fishing sector declining at a rate of 4.7 percent annually between 2015 and 2019.

Between 2015 and 2019, the municipal area created an average of 343 jobs per annum, which were mainly driven by the tertiary sector (461 jobs) and more specifically the finance, insurance, real estate, and business services sector, which created 231 jobs per annum on average. This was followed by the wholesale and retail trade, catering and accommodation sector (207 jobs), and the transport, storage, and communication sector (27 jobs).

It is estimated that the Mossel Bay municipal area's GDP contracted by 6.8 percent in 2020, largely owing to the impact of the COVID-19 pandemic and associated lockdown. In addition to COVID-19-related impacts, the wholesale and retail trade, catering, and accommodation sector's 10.4 percent drop in GDP were influenced by the significant contraction of the tourism industry. The construction sector is estimated to have contracted significantly, as construction-related projects and housing development stagnated owing to lockdown regulations in 2020. The secondary sector is estimated to have contracted by 15.2 percent. The only sectors estimated to have had positive growth in 2020 were the general government (0.1 percent) and agriculture, forestry, and fishing (14.6 percent) sectors. Relatively lower restrictions during the earlier stages of the national lockdown supported inshore trawl and commercial line fishing from the Mossel Bay Harbour.

The contraction in economic growth in the municipal area resulted in significant job losses of an estimated 2 613 jobs. The tertiary sector was impacted the most, as it was estimated that 1 668 workers lost their jobs, followed by the secondary sector (593 jobs) and the primary sector (352 jobs). The wholesale and retail trade, catering, and accommodation sectors lost 677 jobs, followed by the community, social and personal services sectors with 567 jobs lost. The high number of jobs lost in these sectors is the result of the poor tourism performance in 2020 owing to COVID-19-related impacts, and the decrease in household income as people took pay cuts resulted in

personal services becoming less affordable and being regarded as unnecessary. It is estimated that the agriculture, forestry, and fishing sectors shed 344 jobs in 2020. The general government sector was the only sector that created additional employment, with an estimated 21 jobs created.

10.2 Natural Resources

Mossel Bay Municipality, as a coastal municipality, has various natural resources, namely:

- i. Oil & Gas;
- ii. Ocean;
- iii. Land;
- iv. Sea life;
- v. Water;
- vi. Sand;
- vii. Nature;
- viii. Trees;
- ix. Alternative Energy Sources; and
- x. Weather.

The conservation of these resources is critical and more must be done to ensure that is used wisely to make to that future generations can be taken care of.

10.3 Municipal Infrastructure

Streets & Stormwater

Mossel Bay Municipality currently holds 450 km of total network, of which 400km is asphalt/tarred, 34 km paved, 3 km concrete, 9 km gravel, and 4 km earth. The entire road reserve is the property of the Municipality excluding the N2 National Road (SANRAL) and Provincial Roads (such as Louis Fourie Road, R102, R328, and Morrison Road). We pride ourselves that all potholes are, on average, repaired within four days from being reported.

Electricity

Electricity is purchased from Eskom at six intake substations with a notified maximum demand of 77,5MVA and distributed under a NERSA license at voltages ranging from 230V to 66000V to various industrial, commercial, and domestic customers. The peak-maximum demand at this stage is 65,6MVA, and there is a spare capacity of 11,9MVA for future growth. Mossel Bay is in the process of entering into a partnership with an Independent Energy Producer to get off the Eskom Grid and invest in sustainable energy for Energy Surety for Businesses.

Water

The water services infrastructure consists of various raw water sources, including the Wolwedans Dam, Klipheuwel Dam, Hartebeestkuil Dam, and Ernst Robertson Dam as

well as boreholes. Raw-water pipelines convey the untreated water to a total of seven water purification plants situated throughout the municipal area. During the Western Cape drought, 2017/18 dam levels did not drop below 70%, and there was no need to utilize the municipal borehole of 1.7Ml per day capacity or the municipal 15Ml per day capacity desalination plant. From the various water purification plants, as well as a desalination plant, the treated water is pumped via 30 pump stations into 55 reservoirs.

Wastewater

From the consumer, sewage is conveyed through approximately 510 km gravity sewer pipelines to 73 sewer pump stations situated throughout the municipal area. From the pump stations, the sewage is pumped through approximately 40 km of rising main pipelines to a total of seven wastewater treatment plants situated throughout the municipal area. The total design capacity for the seven wastewater treatment plants is 22,54 Ml per day. The current combined average daily inflow for the seven wastewater treatment plants is 10,72 Ml per day.

Waste Management

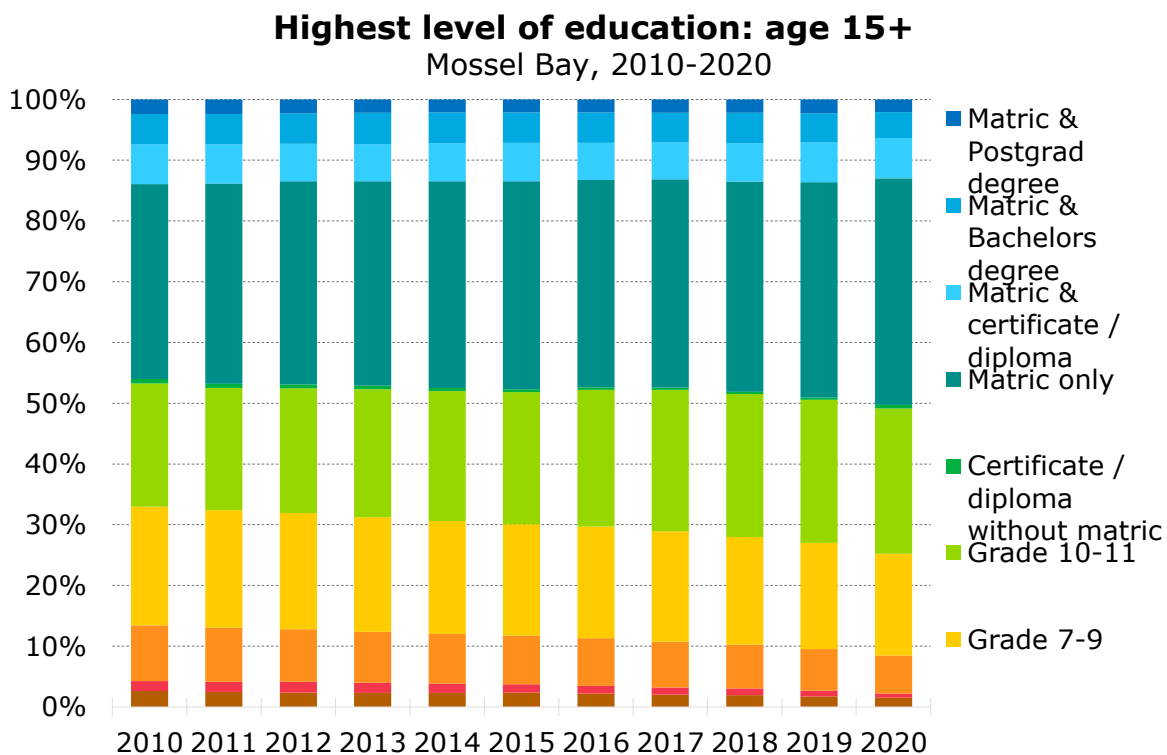
The Waste Management Fleet of 13 compactors (9 operational and 4 spare capacity) and 4 Skip Loader Trucks are well maintained. The new regional landfill site will ensure landfill capacity for the next 50 years. Waste management encompasses management of all processes and resources for proper handling of waste materials, including maintenance of waste transport trucks and dumping facilities, street cleaning, recycling, solid waste removal, solid water disposal, and compliance with health codes and environmental regulations.

10.4 Literacy & Skills

Educating is important to the economic growth in a country and the development of its industries, providing a trained workforce and skilled professionals required.

The education measure represents the highest level of education of an individual, using the 15 years and older age category. (According to the United Nations definition of education, one is an adult when 15 years or older. IHS uses this cut-off point to allow for cross-country comparisons. Furthermore, the age of 15 is also the legal age at which children may leave school in South Africa).

*Highest level of education: age 15+ - Mossel Bay Local Municipality, 2010-2020
[Percentage]*



Source: IHS Markit Regional eXplorer version 2175

Within Mossel Bay Local Municipality, the number of people without any schooling decreased from 2010 to 2020 with an average annual rate of -3.39%, while the number of people within the 'matric only' category, increased from 19,500 to 28,200. The number of people with 'matric and a certificate/diploma' increased with an average annual rate of 2.26%, with the number of people with a 'matric and a bachelor's degree' increasing with an average annual rate of 0.70%. Overall improvement in the level of education is visible with an increase in the number of people with 'matric' or higher education.

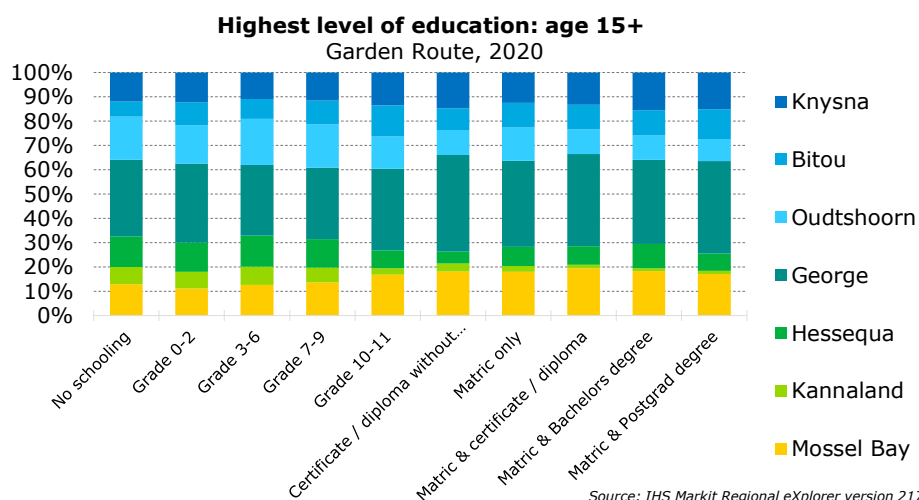
Highest level of education: age 15± Mossel Bay, Garden Route, Western Cape & National Total, 2020 (Numbers)

	Mossel Bay	Garden Route	Western Cape	National Total	Mossel Bay as % of district municipality	Mossel Bay as % of the province	Mossel Bay as % of national
No schooling	1,130	8,790	66,500	1,790,000	12.9%	1.70%	0.06%
Grade 0-2	555	4,960	34,200	546,000	11.2%	1.62%	0.10%
Grade 3-6	4,720	37,300	284,000	2,870,000	12.6%	1.66%	0.16%
Grade 7-9	12,700	92,600	892,000	5,970,000	13.7%	1.42%	0.21%
Grade 10-11	18,000	107,000	1,190,000	9,420,000	16.9%	1.51%	0.19%
Certificate/diploma without matric	424	2,340	33,000	196,000	18.1%	1.28%	0.22%
Matric only	28,100	156,000	1,540,000	12,000,000	18.0%	1.83%	0.23%
Matric certificate / diploma	5,030	25,800	322,000	2,560,000	19.5%	1.56%	0.20%
Matric Bachelor's degree	3,220	17,600	243,000	1,710,000	18.3%	1.32%	0.19%
Matric degree Postgrad degree	1,580	9,220	139,000	848,000	17.1%	1.13%	0.19%

Source: IHS Markit Regional Explorer version 2175

The number of people without any schooling in Mossel Bay Local Municipality accounts for 12.87% of the number of people without schooling in the district municipality, 1.70% of the province, and 0.06% of the national. In 2020, the number of people in Mossel Bay Local Municipality with matric only was 28,200 which is a share of 18.04% of the district municipality's total number of people that have obtained a matric. The number of people with matric and a Postgrad degree constitutes 18.33% of the district municipality, 1.32% of the province, and 0.19% of the national.

Highest level of education: age 15+, Mossel Bay, Kannaland, Hessequa, George, Oudtshoorn, Bitou and Knysna 2020 [Percentage]



10.4.1 Functional literacy

For this report, IHS defines functional literacy as the number of people in a region that are 20 years and older and have completed at least their primary education (i.e. grade 7).

Functional literacy describes the reading and writing skills that are adequate for an individual to cope with the demands of everyday life - including the demands posed in the workplace. This is contrasted with illiteracy in the strictest sense, meaning the inability to read or write. Functional literacy enables individuals to enter the labour market and contribute toward economic growth thereby reducing poverty.

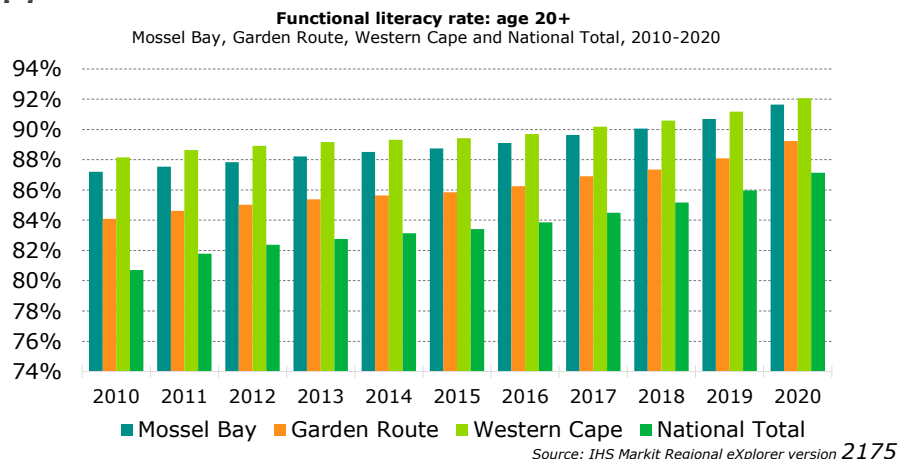
Functional literacy: age 20+, completed grade 7 or higher - Mossel Bay Local Municipality, 2010-2020 [NUMBER PERCENTAGE]

	Illiterate	Literate	%
2010	8,612	58,649	87.2%
2011	8,574	60,212	87.5%
2012	8,550	61,741	87.8%
2013	8,454	63,294	88.2%
2014	8,406	64,758	88.5%
2015	8,386	66,136	88.7%
2016	8,258	67,597	89.1%
2017	8,002	69,197	89.6%
2018	7,811	70,740	90.1%
2019	7,441	72,497	90.7%
2020	6,801	74,592	91.6%
Average Annual growth			
2010-2020	-2.33%	2.43%	0.50%

Source: IHS Markit Regional Explorer version 2175

A total of 74 600 individuals in Mossel Bay Local Municipality were considered functionally literate in 2020, while 6 800 people were illiterate. Expressed as a rate, this amounts to 91.64% of the population, which is an increase of 0.044 percentage points since 2010 (87.20%). The number of illiterate individuals decreased on average by -2.33% annually from 2010 to 2020, with the number of functionally literate people increasing at 2.43% annually.

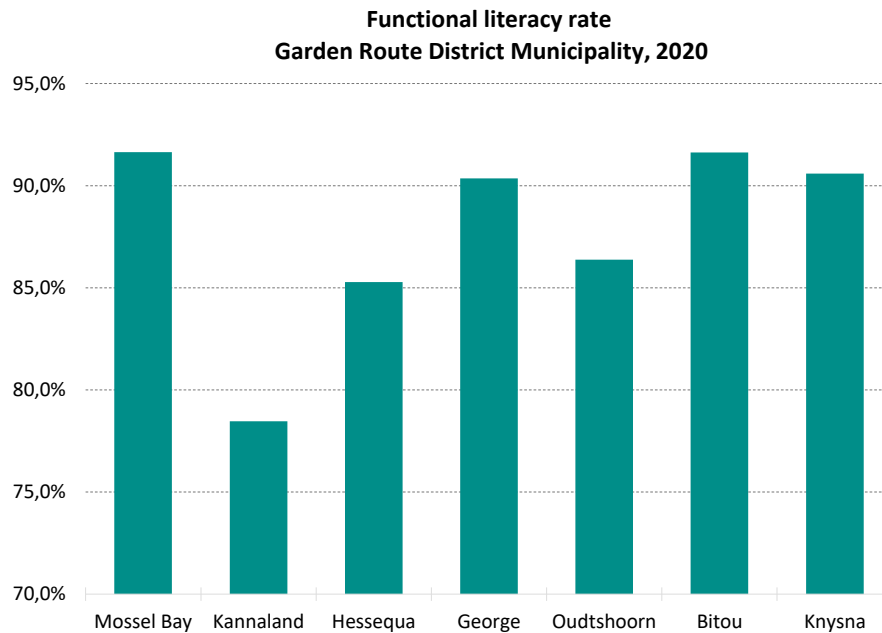
Functional literacy: age 20+, completed grade 7 or higher - Mossel Bay, Garden Route, Western Cape, and National Total, 2010-2020 [%]



Mossel Bay Local Municipality's functional literacy rate of 91.64% in 2020 is higher than that of Garden Route at 89.24% and is higher than the province rate of 92.06%. When comparing to the National Total as a whole, which has a functional literacy rate of 87.14%, the functional literacy rate is lower than that of the Mossel Bay Local Municipality.

A higher literacy rate is often associated with higher levels of urbanization, for instance where access to schools is less of a problem, and where there are economies of scale. From a spatial breakdown of the literacy rates in South Africa, it is perceived that the districts with larger cities normally have higher literacy rates.

Literacy rate - Mossel Bay Local Municipality and the rest of Garden Route District Municipality, 2020 [percentage]



Source: IHS Markit Regional eXplorer version 2175

In terms of the literacy rate for each of the regions within the Garden Route District Municipality, Mossel Bay Local Municipality had the highest literacy rate, with a total of 91.6%. The lowest literacy rate can be observed in the Kannaland Local Municipality with a total of 78.5%.

10.5 Employment

Employment data is a key element in the estimation of unemployment. In addition, trends in employment within different sectors and industries normally indicate significant structural changes in the economy. Employment data is also used in the calculation of productivity, earnings per worker, and other economic indicators.

Definition: Total employment consists of two parts: employment in the formal sector, and employment in the informal sector

Total employment - Mossel Bay, Garden Route, Western Cape, and National Total, 2010-2020 [numbers]

	Mossel Bay	Garden Route	Western Cape	National Total
2010	27,500	184,000	2,050,000	13,500,000
2011	27,600	185,000	2,080,000	13,700,000
2012	28,000	188,000	2,120,000	14,000,000
2013	28,600	193,000	2,170,000	14,400,000
2014	30,100	204,000	2,240,000	15,000,000
2015	31,300	213,000	2,310,000	15,500,000
2016	32,300	221,000	2,370,000	15,800,000
2017	33,700	230,000	2,430,000	16,000,000
2018	34,800	237,000	2,490,000	16,200,000
2019	34,400	233,000	2,500,000	16,200,000
2020	30,200	206,000	2,390,000	15,500,000
Average Annual growth				
2010-2020	0.96%	1.15%	1.57%	1.39%

Source: IHS Markit Regional eXplorer version 2175

In 2020, Mossel Bay employed 30 200 people which is 14.69% of the total employment in Garden Route District Municipality (206 000), 1.26% of total employment in Western Cape Province (2.39 million), and 0.20% of the total employment of 15.5 million in South Africa. Employment within Mossel Bay increased annually at an average rate of 0.96% from 2010 to 2020. The Mossel Bay Local Municipality's average annual employment growth rate of 0.96% exceeds the average annual labour force growth rate of 0.48% resulting in unemployment decreasing from 20.65% in 2010 to 16.66% in 2020 in the local municipality.

Total employment per broad economic sector - Mossel Bay and the rest of Garden Route,
2020 [Numbers]

	Mossel Bay	Kannaland	Hessequa	George	Oudtshoorn	Bitou	Knysna	Garden Route
Agriculture	860	358	740	5,130	3,180	1,600	1,880	13,743
Mining	103	21	6	55	30	47	98	361
Manufacturing	3,370	1,030	2,590	8,270	3,570	1,350	2,570	22,763
Electricity	30	35	26	202	111	50	68	523
Construction	1,450	649	1,130	4,320	1,740	2,640	3,750	15,676
Trade	7,500	1,590	4,860	16,000	5,820	5,160	7,720	48,636
Transport	1,740	518	1,070	3,890	1,340	662	1,180	10,411
Finance	7,680	1,680	3,630	17,300	5,070	3,400	4,440	43,242
Community services	6,120	1,510	3,630	12,600	5,460	3,340	5,170	37,846
Households	1,400	317	1,120	3,670	1,420	2,030	2,770	12,718
Total	30,200	7,710	18,800	71,500	27,700	20,300	29,600	205,921

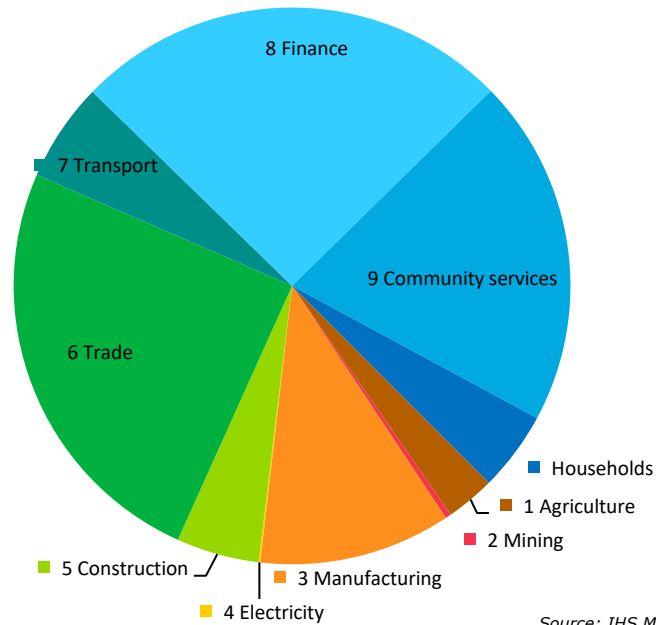
Source: IHS Markit Regional eXplorer version 2175

Mossel Bay Local Municipality employs a total number of 30 200 people within its local municipality. The local municipality that employs the highest number of people relative to the other regions within Garden Route District Municipality is George local municipality with a total number of 71 500. The local municipality that employs the lowest number of people relative to the other regions within Garden Route District Municipality is Kannaland local municipality with a total number of 7 710 employed people.

In Mossel Bay Local Municipality the economic sectors that recorded the largest number of employments in 2020 were the finance sector with a total of 7 680 employed people or 25.4% of total employment in the local municipality. The trade sector with a total of 7 500 (24.8%) employs the second-highest number of people relative to the rest of the sectors. The electricity sector with 30.1 (0.1%) is the sector that employs the least number of people in Mossel Bay Local Municipality, followed by the mining sector with 103 (0.3%) people employed.

Total employment per broad economic sector - Mossel Bay Local Municipality, 2020 [percentage]

Total Employment Composition Mossel Bay, 2020



Source: IHS Markit Regional eXplorer version 2175

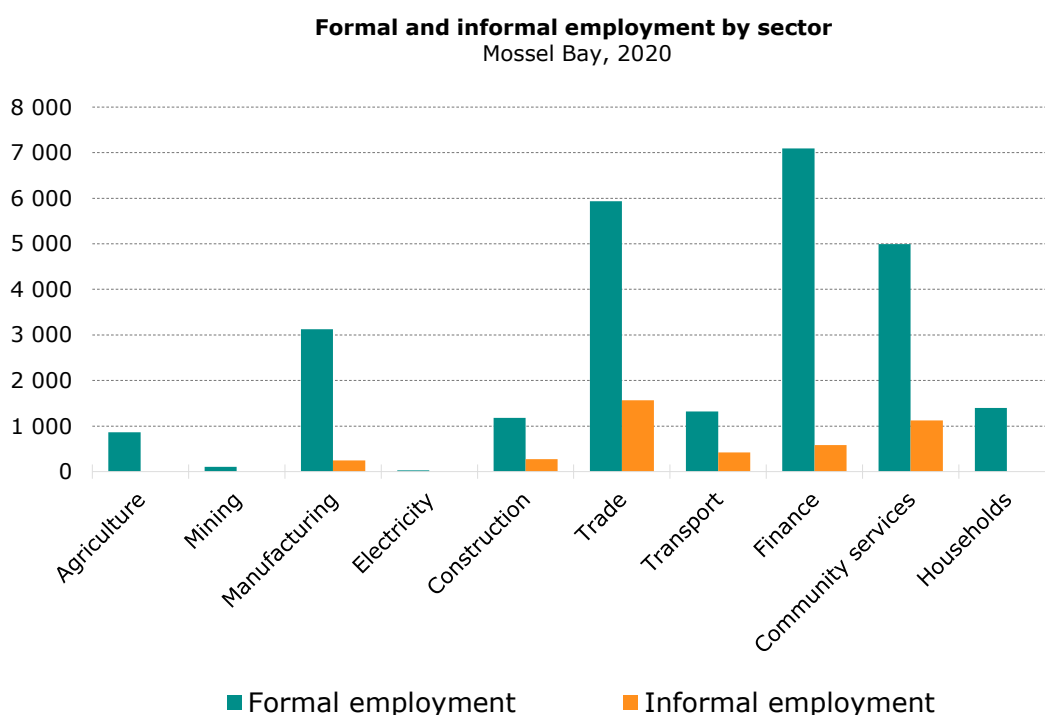
10.5 Formal and Informal employment

Total employment can be broken down into formal and informal sector employment. Formal sector employment is measured from the formal business side, and informal employment is measured from the household side where formal businesses have not been established.

Formal employment is much more stable than informal employment. Informal employment is much harder to measure and manage, simply because it cannot be tracked through the formal business side of the economy. Informal employment is however a reality in South Africa and cannot be ignored.

The number of formally employed people in Mossel Bay Local Municipality counted 26 000 in 2020, which is about 86.09% of total employment, while the number of people employed in the informal sector counted 4 210 or 13.91% of the total employment. Informal employment in Mossel Bay increased from 3 570 in 2010 to an estimated 4 210 in 2020.

Formal and informal employment by broad economic sector - Mossel Bay Local Municipality, 2020 [numbers]



Source: IHS Markit Regional eXplorer version 2175

Some of the economic sectors have little or no informal employment:

The mining industry, due to well-regulated mining safety policies, and the strict registration of a mine has little or no informal employment. The Electricity sector is also well regulated, making it difficult to get information on informal employment. Domestic Workers and employment in the Agriculture Sector are typically counted under a separate heading.

In 2020 the Trade sector recorded the highest number of informally employed, with a total of 1 570 employees or 37.22% of the total informal employment. This can be expected as the barriers to entering the Trade sector in terms of capital and skills required is less than in most of the other sectors. The Manufacturing sector has the lowest informal employment with 244 and only contributes 5.81% to total informal employment.

10.6 Human Index

Indicators of development, like the Human Development Index (HDI), Gini Coefficient (income inequality), poverty and the poverty gap, and education, are used to estimate the level of development of a given region in South Africa relative to the rest of the country.

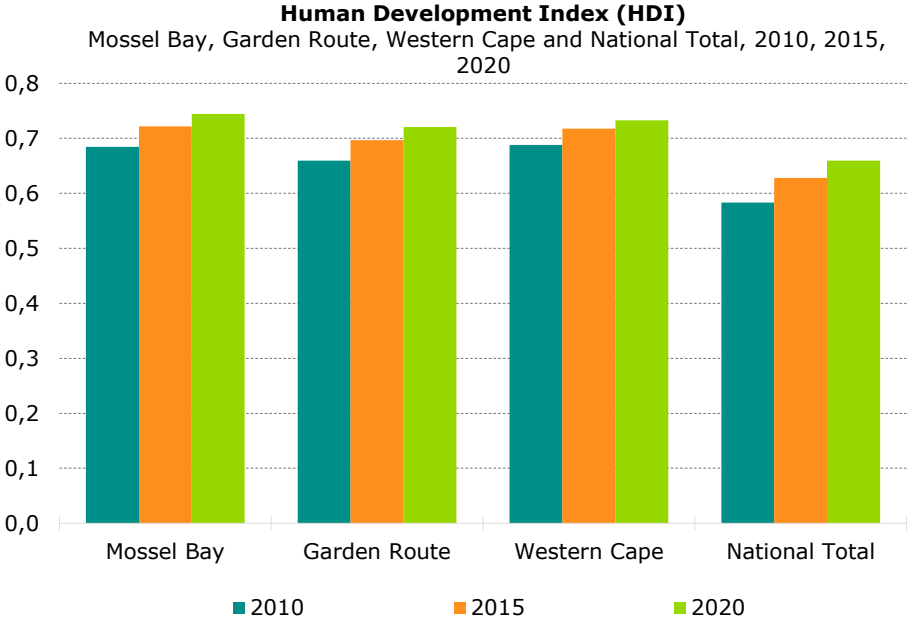
Another indicator that is widely used is the number (or percentage) of people living in poverty. Poverty is defined as the deprivation of those things that determine the quality of life, including food, clothing, shelter, and safe drinking water. More than that, other "intangibles" are also included such as the opportunity to learn, and the privilege to enjoy the respect of fellow citizens. Curbing poverty and alleviating the effects thereof should be a premise in the compilation of all policies that aspire towards a better life for all.

10.7 Human Development Index (HDI)

The Human Development Index (HDI) is a composite relative index used to compare human development across population groups or regions.

HDI is the combination of three basic dimensions of human development: A long and healthy life, knowledge, and a decent standard of living. Long and healthy life is typically measured using life expectancy at birth. Knowledge is normally based on adult literacy and/or the combination of enrolment in primary, secondary, and tertiary schools. To gauge a decent standard of living, we make use of GDP per capita. On a technical note, the HDI can have a maximum value of 1, indicating a very high level of human development, while the minimum value is 0, indicating no human development.

Human Development Index (HDI) - Mossel Bay, Garden Route, Western Cape and National Total, 2010, 2015, 2020 [Number]

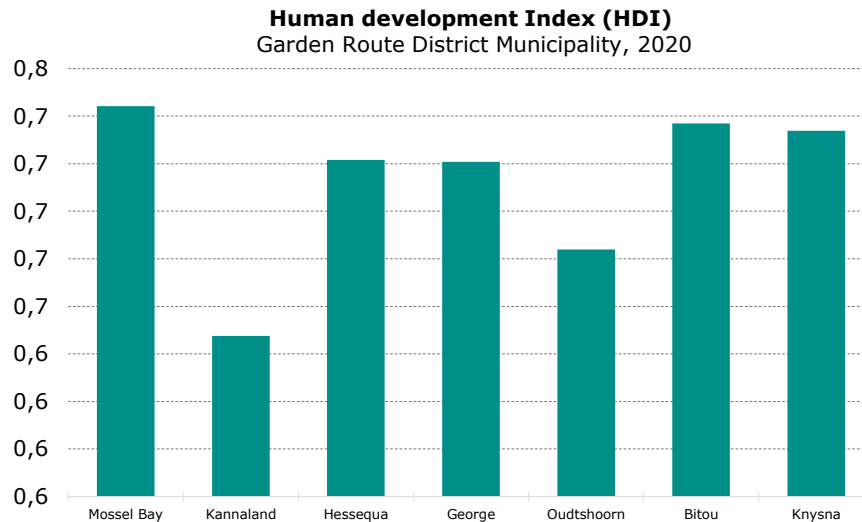


Source: IHS Markit Regional Explorer version 2175

In 2020 Mossel Bay Local Municipality had an HDI of 0.744 compared to the Garden Route with an HDI of 0.721, 0.733 for Western Cape and 0.659 of National Total as a whole. Seeing that South Africa recorded a lower HDI in 2020 when compared to Mossel Bay

Local Municipality which translates to better human development for Mossel Bay Local Municipality compared to South Africa. South Africa's HDI increased at an average annual growth rate of 1.23% and this increase is higher than that of Mossel Bay Local Municipality (0.84%).

Human Development Index (HDI) - Mossel Bay and the rest of Garden Route District Municipality, 2020 [Number]



Source: IHS Markit Regional eXplorer version 2175

In terms of the HDI for each of the regions within the Garden Route District Municipality, Mossel Bay Local Municipality has the highest HDI, with an index value of 0.744.

10.8 Imports & Exports

The relative importance of international trade

In the table below, the Mossel Bay Local Municipality is compared to Garden Route, Western Cape Province, and South Africa, in terms of actual imports and exports, the Trade Balance, as well the contribution to GDP, and the region's contribution to total national exports and imports.

Merchandise exports and imports - Mossel Bay, Garden Route, Western Cape, and National Total, 2020 [R 1000, current prices]

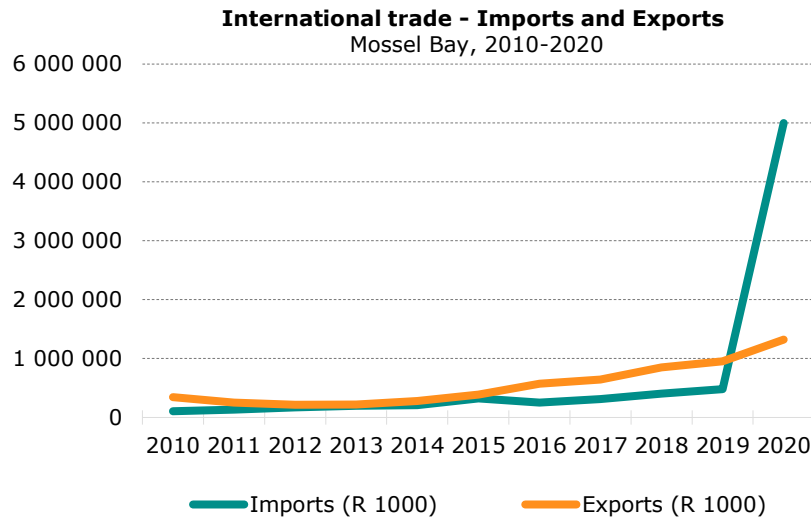
	Mossel Bay	Garden Route	Western Cape	National Total
Exports (R 1000)	1,322,144	2,819,596	138,611,700	1,394,345,999
Imports (R 1000)	4,999,202	5,915,880	190,524,153	1,109,458,999
Total Trade (R 1000)	6,321,346	8,735,476	329,135,852	2,503,804,998
Trade Balance (R 1000)	-3,677,058	-3,096,284	-51,912,453	284,887,001
Exports as % of GDP	8.5%	4.3%	18.1%	25.3%
Total trade as % of GDP	40.9%	13.3%	42.9%	45.3%
Regional share - Exports	0.1%	0.2%	9.9%	100.0%
Regional share - Imports	0.5%	0.5%	17.2%	100.0%
Regional share - Total Trade	0.3%	0.3%	13.1%	100.0%

Source: IHS Markit Regional eXplorer version 2175

The merchandise export from Mossel Bay Local Municipality amounts to R 1.32 billion and as a percentage of total national exports constitutes about 0.09%. The exports from Mossel Bay Local Municipality constitute 8.55% of the total Mossel Bay Local Municipality's GDP. Merchandise imports of R 5 billion constitute about 0.45% of the national imports.

Total trade within Mossel Bay is about 0.25% of total national trade. Mossel Bay Local Municipality had a negative trade balance in 2020 to the value of R 3.68 billion.

Import and Exports in Mossel Bay Local Municipality, 2010-2020 [R 1000]



Source: IHS Markit Regional eXplorer version 2175

Analysing the trade movements over time, total trade increased from 2010 to 2020 at an average annual growth rate of 30.17%. Merchandise exports increased at an average annual rate of 14.33%, with the highest level of exports of R 1.32 billion experienced in 2020. Merchandise imports increased at an average annual growth rate of 47.04% between 2010 and 2020, with the lowest level of imports experienced in 2010.

Merchandise exports and imports - Mossel Bay and the rest of Garden Route, 2020 [Percentage]



Source: IHS Markit Regional eXplorer version 2175

When comparing the Mossel Bay Local Municipality with the other regions in the Garden Route District Municipality, Mossel Bay has the biggest amount of international trade (when aggregating imports and exports, in absolute terms) with a total of R 6.32 billion. This is also true for exports - with a total of R 1.32 billion in 2020.

10.9 Niche Products

Mossel Bay has much to offer, you will find all you need in Mossel Bay, and you have to experience what we have to offer. You can decide to come and stay here, visit, work or play. There is also a lot you can take back. The following niche products we have in Mossel Bay.

Niche Products	
✓ skincare products	✓ Art and culture
✓ Wine, Gin, Beer & Gin Making	✓ Manufacturing
✓ Timber Industry & Furniture Making	✓ Fynbos
✓ Clothing and footwear	✓ Pinnacle Point Paleoanthropological Finding
✓ Ostrich leather	✓ Golf
✓ Fish Leather	✓ Real estate
✓ Outdoor furniture	✓ Adrenaline / Adventure Activities
✓ Airplanes	✓ Festivals
✓ Boat and sailing	✓ Blue Flag Beaches
✓ Fish	✓ Excellent Weather
✓ Meats	✓ Municipal Services
✓ Refined petroleum	✓ Safety and security
✓ Green energy	✓ Film making Destination
✓ Fruit and vegetables	✓ Architecture
✓ Indoor Flea market	✓ Nature Reserves
✓ Hiking	✓ Huge Fiber Cover
✓ Flight Schools	✓ International Schools

11. Conclusion

The Mossel Bay municipal area had a GDP growth of 0.7 percent annually between 2015 and 2019. The tertiary sector was the only sector in the municipal area that had positive growth over the reference period and experienced an average growth rate of 2.1 percent. The GDP growth in the Mossel Bay municipal area was mainly driven by the finance, insurance, real estate, and business services (3.4 percent) sector, the transport, storage, and communication sector, and the community, social and personal services sector (1.4 percent each) and the wholesale and retail trade, catering and accommodation sector (1.0 percent).

The secondary sector's GDP declined by an average of 3.0 percent per annum between 2015 and 2019. The poor performance of the manufacturing sector, which contracted by 2.6 percent, is dampening economic prospects in the Mossel Bay municipal area. The primary sector contracted by 3.7 percent per annum, with the agriculture, forestry, and fishing sector declining at a rate of 4.7 percent annually between 2015 and 2019.

Between 2015 and 2019, the municipal area created an average of 343 jobs per annum, which were mainly driven by the tertiary sector (461 jobs) and more specifically the finance, insurance, real estate, and business services sector, which created 231 jobs per annum on average. This was followed by the wholesale and retail trade, catering and accommodation sector (207 jobs), and the transport, storage, and communication sector (27 jobs).

The above-mentioned situation needs to be improved, if we work together as a collective and support each other, make a paradigm change and take the risk we will be able to create our own desired state. We as the municipality will do our part, ensure that service delivery is of an outstanding level, attract investment to the area, but we depend on our Business Chamber, Business Forums, Development Forums, Mossel Bay Tourism and the private sector as a whole to take up the opportunities listed in this document and ensure that our economy bounce back, we have to restore the employment opportunities we lost due to Covid19 and the economic recessions and create more employment opportunities for the unemployed, but also attract more buying power into Mossel Bay to stimulate and grow our existing businesses.

The municipality is committed to the implementation of this strategy, and we urge the private sector to utilise the strategy and utilised the strategy to inform development and grow the economy, create employment opportunities and attract foreign direct investment. Our sustainability and future are depended on us and with Economic Development it is in our reach. Together we can grow the economic and achieve credibility and remain the best and set new trends.

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