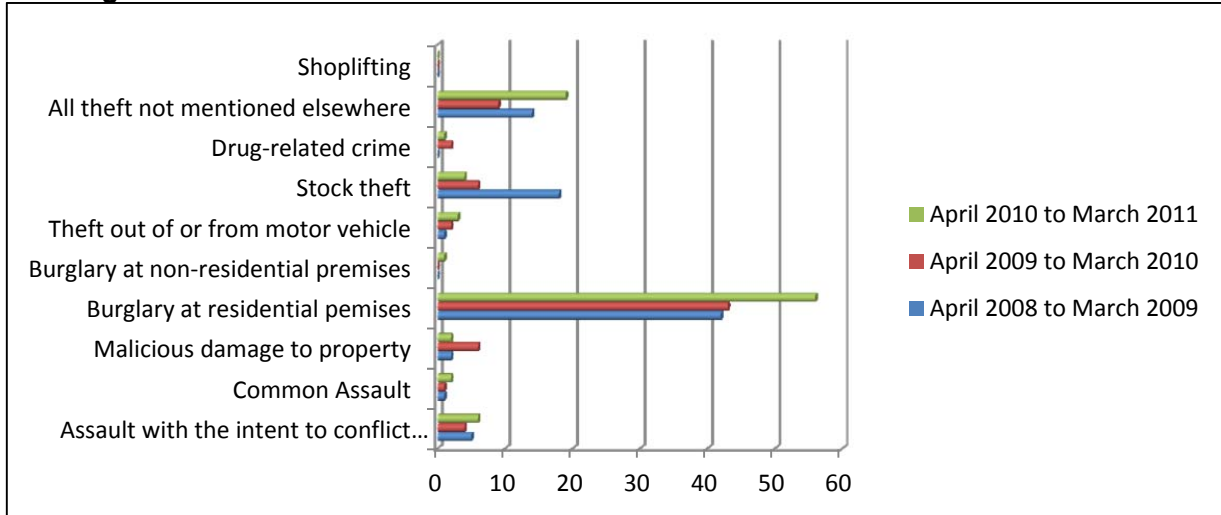


- Common assault, burglary, drug-related crime and theft have all show an increase in reported cases. These contact crime show a decreasing trend in security on the area.

C: Ndlambe Local Municipality: Crime Statistics per Town: April 2008 to March 2011:

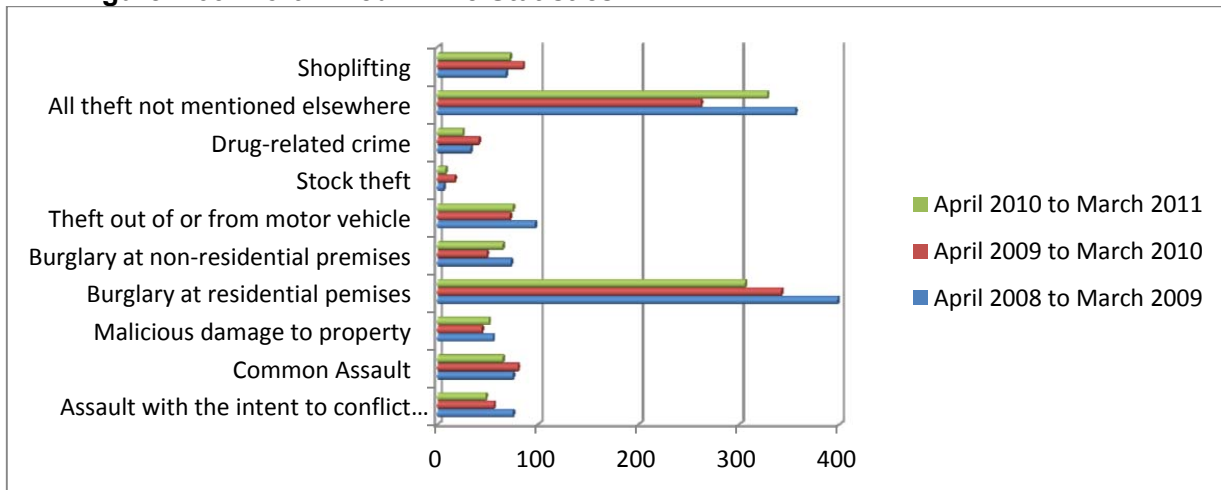
1. Figure 2.62: Seafield Crime Statistics



Source: SAPS, 2012

- Seafield is a low crime area, with the most prevalent crimes being burglary in residential area and theft; this is due to the area being a coastal settlement dominated by holiday homes. These crimes show that there should be greater security for properties in the area.
- The number of assault crimes is marginally increasing from the period of 2008 to 2011, showing that there is a level of control in monitoring and preventing these crimes.
- Stock-theft decreased significantly in the period from 2009/2010 to 2010/11, showing that positive strides are being made to curb it.

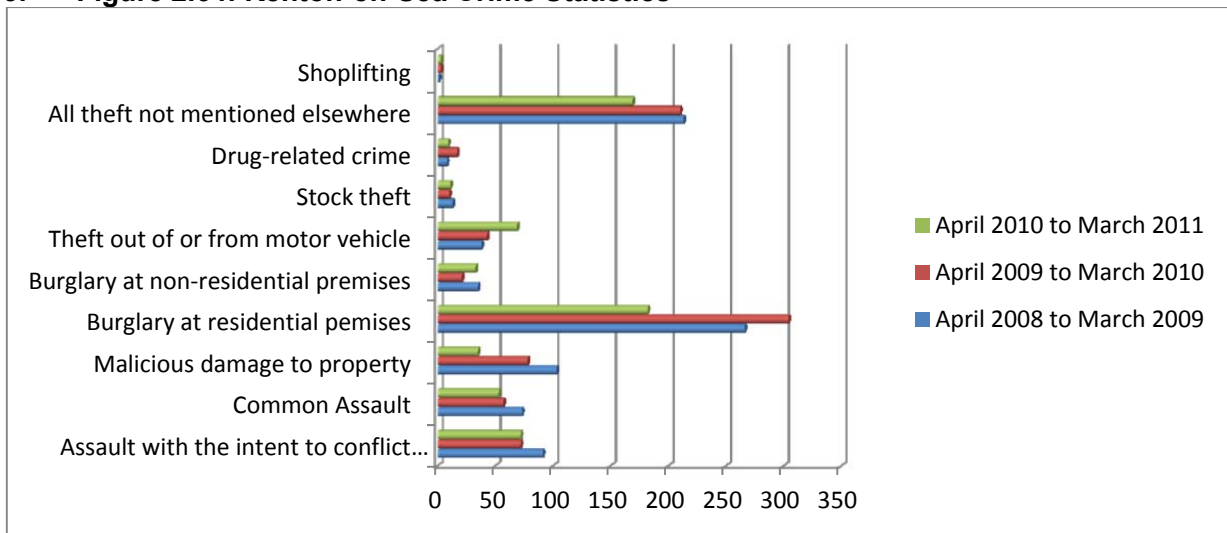
2. Figure 2.63: Port Alfred Crime Statistics



Source: SAPS, 2012

- Port Alfred is faced with the challenge of burglary at residential properties, theft and theft from / out of motor vehicles.
- There is an overall decrease in the reported crimes year-on-year in the Port Alfred area, with theft related crimes showing an increase in prevalence. This is the common trend the District, of the coastal towns facing theft challenges.

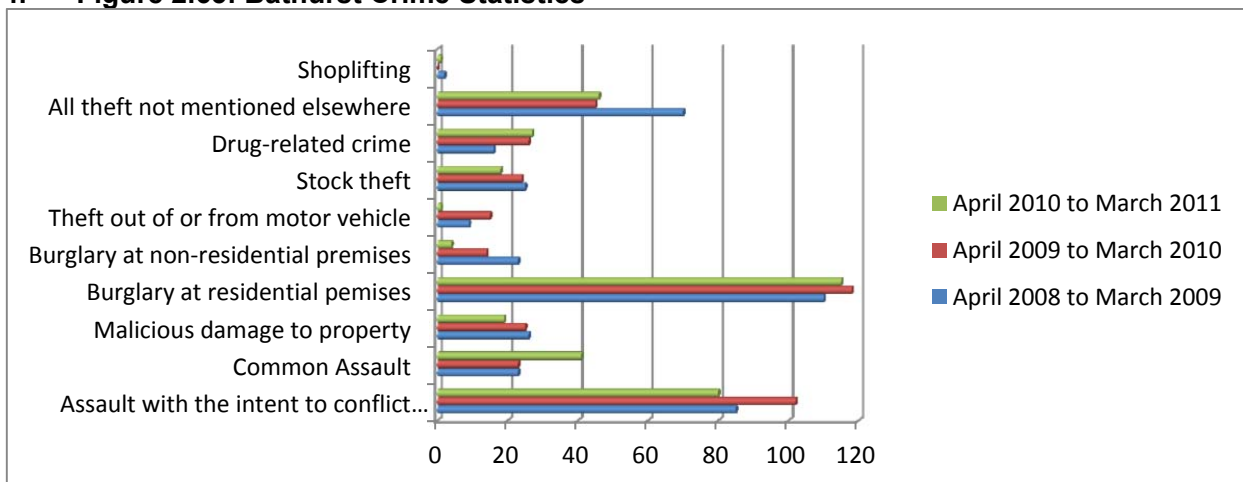
3. Figure 2.64: Kenton-on-Sea Crime Statistics



Source: SAPS, 2012

- Kenton-on-Sea shows a significant decrease in the overall crime levels in the area in the 2010/11 year period, with Burglary at residential properties showing the most significant decline followed by theft crimes. This is a great improvement from the previous years that showed reported crimes increasing to unacceptable crimes.
- Assault with intent to inflict grievous bodily harm show no changes for the past two years, meaning prevention efforts have stabilised the number of cases reported.

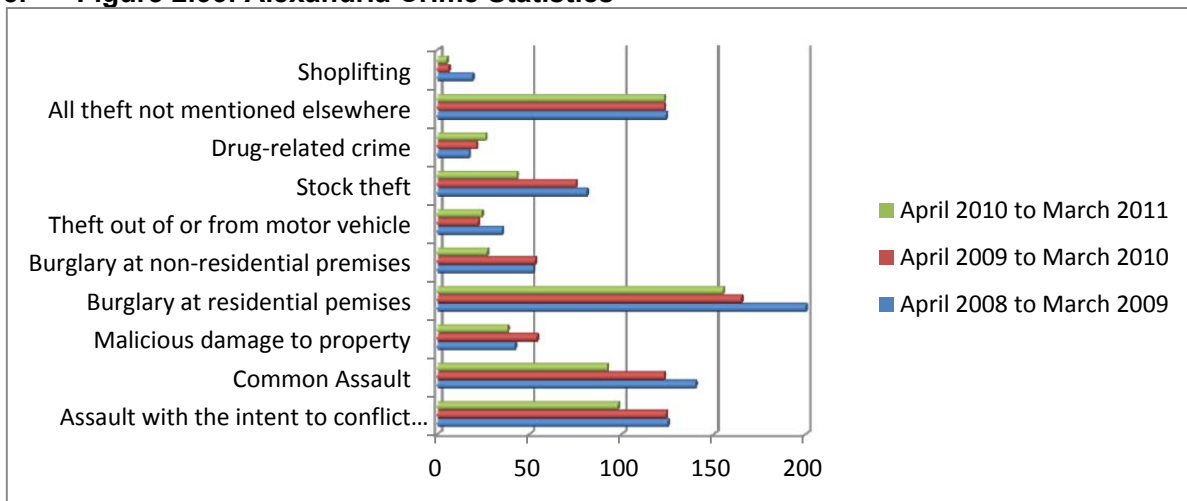
4. Figure 2.65: Bathurst Crime Statistics



Source: SAPS, 2012

- Bathurst is threatened by the relatively high levels of Burglaries in the area followed by serious assault cases, then theft. Burglaries at residential premises and serious assault crimes have shown a marginal improvement, from 2009/10 year to 2010/11 year.
- Common assault has shown an increase in number of reported cases for 2010/11 to almost double the 2009/10 figures.
- Common theft crimes showed an improvement from 2008/09 to 2009/10 by over 20 cases, but in the 2010/11 year theft crime cases have reported an increase.

5. Figure 2.66: Alexandria Crime Statistics

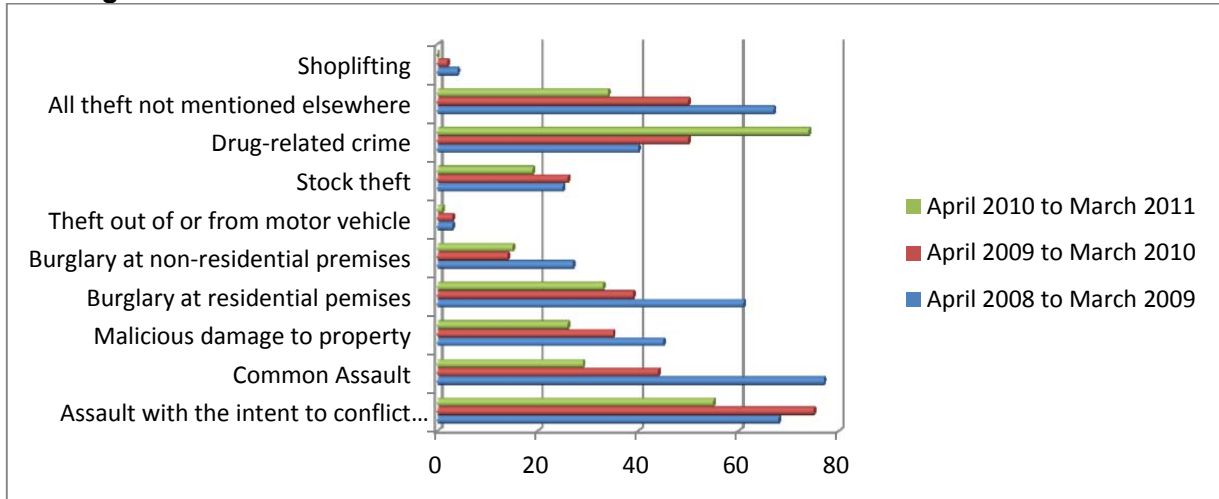


Source: SAPS, 2012

- The most prevalent reported cases of crime in the Alexandria area are burglaries at residential areas, followed by theft crimes then serious assault crimes. In the three-year study period shown by the graph, Burglary has shown the most positive change with the most significant decrease in the number of cases reported year-on-year.
- Stock theft and assault crime have also recorded a notable decrease in numbers of crimes reported. This shows that the security efforts applied in the area is yielding positive results, meaning that the area is becoming safer year-on-year.
- Drug-related crimes need to be monitored and preventative programmes strengthened, as they are showing an increase in cases reported.

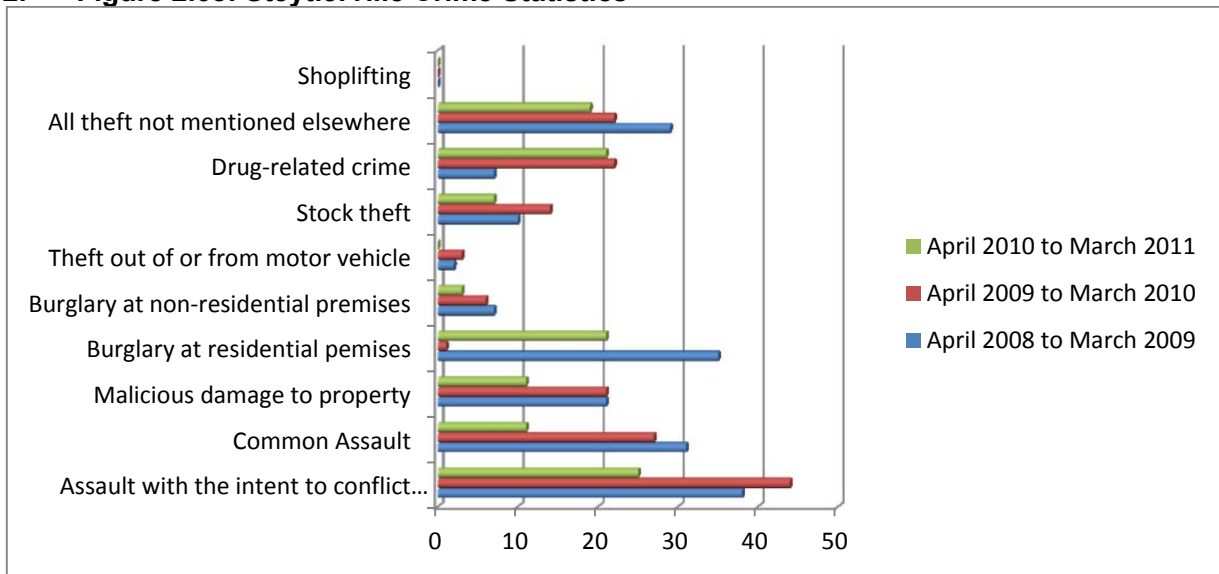
D: Baviaans Local Municipality: Crime Statistics per Town: April 2008 – March 2011:

1. Figure 2.67: Willowmore Crime Statistics



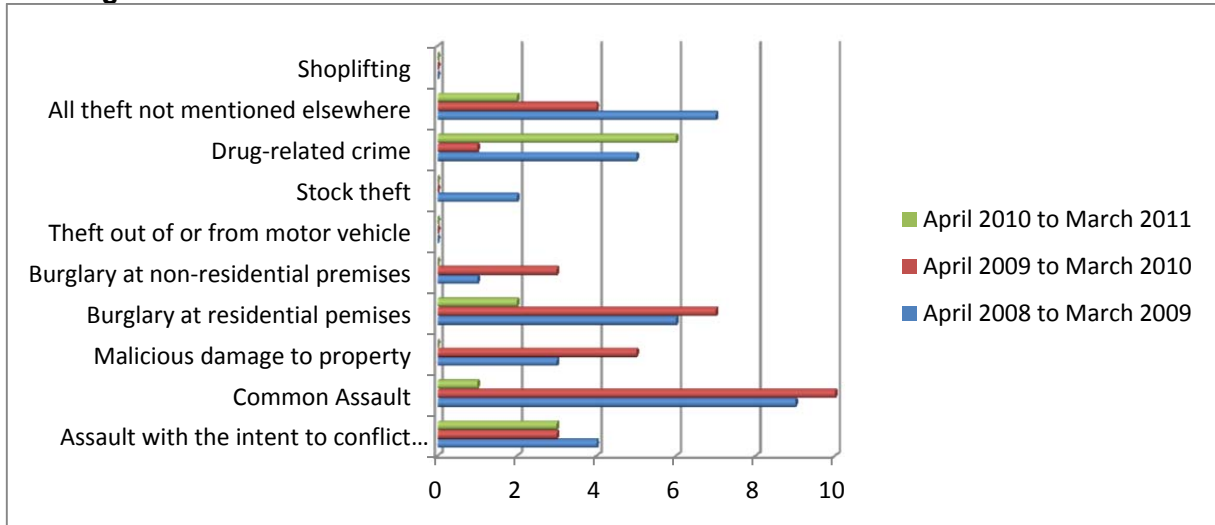
Source: SAPS, 2012

2. Figure 2.68: Steytlerville Crime Statistics



Source: SAPS, 2012

3. Figure 2.69: Baviaanskloof Crime Statistics

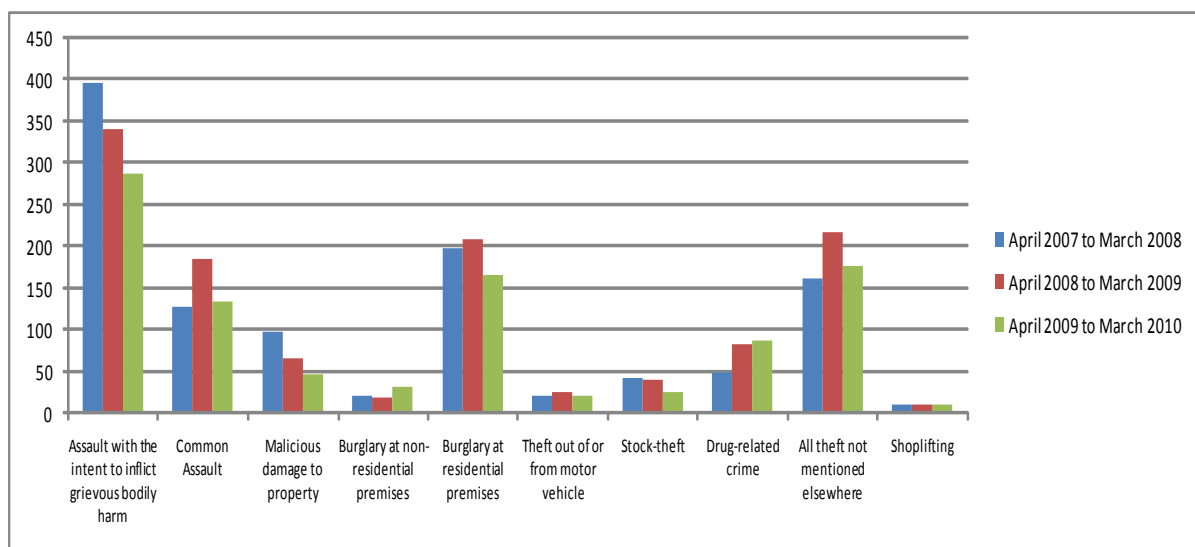


Source: SAPS, 2012

- With reference to the above Graphs for the Baviaans Local Municipality, the overall crime statistics show an improvement in crime levels as there have been significant decrease in the number of reported cases year-on-year; especially the 2010/11 year period. This shows that crime preventative efforts are having a positive impact in the municipality, resulting in low crime levels and improved security within the municipality.
- The towns within the municipality show a common trend of being faced with a challenge of an increase in drug-related crimes and burglaries at residential premises. Greater efforts need to be taken to curb this trend, as this will impact negatively on the security perception about the municipality.

E:Sundays River Valley Local Municipality: Crime Statistics per Town: April 2008 to March 2011:

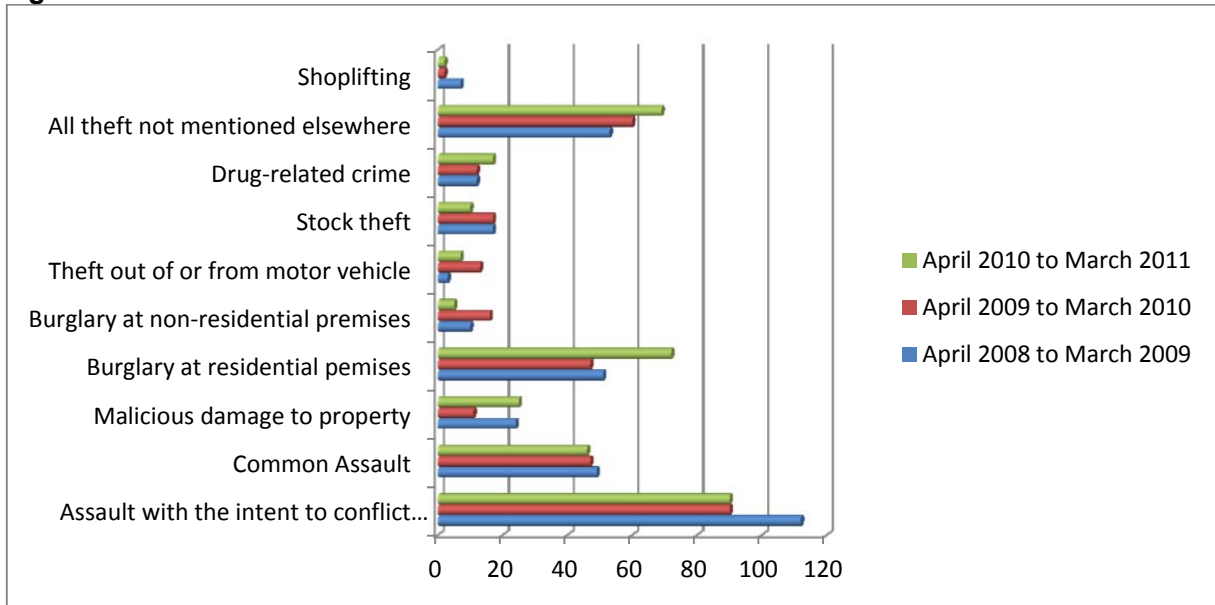
1. Figure 2.70: Kirkwood Crime Statistics



Source: SAPS, 2012

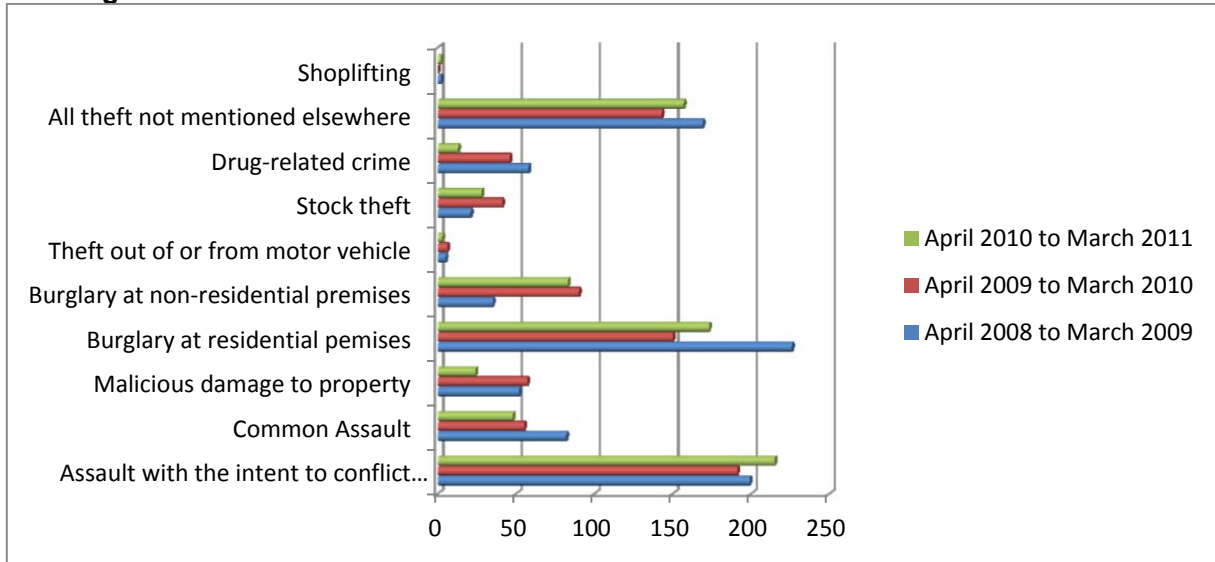
- In general, reported crime in Kirkwood appears to be on the decrease, except for Burglary at non-residential premises and drug-related crimes;
- Assault with the intent to inflict grievous bodily harm is the most highly reported crime, but demonstrates a significant decrease during the study period.

Figure 2.71: Paterson Crime Statistics



Source: SAPS, 2012

2. Figure 2.72: Addo Crime Statistics



Source: SAPS, 2012

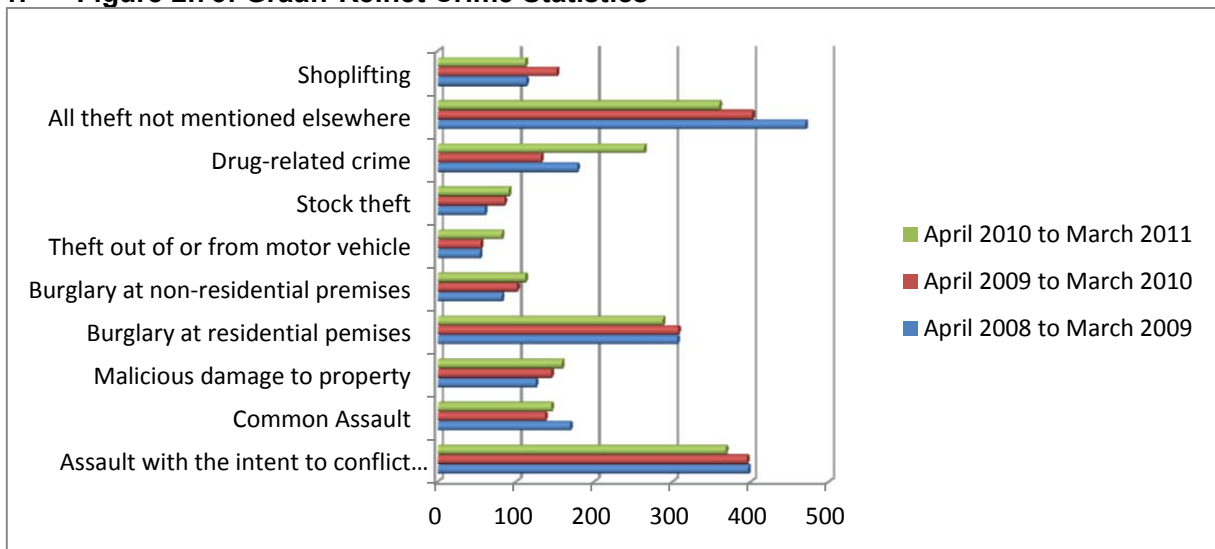
- The Sundays river valley municipality graphs show that the towns of Kirkwood and Paterson show a trend of decreasing crime levels, year-on-year, with burglary at residential properties and drug-related crimes on the increase in these areas. This is

primarily due to the areas having a number of holiday homes where owners don't necessarily reside on the properties during the major part of the year.

- The Addo area crime statistics shows a different crime pattern to the other areas in Sunday River Valley; serious assault crimes, Burglary at residential premises and theft crimes reported have increased in the 2010/11 year. This means contact crimes should be the focus of crime prevention initiatives in the area, this reflects the socio-economic challenges in the area that relate to education, employment, household income, etc.

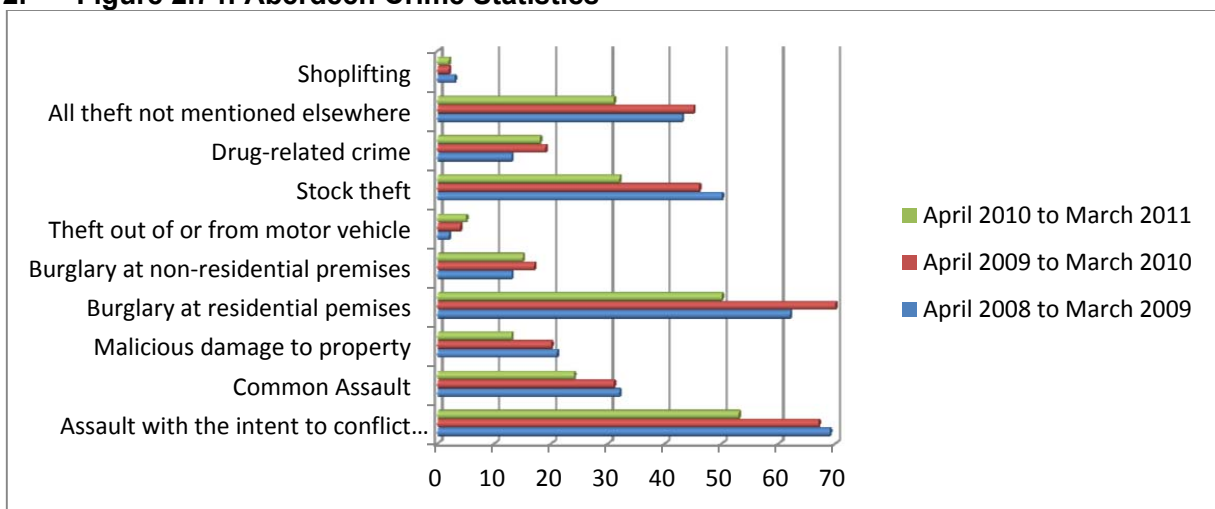
F: Camdeboo Local Municipality: Crime Statistics per Town: April 2008 to March 2011:

1. Figure 2.73: Graaff-Reinet Crime Statistics



Source: SAPS, 2012

2. Figure 2.74: Aberdeen Crime Statistics



Source: SAPS, 2012

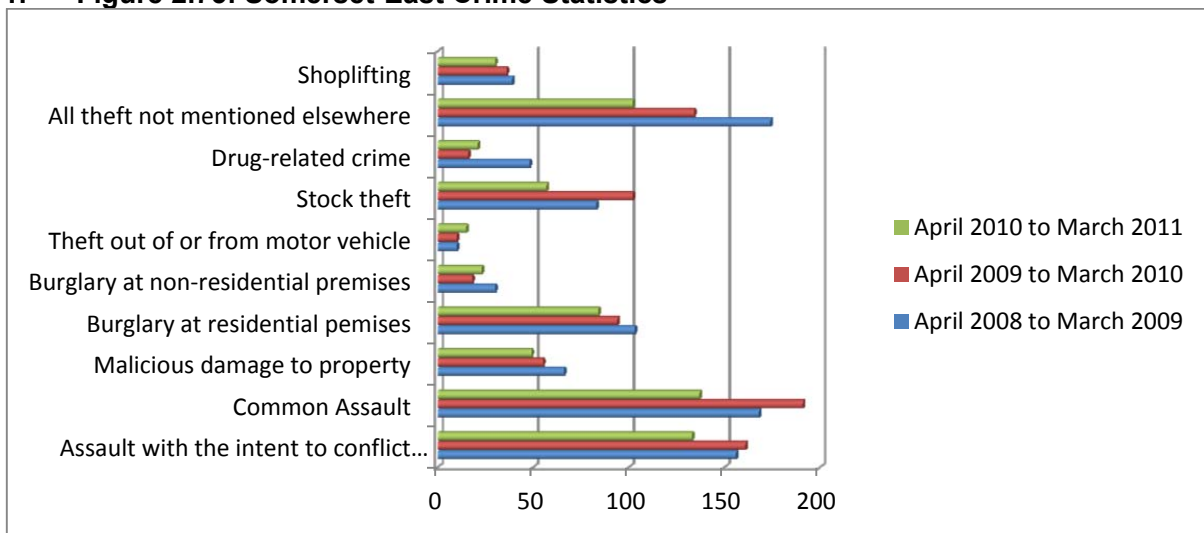
- Camdeboo municipality's most prevalent crimes are assault, theft and burglary at residential premises, but there has been positive improvement in the level of crimes year-

on-year; with the most significant decline in the number of reported crimes being in the 2010/11 year statistics.

- Graaff-Reinet has shown a rise in the number of reported cases for 2010/11 year, these include drug-related crimes, malicious damage to property, burglary at non-residential premises and stock theft.
- The overall crime levels in the municipality are relatively low, and the positive strides that have and continue to be made in the municipality shows that crime is starting to be managed.

G: Blue Crane Route Local Municipality: Crime Statistics per Town: April 2008 to March 2011:

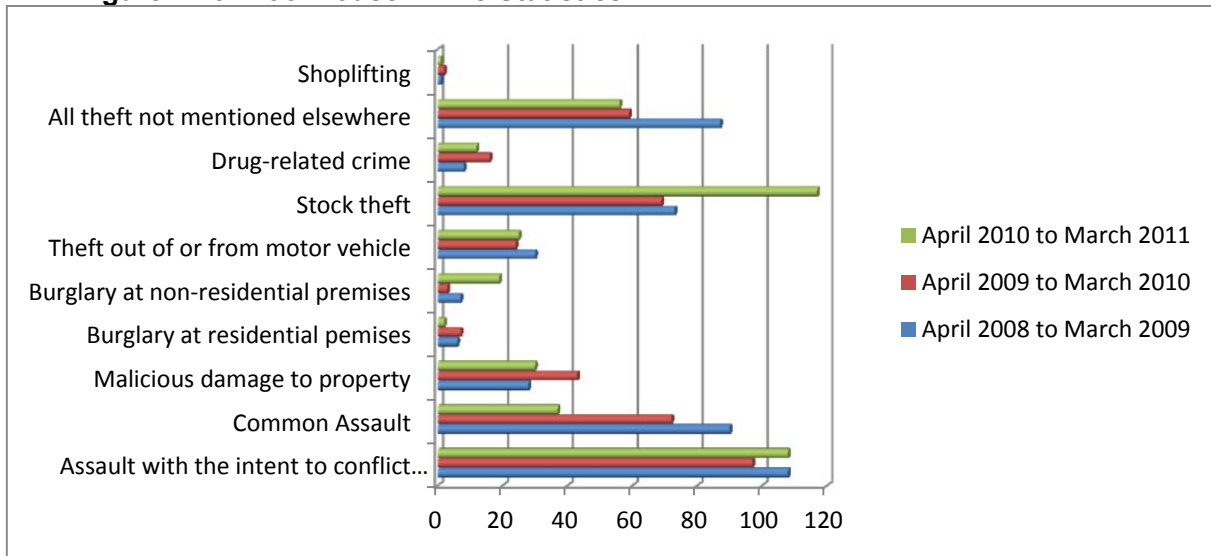
1. Figure 2.75: Somerset-East Crime Statistics



Source: SAPS, 2012

- Reported cases of Common Assault and Assault with the intent to inflict grievous bodily harm are indicated as being on the increase, in conjunction stock-theft and shop-lifting
- All theft not mentioned elsewhere remains high, but appears to be on the decrease along with Burglary at residential and non-residential premises

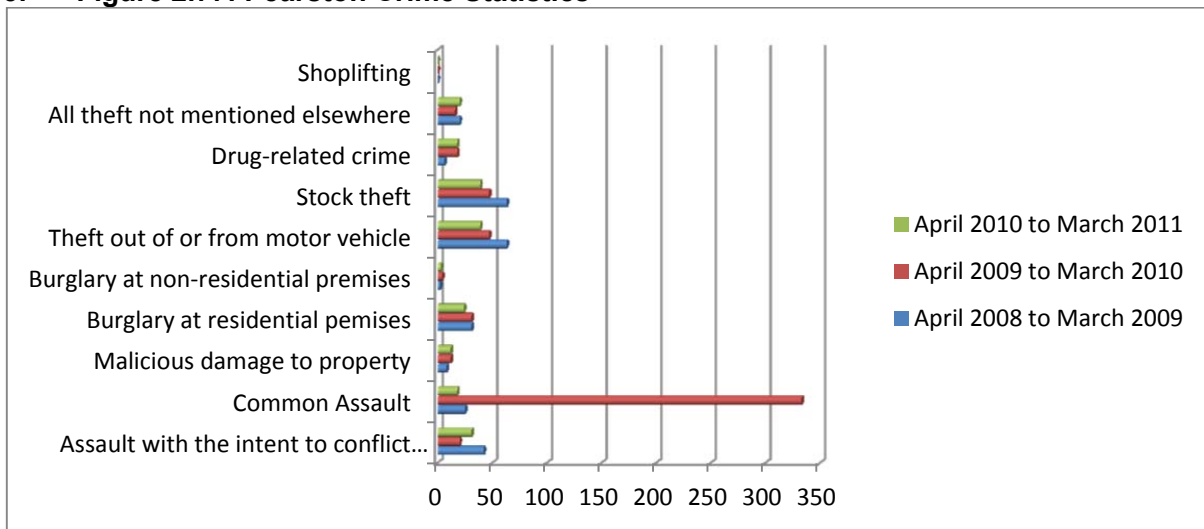
2. Figure 2.76: Cookhouse Crime Statistics



Source: SAPS, 2012

- Assault with the intent to inflict grievous bodily harm and Common Assault are documented as the most reported crimes in the study period. Both of these categories along with stock-theft and all theft not mentioned elsewhere demonstrate a marked decrease within the period of assessment
- Reported cases of malicious damage to property, Theft out of or from motor vehicle and Drug-related appear to be on the increase.

3. Figure 2.77: Pearston Crime Statistics



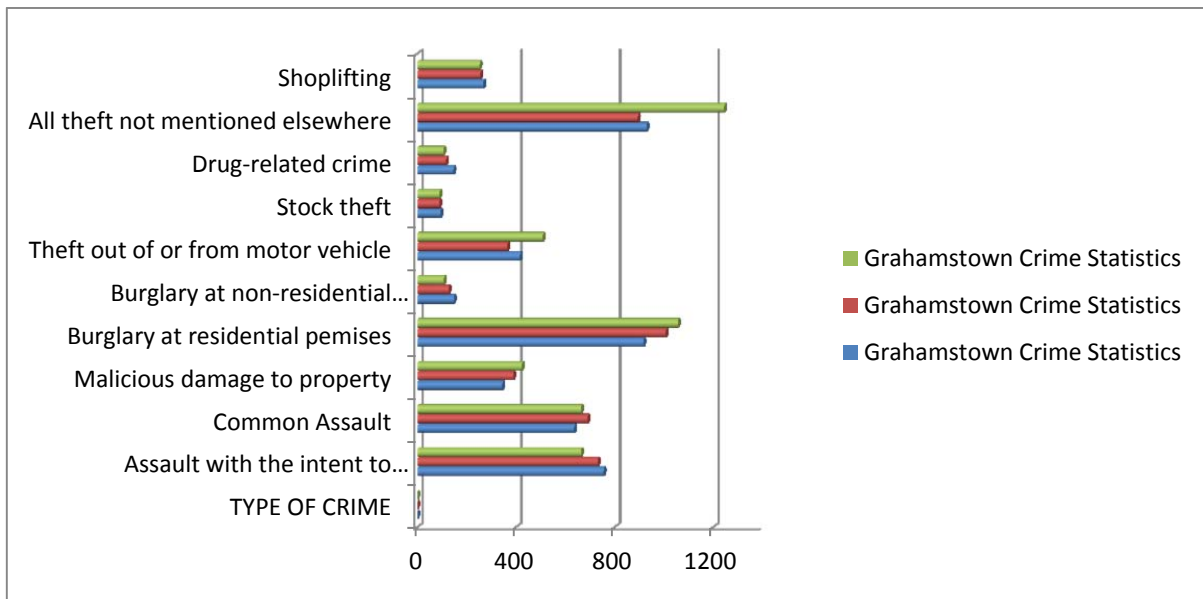
Source: SAPS, 2012

- Somerset-East area has the higher number of reported cases of crime in the Blue Crane Route municipal area, with common assault and assault with intent to inflict grievous bodily harm being the most reported, followed by burglary at residential premises. The municipality overall has low levels of crime that are on the decrease year-on-year.

- Crimes that are on the rise in the area include; stock theft, malicious damage to property and drug related crimes.
- The settlements of Cookhouse and Pearston crime levels are relatively low, reflect a relatively safe environment, this shows that there is a positive relationship between law enforcement and the community.

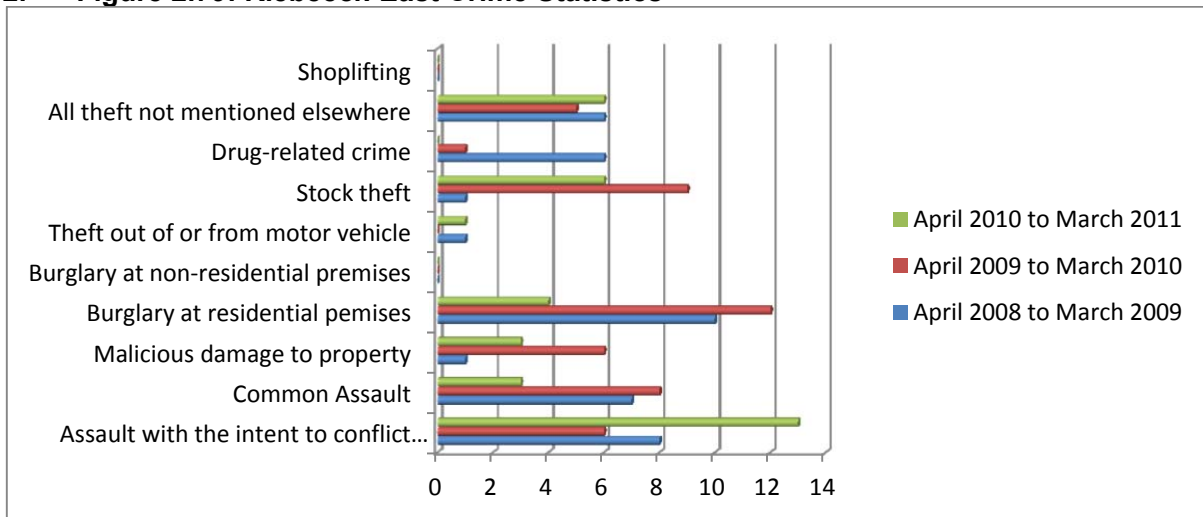
H: Makana Local Municipality: Crime Statistics per Town: April 2008 to March 2011:

1. Figure 2.78: Grahamstown Crime Statistics



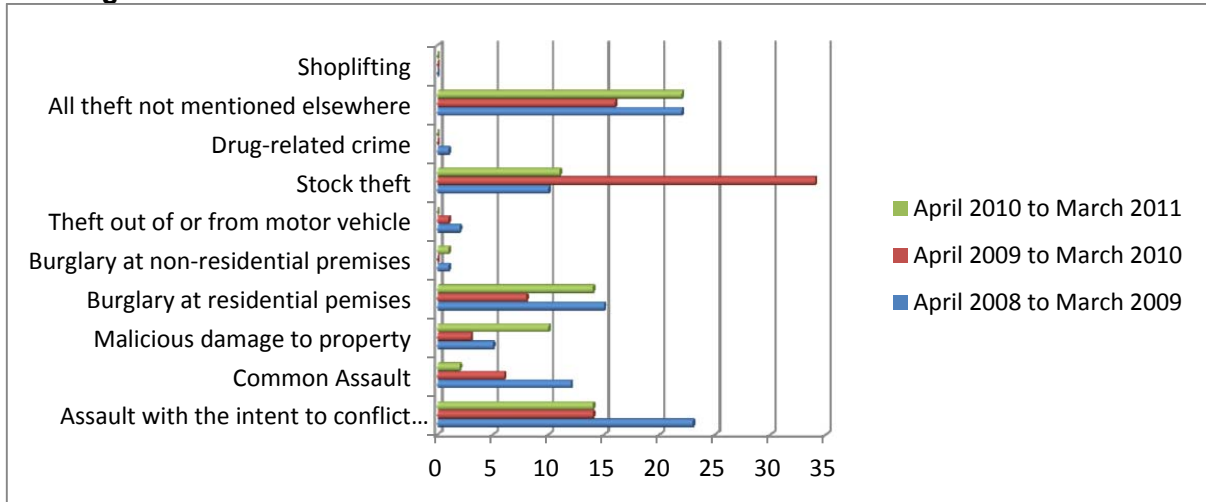
Source: SAPS, 2012

2. Figure 2.79: Riebeeck-East Crime Statistics



Source: SAPS, 2012

3. Figure 2.80: Seven Fountains Crime Statistics

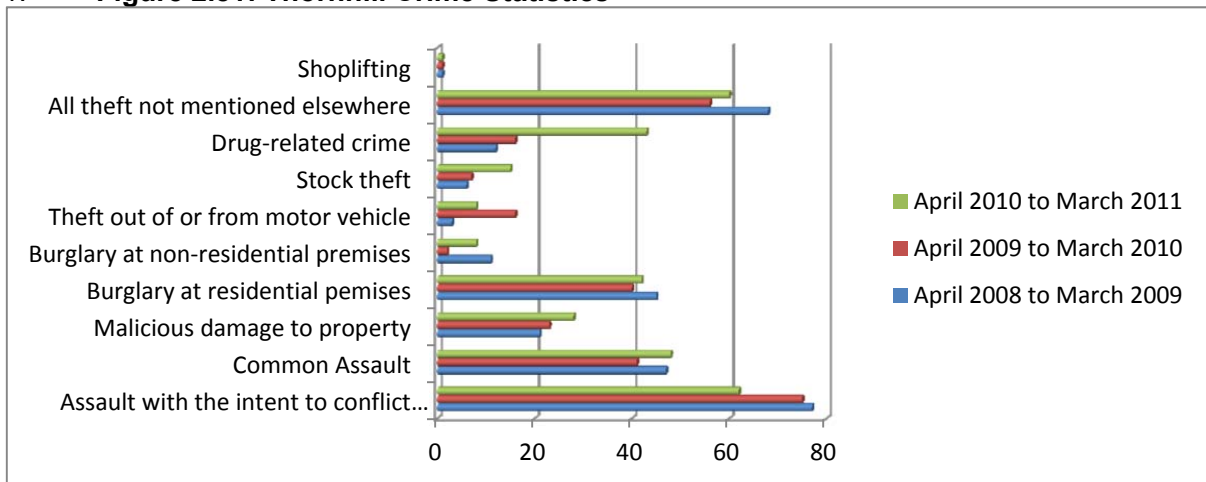


Source: SAPS, 2012

- Makana municipality is an inland municipality with a population concentrated in the academic town of Grahamstown; this is why the dominant number of crimes reported is in the town. The highest number, and is growing, of cases relate to; theft, burglary at residential premises, theft from or out of motor vehicle. Theft and theft from or out of motor vehicle and theft are in-line with high population towns that have relatively high traffic volumes, what is a concern is the increasing number of reported crimes year-on-year because this reflects that there is inadequate crime prevention capacity in the area, especially at residential premises.
- Riebeeck-East and Seven fountain settlements reflect low number of reported crimes; this is due to them being sparsely populated areas.

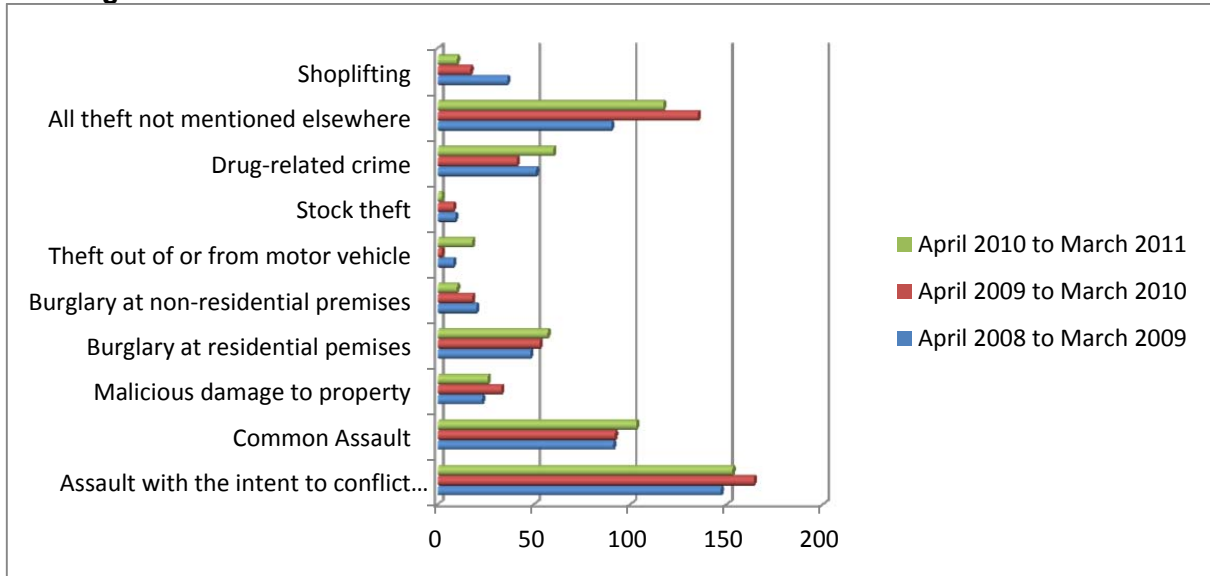
I: Kouga Local Municipality: Crime Statistics per Town: April 2008 to March 2011:

1. Figure 2.81: Thornhill Crime Statistics



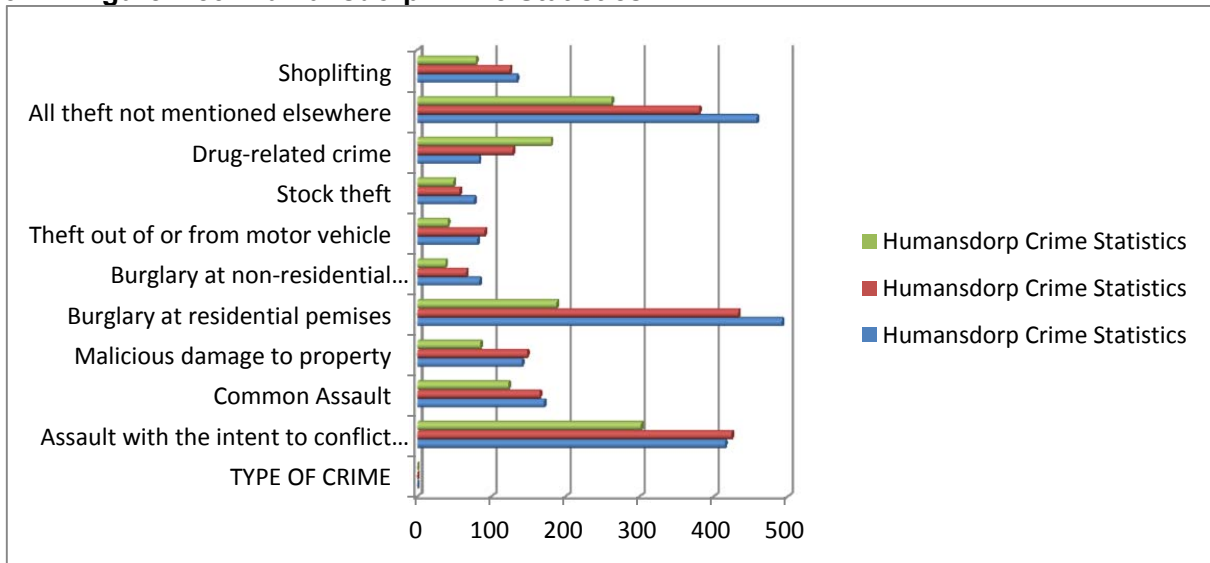
Source: SAPS, 2012

2. Figure 2.82: Patensie Crime Statistics



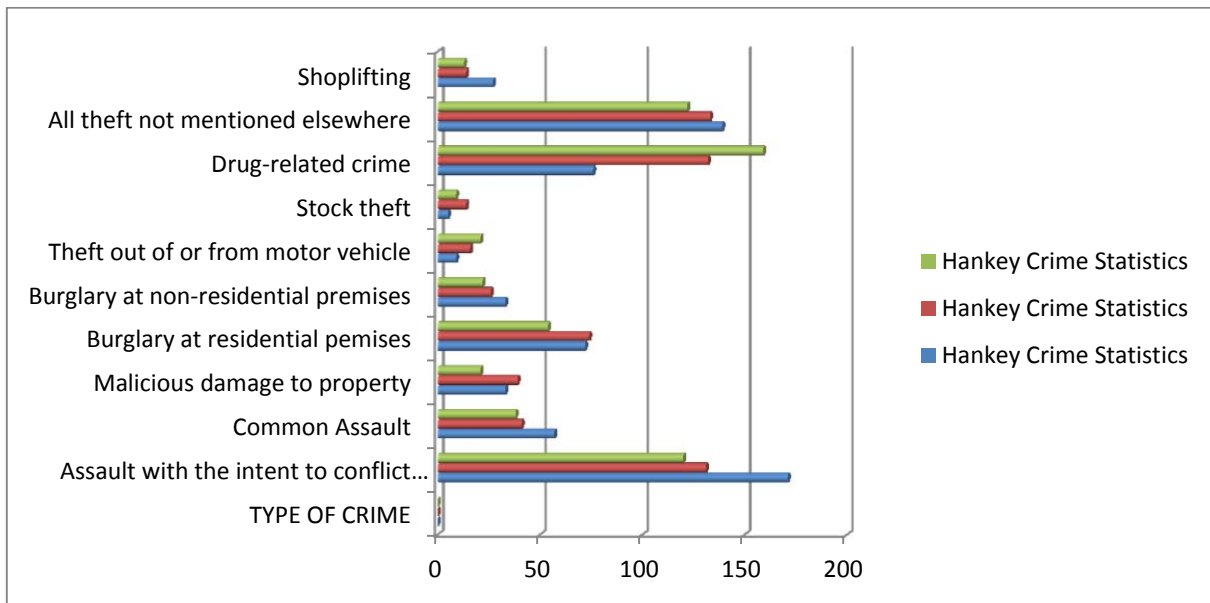
Source: SAPS, 2012

3. Figure 2.83: Humansdorp Crime Statistics



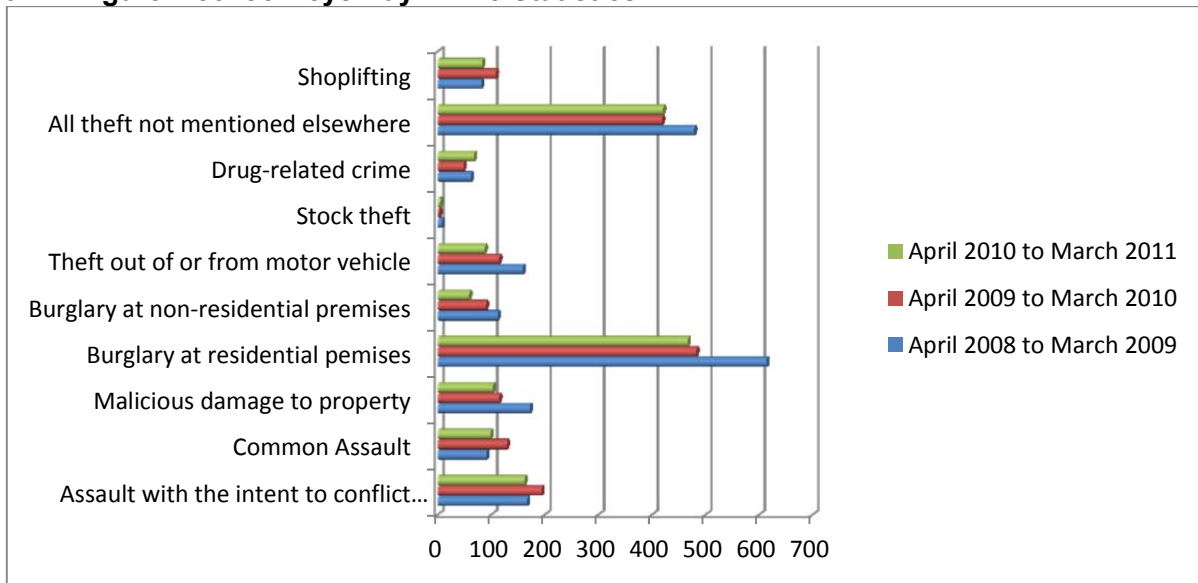
Source: SAPS, 2012

4. Figure 2.84: Hankey Crime Statistics



Source: SAPS, 2012

5. Figure 2.85: Jeffreys Bay Crime Statistics



Source: SAPS, 2012

- Kouga municipality’s crime statistics show an improvement in the crime prevalence in the 2010/11 year, but there has been increases in the number of cases; drug-related, common assault, burglary and theft. The municipality’s crime statistics mean there should be greater focus on these areas so as to ensure that they do not escalate to unmanageable levels.
- Most of the reported cases are in the Jeffrey’s Bay area, as it is the most densely populated in the municipality.

2.5.2 Contact or Violent Crimes Recorded in the District: April 2008 to March 2011:

According to the Statistics released by the South African Police Services in September 2010, certain contact or violent crimes pose a more serious threat to communities than crime in general.

Contact or Violent Crimes such as Murder, Attempted Murder, Sexual Offences, Aggravated Robbery and Common Robbery are not ranked amongst the Top Ten Crimes committed in the Cacadu District. These crimes do however present a distinct threat to society and are an indication of social and socio-economic circumstances.

These crimes are thus reflected and recorded overleaf per Town per Local Municipality for the period from April 2008 to March 2011.

The crimes listed in the following table are totalled in order to give an indication of the most prominent types of contact crime committed in the Cacadu District between April 2008 and March 2011.

Table 2.26: Contact Crime Statistics per town and LM

Type of Reported Contact Crime	Murder	Attempted Murder	Sexual Offences	Aggravated Robbery	Common Robbery
IKWEZI LOCAL MUNICIPALITY					
Jansenville ⁸	3	2	7	1	0
Klipplaat	1	1	9	0	3
Wolwefontein	0	0	2	0	1
Sub-Total:	4	3	18	1	4
KOUKAMMA LOCAL MUNICIPALITY					
Storms River	1	0	18	8	4
Kareedouw	5	1	22	4	5
Joubertina	13	17	59	9	17
Sub-Total:	19	18	99	21	26
NDLAMBE LOCAL MUNICIPALITY					
Seafeld	1	0	2	1	0
Port Alfred	4	2	15	28	26
Ken-on-Sea	7	1	21	5	5
Bathurst	4	4	23	10	4
Alexandria	5	9	34	12	10
Sub-Total:	21	16	95	56	45
BAVIAANS LOCAL MUNICIPALITY					
Willowmore	7	5	17	1	0
Steytlerville	1	1	8	0	1
Baviaanskloof	0	0	1	0	0
Rietbron	0	1	3	0	0
Sub-Total:	8	7	29	1	1
SUNDAYS RIVER VALLEY MUNICIPALITY					
Kirkwood	15	5	53	11	11
Paterson	1	0	15	9	1
Addo	14	25	57	42	18
Sub-Total:	30	30	125	62	30
CAMDEBOO LOCAL MUNICIPALITY					
Graaff-Reinet	14	4	57	19	35
Aberdeen	4	0	14	2	5
Sub-Total:	18	4	71	21	40

⁸Figures represent the number of cases reported at Police Stations for the period April 2009 to March 2010.

Type of Reported Contact Crime	Murder	Attempted Murder	Sexual Offences	Aggravated Robbery	Common Robbery
BLUE CRANE ROUTE LOCAL MUNICIPALITY					
Somerset East	16	2	40	2	15
Cookhouse	12	1	21	3	6
Pearston	3	0	10	1	1
Sub-Total:	31	3	71	6	22
MAKANA LOCAL MUNICIPALITY					
Grahamstown	35	26	179	344	165
Riebeeck East	0	0	3	0	0
Seven Fountains	1	0	2	1	0
Sub-Total:	36	26	184	345	165
KOUGA LOCAL MUNICIPALITY					
Thornhill	3	4	18	8	5
St Francis Bay	2	2	11	11	5
Patensie	8	1	40	1	6
Humansdorp	20	14	82	53	59
Hankey	4	4	33	14	9
Jeffrey's Bay	3	5	43	63	39
Sub-total:	40	30	227	150	123
TOTAL:	207	137	919	663	456

Source: SAPS, 2012

2.5.3 Response to Crime

The establishment of community police forums was legislated in the South African Police Service Act of 1995. The role of local government and crime prevention delivery at local level was further explored in the 1998 White Paper on Safety and Security. While the White Paper focussed mainly on municipal police services, it nevertheless points to the key role of local government “*in ensuring an environment less conducive to crime*”. It further encourages municipalities to develop crime prevention strategies, both to ensure crime prevention interventions, “*but also to align local resources and development objectives within a crime prevention framework. Crime and crime prevention should be seen as central to the planning and functions of all municipal department line functions*”. The White Paper acknowledges that the required resources and capacity may prove to be a constraint, but that local governments should attempt to provide a budget for this purpose, or leverage funding from other government spheres, the private sector and donors.

The White Paper presents several areas through which local government may play a role in crime prevention, ranging from working with the local police, the effective enforcement of by-laws, developing a crime prevention framework and allocating resources for its implementation, and generally mainstreaming crime prevention strategies in all development projects undertaken by the municipality. The role of community police forums and the need for local government to work closely with such forums are highlighted considering the crime rates per crime categories per Local Municipality as illustrated in the table hereafter.

2.6 FINANCIAL STANDING OF LOCAL MUNICIPALITIES

To provide an indication of the size of the municipal budget operating expenditure and the revenue sources the summaries of the 2008/2009 budgets are detailed in the table below. It is evident that municipalities in the district range from small (low capacity) to large (medium capacity).

The late increase of Electricity Bulk Electricity Tariffs by Eskom, has had a serious impact on the finances of Municipalities who are unable to increase their service charges which will result in operating losses on services accounts.

Table 2.27: Actual revenue and expenditure against budget revenue and expenditure

	REVENUE						EXPENDITURE					
	Operating Adjusted Budget Revenue	Actual Operating Revenue	% of Actual to Budgeted (Operating)	Capital Adjusted Budget Revenue	Actual Capital Revenue	% of Actual to Budgeted (Capital)	Operating Adjusted Budget Expenditure	Actual Operating Expenditure	% of Actual to Budgeted (Operating)	Capital Adjusted Budget Expenditure	Actual Capital Expenditure	% of Actual to Budgeted (Capital)
Camdeboo	20,369	16,546	81 %	27,406	11,219	41 %	53,751	37,909	71 %	27,406	11,219	41 %
Blue Crane Route	125,840	103,910	83 %	11,491	8,811	77 %	125,840	86,986	69 %	11,491	8,811	77 %
Ikwezi	16,462	15,255	93 %	14,627	7,636	52 %	16,457	11,354	69 %	14,627	7,636	52 %
Makana	176,456	147,616	84 %	34,054	15,069	44 %	176,456	126,021	71 %	34,054	15,069	44 %
Ndlambe	123,762	116,944	94 %	38,249	14,549	38 %	123,710	96,923	78 %	38,249	4,318	11 %
Sunday River Valley	-	44,814	-	28,523	10,274	36 %	-	36,328	-	10,523	10,274	98 %
Baviaans	24,406	17,184	70 %	25,737	19,182	75 %	24,394	16,009	66 %	25,737	19,182	75 %
Kouga	314,612	228,385	73 %	97,630	28,451	29 %	314,607	232,128	74 %	97,630	28,451	29 %
Kou-Kamma	52,429	15,776	30 %	7,648	5,569	73 %	44,781	33,647	75 %	7,648	5,569	73%
Cacadu	27,034	167,141	62 %	-	1,660	-	269,980	120,019	44 %	-	1,680	-
	1,125,370	873,571		285,365	122,440		1,149,976	797,324		267,365	112,209	

Source: SAPS, 2012

It is evident that municipalities rely heavily on conditional grant funding (MIG) to finance infrastructure projects and on equitable share of national revenues to finance operating expenditure.

Table 2.28: The equitable share of national revenues for Local Municipalities in the District in respect of the current financial year and outer years is detailed below.

	2009/2010	2010/2011	2011/2012
CAMDEBOO	23,014	28,512	31,135
BLU CRANE ROUTE	24,450	30,271	33,049
IKWEZI	9,111	11,236	12,260
MAKANA	41,807	51,979	56,819
NDLAMBE	34,983	43,437	47,462
SUNDAYS RIVER VALLEY	20,232	24,992	27,275
BAVIAANS	9,535	11,764	12,836
KOUGA	26,991	33,255	36,616
KOUKAMMA	17,875	22,118	24,146
CACADU DISTRICT	63,569	68,769	72,080
TOTAL	271,567	326,333	353,678

In spite of the generally acceptable collection rates in respect of property taxation and services charges municipalities struggle to produce funded budgets and to perform their legal mandates. Prior 2001 the District Municipality was able to provide Local Municipalities with infrastructure grants so as to address backlogs from RSC Levies. With the establishment NMBM, the CDM's income from RSC levies decreased by approximately 94 %, and has therefore been unable to assist Municipalities with the financing of infrastructure projects. Included in the CDM's equitable share of R63.6 mil, is the levy replacement grant of R49, 6mill. Since 2002, the CDM has been forced to balance its operating budget with interest income. The National Treasury used the RSC levy income of 2005/06 financial year as a basis for calculating the RSC levy replacement grant, which does not reflect the revenue needs of the District Municipality. The CDM is now totally reliant on grants funding to finance its operations.

2.7 HEALTH ANALYSIS

2.7.1 HIV and Aids

The District Municipality in partnership with the Cacadu Department of Health and the various non-governmental organizations located in Cacadu conducted several HCT campaigns to educate people about HIV and Aids and to encourage them to test in order to know their status. Also several candle lights memorials were held across the district in commemorating those who have died because of HIV and Aids and the families that were/are affected by this disease. According to the Cacadu Eastern Cape Department of Health, the HIV and Aids prevalence rate in Cacadu District has fluctuated over the period of 2002 to 2010. It has been observed that the HIV prevalence rate is high for women than men and affects mostly women aged between 25-29 years of age.

Table 2.29: HIV and Aids Prevalence EC vs CDM

YEAR	EASTERN CAPE	CACADU DISTRICT (DC10)
2002	23.6	16.8
2003	27.1	20.2
2004	28.3	19.0
2005	28.5	20.9
2006	28.6	22.8
2007	28.8	20.0
2008	27.6	23.8
2009	28.1	24.3
2010	29.9	20.7

Statistics as per Cacadu Department of Health: 2011

The District target set for the region: 87072

- Camdeboo LSA = 23357
- Kouga LSA = 33885
- Makana LSA = 29830

In Cacadu in general the HCT testing rate is above 90%, and below are the results per Local Service Area.

Table 2.30: HIV and Aids testing results

ELEMENT	CAMDEBOO LSA	MAKANA LSA	KOUGA LSA
HCT tested positive rate	6.2 %	9.1%	11%
HCT adult male tested positive rate	4.5%	10.6%	10.2%
HCT adult female tested positive rate	8.1%	8.5%	12.4%
HCT child tested positive rate	3.9%	4.8%	3.3%
HCT client screened for TB rate	68%	89%	46%
HCT client referred for clinical diagnosis of TB rate	11%	11%	6.7%
ART HIV/TB co-infection rate	17.1%	24.6%	0%
ART pregnant women initiation rate	17.2%	7.4%	0%
ART infants under 1 year initiation rate	13.3%	1.7%	0%

Currently in Cacadu accredited ART sites are as follows:

- 47 clinics,
- 9 hospitals
- 4 TB hospitals and
- 1 Psychiatric Hospital
- 7 Mobile Clinics

2.8 ENVIRONMENTAL ASPECTS

2.8.1 The Natural Environment:

The diversity of the District's vegetation is reflected in the highly variable mosaic of geomorphology, topography, soil types, climate and rainfall that occurs in the region. The Cacadu District Municipality includes elements of six biomes, i.e. the Fynbos, Subtropical Thicket, Forest, Succulent Karoo, Savannah and Grassland, which occur along with coastal vegetation, wetlands, pans and riverine vegetation types. Thicket (arid thicket, valley thicket, thicket and dune thicket), with greater than 65% coverage, is the predominant vegetation type of the District. Large contiguous patches of Fynbos occur in the central mountainous areas and western coastal forelands of the region. Smaller isolated patches of coastal, afro-montane and

Thornveldt forests, Alexandria grassland, Thornveldt, karoo and broken veldt are widely distributed through the District.

The biomes represented in the District contain biodiversity of high global and national significance. Three of these fall within globally recognized biodiversity hotspots, namely the Cape Floristic Region, the Succulent Karoo Hotspot and the Maputaland-Pondoland-Albany Hotspot. The National Spatial Biodiversity Assessment (2004) identified nine broad priority areas for conservation action in South Africa and three of these are represented within the CDM.

2.8.2 Bioregional Planning and Programmes:

The bioregional programmes – Cape Action for People and the Environment (CAPE), Subtropical Thicket Ecosystem Project (STEP) and the Succulent Karoo Ecosystem Plan (SKEP) converge in the area of the Cacadu District Municipality. The outcomes and products of these bioregional programmes and their associated projects, provide the CDM and the local municipalities in the District with environmental tools and guideline for planning and decision-making in their IDPs. These bioregional programmes specifically seek to align local economic and social development needs of the region with biodiversity conservation targets.

Linked to these programmes, there are a number of landscape scale initiatives being implemented in the area of the Cacadu District, including the Garden Route Initiative, the Baviaanskloof Mega Reserve Project and the Greater Addo Elephant Park Project. These projects have as their primary aim the conservation of critical biodiversity and ecosystems, but they also provide vehicles for addressing social and economic upliftment through community involvement.

2.8.3 Ecosystem status:

According to the STEP Handbook and Mapbook, the Cacadu District includes a number of areas of high conservation importance, including three priority river corridors and extensive areas along the coast and central interior that are considered critically endangered, threatened and vulnerable.

According to the National Spatial Biodiversity Assessment (2004), all of the main river systems in the Cacadu District are endangered or critically endangered and much of the region is highly susceptible to alien plant invasion. The temporary open estuaries and estuarine lakes that abound along the coast are either vulnerable or threatened and the permanently open estuaries are endangered. All of these estuaries are either hardly protected or not protected at all.

2.8.4 Protected areas in the Cacadu District:

The area of the Cacadu District Municipality includes a wide range of formally protected areas that vary considerable in size and geography. These protected areas range from national parks (Camdeboo, Tsitsikamma and Addo), provincial reserves (e.g. Baviaanskloof – which is also a world heritage site, Groendal, parts of the Great Fish River Reserve complex, and a number of smaller reserves, including Waters Meeting 1 & 2 and Thomas Baines) and numerous municipal reserves, e.g. Kap River, Loerie Dam, Gamtoos Coastal, Huisclip and Great Fish River Wetland. These reserves all contribute significantly to the protected area estate of the District and the Province.

2.9 ECONOMIC ANALYSIS

2.9.1 CDM's Economic Base

Cacadu ranks as a third largest economy of the province. The two predominant economic sectors within the District are agriculture and tourism.

The following section attempts to gauge the current and potential impact of these industries on the immediate spatial setting and surrounds.

2.9.1.1 Agriculture, the Economy and Social Impact:

Agriculture dominates the district's economy, contributing 28% of all value added and amounting to 41% of formal employment.

Small-stock farming predominates in the dry Karoo interior. This is the centre of wool and mohair farming in the Eastern Cape. Karoo mutton is known for its high quality and is also exported. Cattle and dairy farming are dominant in the areas around Grahamstown, Cookhouse, Alexandria and Humansdorp. Stock production has seen a decline in the past decade, primarily as a result of game farm establishment and the expansion of the Addo National Elephant Park.

Game reserves are now a major industry within the district and contribute to the other prominent economic sector of the area, namely tourism.

The Langkloof valley is home to deciduous and stone fruit production. Major citrus farming areas are irrigated from the Sundays and Fish Rivers. Fruit is exported through Port Elizabeth. Commercial forestry is established around Tsitsikamma and Grahamstown. A small fishing industry operates from St Francis, centred on rock lobster.

Manufacturing, focused on agro-processing, is a relatively small sector, providing only 10% of value added and 7% of employment. Agro-processing is currently limited to food and dairy. Furniture production is present in the larger towns of Grahamstown and Humansdorp. Small businesses and craft co-operatives in district towns focus on specialty products ranging from hand knitted mohair items to essential oils.

Taking into account the dominant economic role of agriculture within the Cacadu District, it is important to note the following social issues:

- Agricultural households generally have a lower income level than non-agricultural households;
- Agricultural households often reside in rural areas and are isolated from the more lucrative employment opportunities in urban areas;
- Rural infrastructure and services are generally poor due to a sparsely located populace and low revenue.

The main challenges of the Cacadu District in terms of monopolizing the impact of the agricultural sector are to:

- Expand formal agricultural production;

- Reduce the dependency of the economy on 'pure' agriculture by establishing agro-processing industries⁹;
- Consolidate and expand the small specialist industries to benefit from formalized marketing campaigns and product and skills development initiatives.

2.9.1.2 Tourism, the Economy and Social Impact:

Tourism is well established in Cacadu. Tourism attractions include the well-known Tsitsikamma National Park, the Baviaanskloof Mega-Reserve (a World Heritage Site) and the Addo Elephant National Park and the coastal resorts of Jeffrey's Bay and Port Alfred. Farm tourism is beginning to develop in the Karoo, and Graaff-Reinet is commonly visited for its history and architecture.

This economic sector has massive potential for growth. The Addo and Baviaans Parks and the Fish River reserve are expanding, and will increase the attraction of game reserves in the district with economic spin-offs in terms of retail, accommodation, hospitality etc.

According to the Cacadu District Municipality's Tourism Master Plan, it can be calculated that tourism contributes as follows to the local economy:

- R 2 676 000.00 in direct tourism income;
 - R 6 803 000.00 contribution to the Gross Domestic Product (GDP) by the tourism sector;
 - R 1 012 200 000.00 total economic activity generated by tourism;
 - Supports 1 936 jobs in the tourism industry;
 - Supports a total of 4 413 jobs within the tourism economy;
 - Supports the equivalent of 294 SMMEs in the tourism economy.
- Socially, tourism has positive and negative impacts on the accommodating areas. Potential positive impacts of tourism include:
- Improvement in local living standards due to increased job opportunities associated with the tourism industry;
 - The potential to establish tourism related SMME's in response to new markets for local products;
 - The improvement of local infrastructure and services, improved retail, recreation and cultural facilities supported by an increase in municipal revenue derived from tourism activities and the demand for higher service standards by national and international tourists;
 - Improvement in skills levels to satisfy the needs of the tourism industry and economy;
 - The provision of an attractive, clean and unpolluted environment for tourists and residents alike;
 - Improved conservation of local heritage, culture and resources.

The following positive social impacts of tourism have been recorded within Cacadu:

⁹Agro-processing refers to the process or action taken by manufacturers of changing raw agricultural products into consumable entities. These actions could include: cutting, milling, fermenting, roasting, blending, drying, extracting etc.

- Improvement in skills and education through training in tourism and hospitality – examples include: The Wilderness Foundation / UmziWethu Training Academy for Displaced Youth, the SA College for Tourism and the 3-year EISS BCOM in Hospitality Management;
- Improvement in economic circumstances through improved income from tourism employment;
- Improved employment of women.

Specific negative impacts of the tourism industry in Cacadu are:

- Petty crime and begging, specifically targeting tourists and tourist sites;
- Potential marginalization of older / poorly literate individuals from the tourism economy;
- Community disenchantment and resentment. Some local residents feel excluded from the tourism sector. According to the Master Plan, this is largely because excursions into the townships have not been developed. However, this sentiment may be reinforced by the fact the tourism areas remain unaffordable and inaccessible by local towns people. Participation in this sector, through employment and / or product supply could amend this situation.

2.9.1.3 Other relevant Minor Economies:

Government services play a significant role in the economy, providing 28% of added value and 23% of formal employment.

2.9.2 Statistical Correlations:

2.9.2.1 The Spatial Distribution of Social Wellbeing:

The Human Development Index serves to measure social and economic wellbeing by combining and evaluating the following indicators:

- Life expectancy;
- Educational attainment; and
- Income.

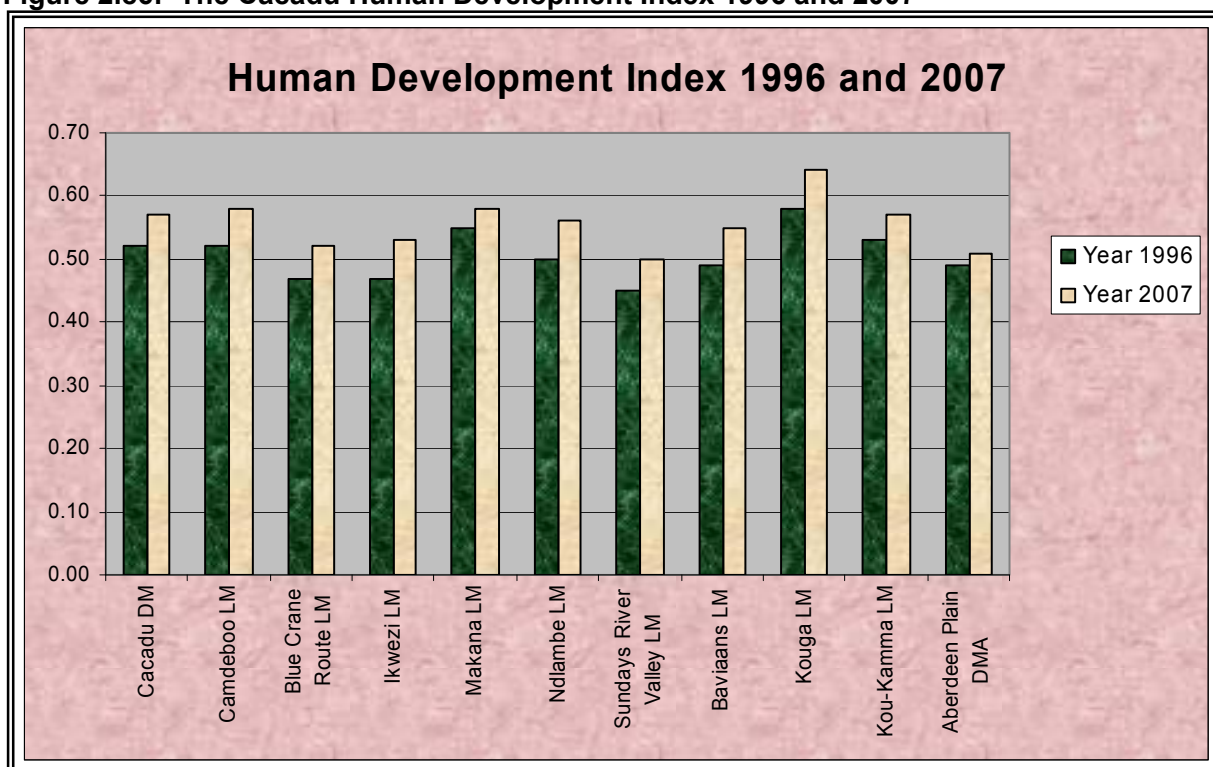
The Human Development Index (HDI) sets a minimum and a maximum for each dimension, called goalposts, and then shows where a country stands in relation to these goalposts, expressed as a value between 0 and 1.

The *educational component* of the HDI is comprised of adult literacy rates and the combined gross enrolment ratio for primary, secondary and tertiary schooling, weighted to give adult literacy more significance in the statistic. The *life expectancy component* of the HDI is calculated using a minimum value for life expectancy of 25 years and maximum value of 85 years, so the longevity component for a country where life expectancy is 55 years would be 0.5.

For the *income component*, the goalpost for minimum income is \$100 purchasing power parity¹⁰ (PPP) and the maximum is \$40,000 (PPP). The trend for Cacadu demonstrates a general improvement in HDI between 1996 and 2007 as indicated in the graph that follows. The HDI in Cacadu has specific spatial and social characteristics. Those municipalities with an urban bias display a stronger HDI demonstrating that human development was higher in urban rather than rural areas. These LMs include:

- Camdeboo (0.58)
- Makana (0.58)
- Ndlambe (0.58)
- Kouga (0.64)

Figure 2.86: The Cacadu Human Development Index 1996 and 2007



Source: Global Insight (2008)

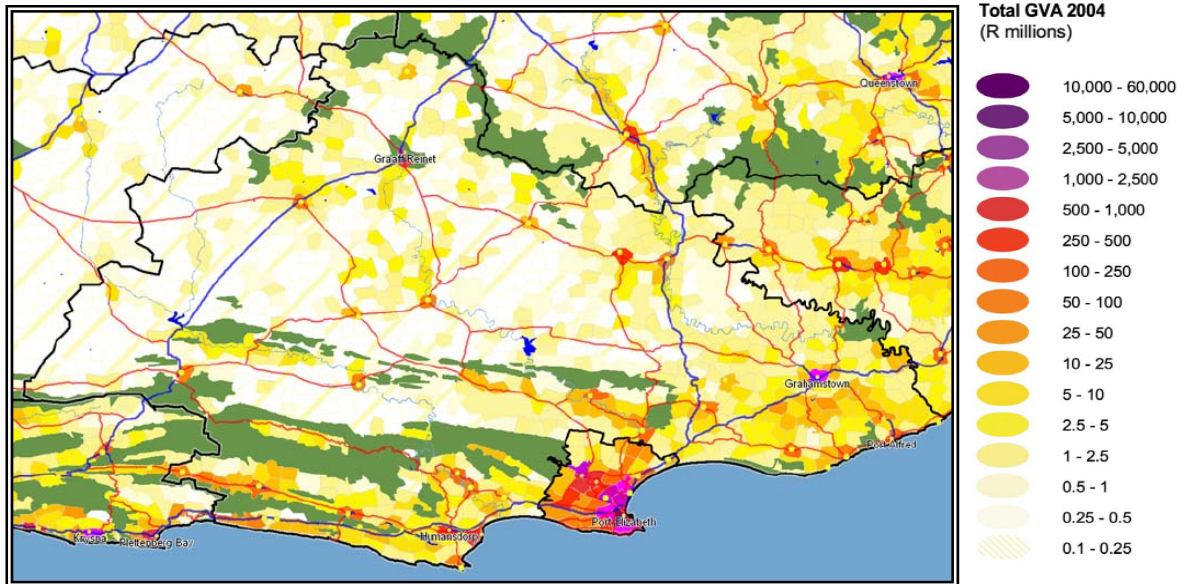
2.9.2.2 The Gross Value Added (GVA) vs People Living in Poverty:

The concept of Gross Geographic Value Added (GVA) is used as a basis for making estimates of regional economic activity. The map that follows illustrates the geometric increase of GVA as one moves from areas with less than R 1 million per mesozone (white and beige) to areas with more than R 1 billion per mesozone (purple range of colours). The map that follows illustrates

¹⁰ *Purchasing power parity* is an economic technique used when attempting to determine the relative values of two currencies. It is useful because often the amount of goods a currency can purchase within two nations varies drastically, based on availability of goods, demand for the goods, and a number of other, difficult to determine factors. The economy of the United States is used as a reference, so that country is set at 100.

that regional economic activity within the District is dominated within the medium sized towns of the District.

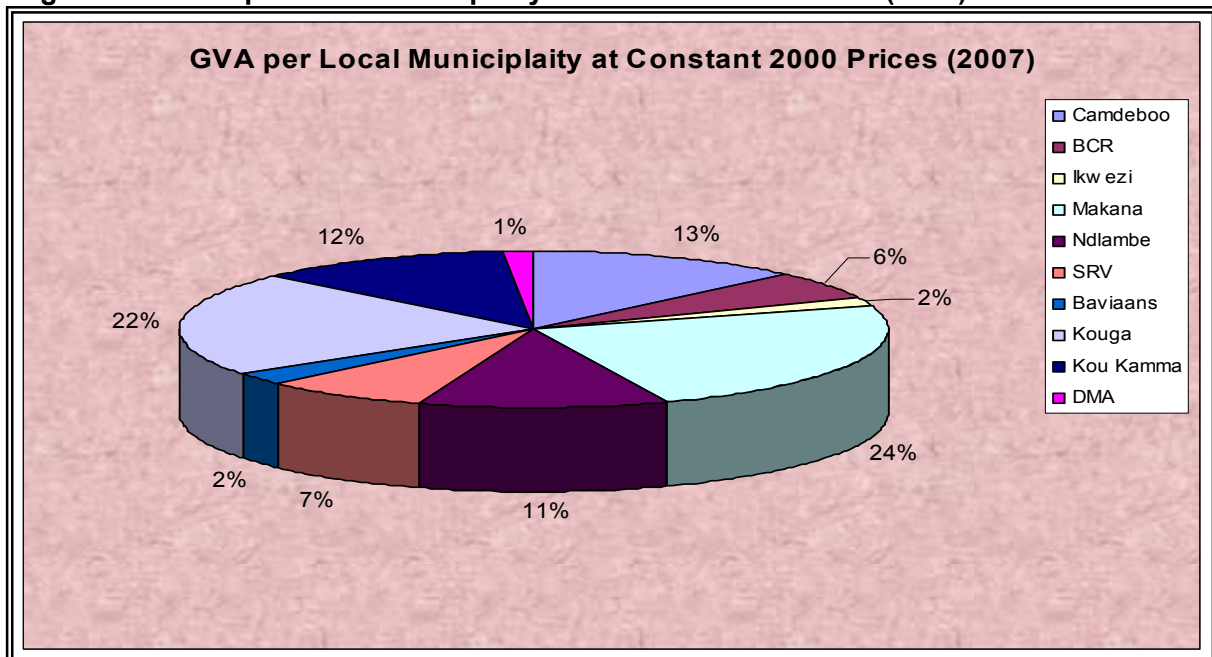
Figure 2.87: Total GVA per mesozone



Source: CSIR, 2007

Within the Cacadu District, Makana has the largest economy of the nine Local Municipalities, followed closely by Kouga.

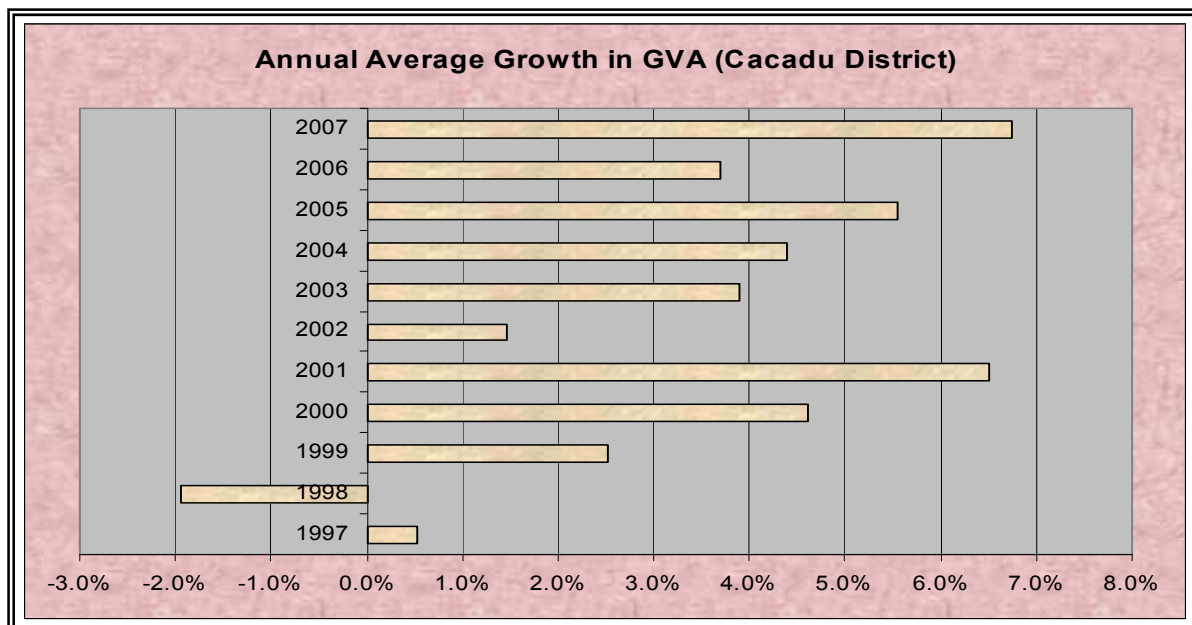
Figure 2.88:GVA per Local Municipality with the Cacadu District (2007)



Source: Global Insight (2008)

The Cacadu District's economy registered positive growth during the past decade. Given the widespread poverty, the District will have to maintain its growth rate to have a significant improvement in welfare indicators.

Figure 2.89: Average Annual Growth in GVA



Source: Global Insight (2008)

2.9.3 Potential within the District

The CDM is the third largest economy in the Eastern Cape, the largest economy outside the mostly “urban economies” of the Nelson Mandela Bay Municipality and Buffalo City Municipality. The predominant sectors in terms of the District's economy are agriculture and tourism, contributing approximately R690 million and R680 million respectively to the Gross Geographical Product (GGP) of the District and therefore it is within these sectors that the greatest potential for economic development lies.

In terms of agriculture and agro-processing, based on a study¹¹ commissioned by CDM that evaluated the status quo of agriculture in CDM, international and local trends and value adding opportunities, the subsequent agro-processing opportunities in the Cacadu region were identified. Many of the opportunities are also coupled with the expansion of agricultural production to supply raw materials to the identified potential/new agro-processing facilities.

Red meat industry with specific reference to beneficiation of by-products (hides and carcass meal in particular)

- Improving the supply base of animals in the CDM and Eastern Cape by introducing and developing intensive finishing of animals, including conventional feedlots as well as irrigated pastures (where appropriate).
- The market for veal – mostly produced from young bull calves from the dairy industry should be further developed in the Eastern Cape and surrounding provinces.

¹¹Source: *Niche Agro-Processing Opportunities in Cacadu District Municipality (July 2011)*

- Expand the focus of meat processing in the CDM by manufacturing products for niche markets – this includes cartonnéd oxtail, tongue and heart, as well as value added products such as sausages, patties, polonies and meat loafs. For this opportunity to be implemented, one would however need a concerted effort to develop the pig industry as well (since pork and pork fat is an essential ingredient in the recipes of sausages and other value added products). The current market demand for these niche products would most likely be outside the CDM, so the local market for these niche products should be developed through assisting private sector processors with campaigning and promoting these products.
- Carcasses, trimmings and blood from the red meat abattoirs in CDM can be rendered into carcass and blood meal, an essential ingredient in the animal and pet feed industries. Bull calves of the dairy industry which cannot be raised cost-effectively (e.g. Jersey bull calves) is often delivered to rendering plants of abattoirs for further processing. (The development of a high quality animal and pet feed industry has also been identified as an opportunity for the district).
- Further processing and utilisation of hides and leather by entrepreneurs and cottage industries, need to be developed into commercial enterprises in future.

Mohair industry (Goat population and thus mohair fibre volumes need to be increased to fit growing demand for meat and natural fibre in particular)

- To increase the production of mohair and goat meat to supply the current and expected future demand, CDM should endeavour to develop the supply base of goats in the district, without placing additional pressure on already overgrazed natural vegetation. It is proposed that the feasibility of intensive Angora goat farming methods is investigated for CDM. However, the long time that goats are reared before shearing and eventual slaughter does not ideally lend itself to feedlot style farming. Keeping goats on irrigated pastures to potentially increase mohair production and to improve meat quantity and quality could be a possibility. At this stage this seems to be the most feasible option for increasing production, taking into account the mentioned constraints, with special reference to theft.
- It is a well known fact in the mohair industry that the majority (more than 90%) of the shearers are from outside CDM (and even outside South Africa, as most are sourced from Lesotho) – this is an opportunity for local economic development and job creation that is lost, and more emphasis should be placed on promoting this job as a livelihood, and developing skills in CDM to improve productivity and yields.
- A further niche opportunity is to place more emphasis on the improved utilisation of the “rest” of the goat (the meat and hide).

Poultry industry including ostriches (with specific reference to the opportunity of free range chickens)

- The production of free range chickens for meat and eggs for affluent consumers and health conscious market in CDM, as well as the rest of the Eastern Cape.
- Incorporate the usage of plucked chicken feathers, chicken manure and abattoir wastes with the proposed composting and rendering opportunities described elsewhere, to stimulate vegetable production from compost and bone meal.
- Intensive ostrich finishing units (feed-lots) can be developed to increase supply of stock to existing abattoirs (the only one active at the moment is at Graaff-Reinet, but with increased stock levels the Grahamstown abattoir could re-open).
- The local market for ostrich leather products are still very under-developed, and this could still be built with the existing “oversupply situation” of ostrich leather.
- Training can be provided to increase the utilisation of ostrich leather for the manufacturing of less expensive fashion items.

Vegetables (for both hot and cold processing)

- Existing vegetable processors require increased local supply bases for their existing capacities and markets.
- A new tomato paste factory in Coega soon to be opened would require vast quantities of specific variety tomato.
- A hot processing plant for manufacturing baby food and shelf stable foods for feeding scheme projects could be established at Port Elizabeth National Fresh Produce Market (or possibly at Coega IDZ).

Renewable energy from biomass and the manufacturing of organic compost and charcoal (biochar) from biomass

- Electricity generation from coarse biomass through pyrolysis with bio-char as by-product pyrolysis is the combustion of material with little or no oxygen at specified temperatures to create heat, gas, bio-oil and bio-char. By varying the amount of oxygen and temperature inside the combustion vessel, different results can be achieved in terms of the mix between gas, oil and char. All the products created through this process has the potential to produce energy in various forms (gas turbine, burning or combusting the oil, and burning the char), and the char could also be used as soil conditioner and to improve carbon fuels in the soil.
- High value organic compost can be manufacturing from finer biomass, abattoir wastes and manures at most locations with sustainable access to these raw materials (i.e. at the abattoirs or within the local municipalities, utilising garden refuse amongst other biomass).
- Biogas generation through anaerobic digestion is a further opportunity at locations with constant supply of organic wastes, such as from abattoir wastes and manures from proposed feedlots – larger town such as Grahamstown or Humansdorp could be possible locations to investigate a pilot installation.
- Carbon sequestration from planting indigenous flora with carbon capture capabilities to re-instate natural vegetation and earn carbon credits – the planting of bio-mass is a labour intensive, though difficult process, and the opportunities of creating sustainable employment in this industry using grant funding to re-instate natural vegetation, is an opportunity which should be investigated.

In addition, the following opportunities exist in terms of renewable energy:

- The Eastern Cape Province has lower levels of solar radiation in comparison with other provinces in South Africa.
- Wind generation initiatives in the Cacadu District are fast growing with a large number of generation facilities under investigation.
- Opportunities in terms of energy generation from biomass and the manufacture of biofuel remained to be explored. However, it should be noted that large scale biomass production is dependent on agricultural infrastructure, sustainability and possible environmental impact.
- The Cacadu District in comparison to the eastern side of the Eastern Cape has very low hydro power generation capacity / potential, however, distinct potential exists in the Blue Crane Route region along the Fish River.

The importance of wind energy generation in the district has been confirmed by the announcement by the Department of Energy in terms of successful wind farm developments, as three of the eight approved wind farm developments are to be developed in the district, with an additional wind farm to be developed in Nelson Mandela Bay Municipality. The two largest energy generating wind farms, i.e. Cookhouse Wind Farm (135MW) and Jeffreys Bay (133.86MW) and are to be developed in the district.

Animal and pet feed industry

- An animal feed mill and mixing facility in Coega IDZ concentrating on imported grains and soya cake, with a strategy in place to develop local production of grains to replace imports (It should be noted that two animal feed mills are within reach of the CDM – one located at Paterson, and one located in Port Elizabeth – the milling capacity is thus not necessarily the constraint for the animal feed industry, but rather the high cost of raw materials in CDM).
- Two potential vegetable oil extraction and biodiesel manufacturing facilities are to be established at Coega IDZ in future, and planning is already underway. It is understood that the raw material supply strategy for these facilities are also geared towards importing soya by sea. An animal feed mill and mixing facility at or near Coega could integrate well with the proposed oil extraction facilities, since the oil cake by-product is an essential ingredient in animal feed.
- Niche market opportunities exist to produce feed for free ranging chicken and eggs, pigs (pork production) and aquaculture – most of these are currently imported either from other provinces, or from overseas, while value adding could be done to produce these formulated feeds in CDM (using both local and imported ingredients)
- An EU and HACCP certified rendering plant for processing carcasses and trimmings to meal for feed and fertiliser could assist in absorbing abattoir wastes and trimmings, and adding value to these products to create a sought after product currently imported by processors in CDM. Note, that although the EU certification is technically only required if the products are to be exported from CDM, the high standards of an EU certified rendering plant would provide CDM with a niche asset to supply high quality animal and pet food manufacturers in South Africa (the majority of bone meal used in the Pet Food manufacturing plant in Graaff-Reinet is imported due to the lack of availability in South Africa). It is also anticipated that food safety regulations will only become stricter in future.

Essential and culinary oils

- Development of the oil seed production industry in the Eastern Cape for oil extraction and animal feed (linked with the option of importing grains through Coega). The realistic potential and possible strategy to achieve this should be investigated. An aromatic plant propagation centre (nursery) could be established to supply high quality and the correct variety plant material to outgrowers in the CDM.
- Development of outgrower aromatic plant production units (select cultivars suited to arid agriculture) to create economies of scale and the variety of produce to establish a viable essential oil production unit.
- Link vegetable oil extraction with proposed bio-diesel manufacturing plants for Coega – the processes are similar and would require only a few additional processes to create cooking oil for human consumption (used cooking oil should also be supplied to bio-diesel unit). The soya cake by-product from these processes should also be taken up by animal feed manufacturing plants for animal feed manufacturing – there is a high demand for soya cake nationally.

Apiculture (Beekeeping) for honey and related value added products as well as the “pollination industry”

- There is a definite market and demand for increased honey production for both local markets, as well as export markets due to the high quality and “brand” of South African honey that already exist in countries which are high importers of honey, like Japan and

Germany. Increased production sites could be established in CDM to act as outgrowers to existing honey processors with existing infrastructure in CDM.

- The existing training initiative which operates in conjunction with the MakanaMeadey can be supported to provide training for new producers as per the above opportunity. An opportunity to exploit the production, harvesting and value adding of propolis for locally produced medicinal products on commercial scales should be investigated – a farmer between Cookhouse and Cradock (whose farm lies just outside CDM) harvests propolis from his hives, and is investigating the move of this enterprise closer to Grahamstown – this and the development of infrastructure for the production and post harvest processing of propolis, could be the starting point for such a propolis research and medicinal production centre.
- Organised and properly managed pollination services are and will increasingly be a demand from commercial fruit farmers in CDM, as well as farmers in the rest of the Eastern Cape (with special reference to the focus on berry production in the Amathole District).

Exotic fruits (with specific reference to “arid commodities”, including pomegranate, fig and prickly pear)

- Based on the suitability for the production of exotic fruits in the Blue Crane Route geographical area, as well as the abundant water (compared to the rest of the CDM), the development of orchards in this area is proposed to supply local (CDM and South African) as well as export markets.
- Training and extension services could be provided by experienced producers and consultants from the Western Cape to farmers that are relatively new to exotic fruits in CDM (capacity has already been build in the Western Cape which can be transferred).
- There is potential for local economic development through entrepreneurial value adding and processing of exotic fruit in jams, preserves, sauces, dried fruit, etc. – cottage industries could over time develop into commercially sustainable businesses. In conjunction with other plans of developing the animal feed industry of CDM, there exists an opportunity to manufacture shelf stable animal feed pellets from the cyclodes of the prickly pear plant.

Pig (pork) industry

- Based on the feedback from the champions of the pig industry in CDM, definite opportunities exist to increase proper pig fattening units. Good breeding material is available in the Eastern Cape, which is currently exported in high quantities to the northern part of the country to be fattened intensively (due to their access to cost effective feed).
- The supply of lighter pigs to the abattoirs could address a specific market segment which has been identified by the private sector, although these pigs are not currently readily available in the CDM
- The development of a meat processing facility at the old *Abakor*abattoir, near Port Elizabeth, to utilise pork and other red meat for the manufacturing of value added products such as patties, sausages and a range of processed meats (preferably also establish and build a brand for these products).

In addition, definite opportunities in other dominant agricultural sectors in Cacadu also exist and should not be disregarded. However, it should be noted that these industries have reached progressive states of development and already receive support in terms of research and investments into the development of further value addition, including support from CDM. A brief overview of these sectors and related opportunities are included below.

- Citrus

Oranges are mainly produced in the Kirkwood area of the Sundays River Valley Municipality. Other areas in the Cacadu district are only marginally suited to citrus production under irrigation and include areas to the east of the Sundays River Valley, the northern parts of Camdeboo, south of Klipplaat in Ikwezi, the Aberdeen Plain west of Willowmore and in the Kou-Kamma Municipality around Kareedouw. Other marginally suitable soils also include limited areas of the Blue Crane Route Municipality around Somerset East and Cookhouse and scattered areas of the Makana Municipality.

- Pineapple

The Cacadu District and more specifically, Ndlambe Municipality is a major producer of South African Pineapples. The pineapple beneficiation project, managed by NNIP (Pty) Ltd is predicated on the beneficiation of previously wasted pineapple plant material upon which the pineapple fruit grows. The successful implementation of this project will be of enormous economic benefit to the pineapple growers and the pineapple processing industry.

- Honeybush Tea

This crop grows along mountain slopes in the Langkloof area in Kou-Kamma. South Africa produces only 200 tons of honeybush tea per year. The industry has seen an improvement in the quality of tea and the establishment of export standards with the construction of a large processing and packaging facility in Mossel Bay. Honeybush tea has a growing export market.

- Deciduous fruit

The main deciduous-fruit producing areas of South Africa are situated in the Western and Eastern Cape provinces, mainly in areas where warm, dry summers and cold winters prevail. In the Eastern Cape, the Langkloof Valley is home to apple and pear production.

Apples could also be produced in the western Aberdeen Plains and in the northern parts of the Camdeboo Municipality. The production of these areas has a yield potential of between 30 and 50 tons per hectare. The major restriction for the western parts of the Aberdeen Plain will be the availability of sufficient water for irrigation.

Pears are only marginally suitable under irrigation in the western Aberdeen Plains and in the north of Camdeboo, with a potential yield capability of 15 to 30 tons per hectare.

- Dairy

The commercial dairy industry of the Eastern Cape has its base in the Tsitsikamma area. The Eastern Cape produces approximately 20.5% of the country's total milk supply. The areas with the highest dairy production potential are mostly in the southern parts of Kouga and Koukamma Local Municipalities. The other areas mildly suited to dairy production are in the municipalities of Sunday's River Valley, Makana and Ndlambe.

- Chicory

Chicory is grown exclusively in the coastal areas around Alexandria, where Chicory SA has established a drying plant. The dried chicory is all consumed within South Africa and is sold to coffee manufacturers nationwide. There is an opportunity for expansion of this industry into the Sundays River Valley and Makana Municipalities.

- Natural fibres industry

The Natural Fibre Cluster is a multi-stakeholder, multi million rand provincial programme spanning research and development to commercialization with the end objective to establish a niche industries in plant and animal fibres initially within the five identified groupings namely wool and mohair, flax and hemp, pineapple, agave and cashmere.

This cluster is to become a one-stop-shop for natural fibres covering the entire value chain from primary production in the rural areas to value addition and manufacture of various products for various sectors including, but not necessarily limited to pharma- and nutraceuticals, automotive and aerospace, construction and textiles

- Aquaculture

The Camdeboo Satellite Aquaculture Project (CSAP) is an innovative and highly replicable model which presents a comprehensive solution to address fish supply shortfalls, create sustainable self-employment opportunities for rural women, promote pro-poor economic growth, and encourage social equity in the Camdeboo. The Project thus has a high level of support at local, provincial and national government levels as well as from the private sector.

The CSAP concept centres around the establishment of aquaculture clusters which comprise a central management farm and a network of satellite farming systems. Each aquaculture cluster is designed to produce 1,166 tons of fish per month and provide employment to 500 people, primarily rural women. The aquaculture clusters benefit both through economies of scale as a result of their collaboration as well as from the support, training and mentorship provided by the central structure.

The process of developing the district's Economic Growth and Development Strategy was first initiated in 2005 and the strategy subsequently was adopted by the District's Council in 2006. It was recommended that the strategy be reviewed annually, concurrently with the annual review of the Integrated Development Plan.

The review of the Economic Growth and Development Strategy has been concluded. The revised strategy guides the District in its development facilitation trajectory for at least the following five years. The revision of the strategy is a result of three years of extensive stakeholder consultation and collaboration on both a programmatic and project level, primarily facilitated through the Rural Economic Development Initiative (see subsequent sub section for information related to the Rural Economic Development Initiative).

The Economic Growth and Development Strategy has been renamed the Socio-Economic and Enterprise Development Strategy (SEEDS), the acronym for which metaphorically describes the district's core mandate in initiating the facilitation of economic development and subsequently growing the regional economy.

The CDM approach is structured around seven core strategies based both on a review of international trends in rural regeneration strategies as well as a reflection on the experience of CDM and other institutions in promoting development in the region.

(a) Increasing agricultural income

Agriculture remains the single most economic driver in the district. The starting point for rural development is to find ways of increasing agricultural income. This is of course firstly a product of the drive of farmers individually and collectively. However, there are a number of ways in which farmers can be supported to increase the value of agricultural output. These include:

- Growing national and international markets for agricultural output
- Facilitating investments in local and regional agro-processing plant to increase product demand and improve prices
- Investing in research and knowledge sharing to improve the quality and resilience of crops and livestock.
- Supporting local and regional food systems that keep wealth in rural communities.

(b) Investing in natural capital

There is an increasing recognition internationally and within South Africa that it is important to invest in protecting and restoring natural resources and ecosystems such as catchments, wetlands, rivers, forests and other natural areas to preserve bio-diversity, to ensure sustainable water supplies as well as to exploit the economic potential of such areas. The growth of tourism in the region is strongly associated with the exceptional and diverse natural assets. Key approaches to this include:

- Promoting and incentivising natural resource restoration and conservation including alien vegetation clearing, developing eco-systems markets that reward land restoration through carbon credit mechanism and so on.
- Creating new generation green jobs and local income streams rooted in renewable energy.
- Growing the rural tourism economy based on natural capital through agri-, adventure- and eco-tourism initiatives.

(c) Broadening economic participation

Inequality and poverty are deeply entrenched with rural South Africa and represent a major constraint to development. However, the poor of the region also represent a major resource for economic progress. Broadening economic participation as part of a broader social development emphasis is thus a key pillar for rural regeneration. Key areas of action include:

- Promoting BBBEE, SMME and cooperative development.
- Maximising the opportunities for Extended Public Works Programme (EPWP) and Community Work programme opportunities.
- Improving grant accessibility.
- Establishing community-based beneficiation projects.
- Facilitating community and worker participation in share ownership.
- Promoting social development investments.

(d) Developing the skills base

The skills base of the region is a key driver of both economic progress and poverty reduction. CDM's skills profile is very skewed. It is a region with a significant pool of highly skilled people. However, most people have limited skills and limited educational attainment. This is both a major constraint to development but also represents a significant area of opportunity given the wide range of good educational institutions in the region. CDM is committed to a concerted approach to improving the skills profile of the region. Key areas of action include:

- Improving the quality and quantity of school education and early childhood development (ECD) through partnerships.
- Creating further education opportunities linked to work opportunities in the region.
- Developing skills transfer partnerships between established and emerging farmers and between established and emerging businesses.

(e) Improving connectivity and utility infrastructure

Transport, water and energy infrastructure are major challenges in an arid low-density rural area such as CDM. The costs of such infrastructure are particularly high in such areas given distance and the area enjoys relatively low priority for infrastructure given its small population. It is therefore necessary to be innovative and focused in ensuring that sufficient infrastructure is in place to support development. Key areas here include:

- Developing rural broadband and mobile phone connectivity is a key rural development strategy globally.

- Improving rural transport infrastructure particularly roads.
- Identifying and delivering catalytic infrastructure that opens up new economic opportunities.

(f) Regenerating core towns

The core towns within a rural region play a critical role in the economy of the region as a whole. They are the economic and services hub that enable the rural economy to function. When towns decline, the rural hinterland tends to decline given the symbiotic relationship between them. The regeneration of core towns is thus a critical driver of rural economic development. Key areas of action include:

- Urban regeneration projects focused on upgrading town CBDs and historic districts.
- Ensuring quality education and health services in core towns in order to retain talent and skills in the area.
- Promote tourism and niche services and manufacturing based on identifying competitive advantages and niche opportunities
- Ensuring that municipal infrastructure is maintained and upgraded on a financially sustainable basis in order to support growth and development
- Service delivery improvement partnerships to ensure that essential administrative and regulatory functions are undertaken by the LM.

(g) Building local and regional networks

Research globally suggests that the quantity and quality of networks within a region and between the region and relevant role-players outside the region - “social capital” – is a key factor influencing economic development. A key element of any strategy for rural regeneration is thus about finding ways to expand the networks and linkages between stakeholders in the region and connecting the region into relevant provincial, national and international processes. Areas of focus include:

- Strengthening government to government connections at a regional, provincial and national level.
- Building partnerships to improve economic competitiveness and resilience.
- Creating a positive image of the region amongst public and private investors and building relationships with them.

Rural Economic Development Initiative (REDI)

The district has experienced a period of sluggish economic and demographic growth. Major challenges have included a period of consistent agricultural decline, the large geographic extent and sparse population of the district, aggravated by migration to larger urban nodes, growing inequality and poverty and municipal capacity. There are a number of objective factors that suggest that much stronger growth, than has occurred over the past decade, is possible.

In response to this latent growth potential, the Development Bank of Southern Africa initiated the Rural Economic Development Initiative. The Cacadu Rural Economic Development Initiative (REDI), one of three pilot sites in South Africa, is a partnership between Cacadu District Municipality, the Development Bank of Southern Africa (DBSA) and other major stakeholders in the region aimed at identifying and unlocking economic potential to realize the latent economic growth potential of the district. The idea is to build a strong strategic relationship between the municipality and local and regional stakeholders aimed at enhancing economic turn-around.

The first phase of the project was initiated in 2010 and is nearing the end, which will culminate in the development of a regional investment prospectus in 2012. Support from the Development Bank of Southern Africa for phase one includes a R7.8 million technical assistance grant and dedicated capacity in terms of a Process Facilitator (part-time) and Process Coordinator (full-time).

Areas of intervention include (a) agri-innovation primarily in the areas of agro-processing, aquaculture, natural fibre beneficiation; renewable energy and agri-tourism and (b) strategy and institutional development, culminating in the revision of the district's Economic Growth and Development Strategy coupled with the development of an investment prospectus and related investment strategies.

The REDI process has identified a number of catalytic factors that could accelerate economic growth in the District including renewable energy, fibre innovation, the potential for agro-processing in key niches, tourism development and growing the education sector.

REDI in Cacadu has identified a wide range of opportunities in the district in these and other sectors linked to innovation, product diversification and expanding the value chain in key sectors. At end of January 2012 Cacadu Phase one of the REDI programme identified more than 50 catalytic development projects, provided assistance to package more than 35 of these projects and referred more than ten to various financial institutions for finance. If the projects referred are approved more than R400 million will be invested in the Cacadu District. In addition from this more than R15 million was crowded in, to co-fund some of the projects.

The deliverables emanating from REDI phase one are as follows:

- Fibre innovation hub rapid assessment and strategic plan
- Identification of and investigation into niche agro-processing opportunities for Cacadu District Municipality
- Renewable Energy Rapid Assessment and Audit
- Provincial Renewable Energy Coordinating Forum
- CDM Renewable Energy Seminar
- Land Use and Location Policy for Renewable Energy Projects
- Implementation Study on the Generation of Hydro-electricity on mini/micro sites located within BCRM
- Preparation of a Project Plan for the Establishment of a Wind Research and Training Centre in BCRM
- Camdeboo Satellite Aquaculture Project
 - Post Harvest Product Development of Freshwater Fish
 - Processing Facility Business Plan Development
- Preparation of a Business Plan for the Giant Flag project
- Eastern Cape Natural Fibre Cluster Coordination
- Development of a Regional Economic Model (REM)
- Investigation into the Social Economy and Identification of Interventions to Address Poverty and Unemployment
- Draft Socio-Economic and Enterprise Development Strategy (SEEDS)
- Strategic Infrastructure Investment Assessment for Kouga Municipality
- Development of a Municipal Services Finance Model for BCRM

REDI has also helped establish a much higher level of engagement between government, the private sector and other stakeholders. A number of strong development institutions and partnerships have emerged or have consolidated that are well-placed to support further development in the region.

These emerging opportunities, the stronger common vision and the increased level of networking and partnership formation now need to be consolidated in order to realize the potential through accelerated implementation, through a proposed second phase of the project.

The second phase would continue to work with and grow a large portfolio of projects through a process of intensive regional stakeholder engagement with an emphasis on facilitating the implementation of major regional projects and up-scaling or extending successful pilots to other areas.

The primary sector focus of REDI in CDM will be on improving the performance of agriculture-related sectors (including priority sectors from phase one research, renewable energy, land restoration, agro-tourism and aquaculture).

The REDI team will also provide secondary support for tourism, education and business development that strengthen regional competitiveness and job creation.

In addition, the second phase will also continue to focus strongly on building a range of multi-stakeholder partnerships and networks at local, regional and provincial level that promote innovation, learning and collaboration.

In its second phase REDI will be consolidated as a strategic rural development “project clearing house” with core capacities related to:

- Facilitating multi-stakeholder networks to support rural economic development
- Project identification, conceptualisation, evaluation and packaging aligned to regional development strategy development
- Packaged projects transferred to CDA for implementation

A key REDI phase two task will be to develop a model of economic development project planning and implementation based on three core concepts that experience has shown increase the chances of project success, sustainability and impact:

- Multi-stakeholder multi-level partnership including working an inter-district, regional, provincial and national level
- Co-funding
- Strong project management arrangements

As part of this, a key role of a small REDI team will be to manage the compilation and bi-annual update of a portfolio of credible strategically relevant projects with strong institutional arrangements for implementation for submission to IDC, ECDC, DBSA, etc and investors for enterprise development and infrastructure investment.

2.9.4 Establishment of the Cacadu Development Agency – Rationale and Progress

The institutional platform for local economic development is a crowded space. Most of the bodies involved tend to operate within their sector or demarcated geographical orbits. Duplication is an issue. Coordination and joined-up management is less evident.

Better coordination based upon partnership around a common vision, an integrated strategy – and comminuted financial resources – for local development is necessary. Much of the challenge around sustainable development relates to the fact that the practices of institutional coordination, cooperation and collaboration – formal and informal – public and private – government and non-government does not function well.

Therefore, Cacadu District Municipality’s Council has taken a decision to establish a District Development Agency. Agencies are a focused and dedicated mechanism for economic development with public interest and accountability but using private sector tools and strategies.” “Development agencies have brought new skills, a wide range of experiences and a

sense of leadership to the development challenges in many areas. They have opened up new networks to local development most notably investment and business.”¹²

Not every local municipality is able to afford its own development agency, nor are local municipalities, for the most part, able to successfully leverage the funding that is required to sustain a development agency. Many local municipalities, especially in rural areas, are too small - and lacking resources. The dual role of a district agency, strategic management and promoter of balanced development, should go some way to ensure that this is not so.

A holistic development approach to economic growth and development is necessary to link the macro- and micro-economy. A combination of catalytic projects to drive economic growth at a macro level and related local beneficiation activities focused on creating opportunities for SMEs is recommended.

The primary role of the district development agency should be to unlock the socio-economic developmental potential of the district through effective partnerships between government, the private sector and higher education institutions that harness and coordinate available resources of the triple helix.

The agency should be a dedicated champion tasked to leverage public and private resources to promote development based on latent potential which offer investment, employment, socio-economic and environmental conservation and restoration opportunities.

The district development agency should be specifically tasked with at least the following key performance areas:

- To act as an agent for and on behalf of the parent municipality(ies) for the purposes of facilitating economic, social and environmental policies and projects (sometimes as identified by or agreed with the municipality);
- To initiate, identify and implement high impact economic development projects;
- To generate sustainable economic growth as well as social transformation to the benefit of communities within the district;
- To promote productive partnerships and cooperation between relevant stakeholders on area/regional-based initiatives;
- To manage the spatial organization of the area, in a socially efficient manner, particularly through the use of public land and targeted private projects.
- To acquire, own and manage land and buildings, and/or rights to land and buildings, to be used for economic and social development purposes.
- To facilitate a business environment conducive to private sector investment, and leveraging of public and private sector resources for economic development
- To contribute to integrating the region / district into domestic and international markets

Currently, the Rural Economic Development Initiative (REDI) is fulfilling this mandate. The Cacadu *Local* Economic Development Initiative (REDI) is a partnership between Cacadu District Municipality, the Development Bank of Southern Africa (DBSA) and other major stakeholders in the region aimed at identifying and unlocking economic potential. The idea is to build a strong strategic relationship between municipality, local and regional stakeholders aimed at catalysing an economic turn-around.

Therefore, the assimilation and integration of the Rural Economic Development Initiative’s programmes, projects and principles into the district development agency is significant a) to

¹²Industrial Development Corporation

promote continuity of catalytic programmes of economic significance to the district and b) to harness the energy and enthusiasm of strategic stakeholders to strengthen economic development interventions, through the numerous relationships that have been forged and fostered throughout the course of the initiative.

This places the proposed district development agency in a fortuitous position in that it does not necessary have to “start from scratch”, but rather that it may build on a solid foundation laid by the REDI.

Cacadu District Municipality has committed seed funding necessary to initiate the establishment of the agency. Furthermore, the district is actively engaging with potential funders to elicit further funding.

One of the key deliverables in the establishment of the district agency is the development of the business case for the agency. Mandela Bay Development Agency is assisting the district in the development of this business case, based on relevant experience in establishing and operating an agency.

2.10 SYNOPSIS

Numerous issues, opportunities, constraints and threats have been highlighted through the preceding analysis of the Cacadu District. It must however be noted that the IDP is a strategic document, used to guide capital investment, government intervention, etc. The IDP development priorities and objectives are achieved through the successful implementation of the varying strategies.

As such the IDP is not a document (nor should be) that contains a wish list of projects in the hope of funding. When analysing an IDP, a potential funder, be it a provincial sector department or whoever, should first and foremost interrogate the problems (as indicated in the preceding analysis component) and strategies that are contained within an IDP and then in turn analyse how his or her projects through their own planning processes can address those problems and / or satisfy those strategies within a respective IDP. It is only through this process that one achieves intergovernmental alignment.

With this in mind a consolidated overview has been developed for the District which will can serve to guide government institutions with respect to planning and investment decisions so as to achieve the objectives of the MTSF as relevant to Cacadu. This consolidated overview is illustrated in the table that follows.

Table 2.31: MTSF Strategic Priorities

MTSF - Strategic Priorities	MTSF Strategic Priorities Pertinent to the CDM's mandate ¹³	Outcomes of IDP Analysis	Outcomes as addressed in CDM's IDP	Implications for Local Municipalities	Relation to CDM's Development Priorities, Objectives	CDM's 2012 / 2013 IDP Projects	National & Provincial Required Interventions ¹⁴
1. <i>Speeding up growth and transforming the economy to create decent work and sustainable livelihoods</i>	<p>1. Identification of Economic Opportunities</p> <ul style="list-style-type: none"> ➢ Identify & enhance existing economic opportunities ➢ Prioritise the creation of employment opportunities ➢ CDM's focus areas are Tourism, Agriculture and public services such as health & education¹⁵ ➢ Effective land use management needs to provide impetus to employment & economic growth 	<ul style="list-style-type: none"> ➢ Opportunity to expand formal agriculture in Kouga, Kou-Kamma, SRV and Ndlambe ➢ Need identified to investigate the establishment of agro-processing opportunities in Kouga, Kou-Kamma, SRV and Ndlambe ➢ SRV, Baviaans, Camdeboo, Kouga and Ndlambe hold key Tourism focus areas that could benefit from informed interventions ➢ Employment opportunities are limited in Baviaans and Ikwezi in relation to economic sectors ➢ Baviaans, Ikwezi, Blue Crane require economic interventions to stabilize rural depopulation and improve livelihoods. ➢ Opportunity for LMs to improve Land Use Management 	<ul style="list-style-type: none"> ➢ ABP / LAA (CDM IDP, Section 4) ➢ Tourism Master Plan (CDM IDP, Section 4) ➢ EGDS (CDM IDP, Section 4) & five pillars to stimulate economic growth: <ol style="list-style-type: none"> 1. Economic Infrastructure 2. Sector Development 3. HR Skills & Development 4. Institutional Development 5. Regional Linkages ➢ SDF (CDM IDP, Section 4) 	<ul style="list-style-type: none"> ➢ Kouga, Kou-Kamma, SRV & Ndlambe to identify & support relevant agricultural sectors ➢ Kouga, Kou-Kamma, SRV & Ndlambe to identify & support relevant agricultural sectors ➢ SRV, Baviaans, Camdeboo, Kouga and Ndlambe to enhance & support LTO's & other tourist associated activities in the area ➢ Baviaans & Ikwezi to identify opportunities to invest in human capital ➢ Baviaans, Ikwezi, Blue Crane to maximize rural land use potential ➢ LMs to prioritize Land Use Management functions 	<p>Development Priority 1: Infrastructure Investment</p> <ul style="list-style-type: none"> ➢ Obj 5: Promote integration btw spatial planning & transportation planning to achieve sustainable human settlements <p>Development Priority 3: Economic Development</p> <ul style="list-style-type: none"> ➢ Obj 1: leverage resources to achieve investment in econ infrastructure ➢ Obj 2: Achieve econ growth by developing strategic sectors ➢ Obj 3: Develop & enhance technical & life skills in line with labour market demands ➢ Obj 4: Build internal & external institutional capacity ➢ Obj 5: Establish & sustain partnerships aimed at econ dev. 	See CDM's SDBIP	<ul style="list-style-type: none"> ➢ Department of Economic Development: <ul style="list-style-type: none"> ➢ Stimulate entrepreneurship by supporting primary sector aligned projects; ➢ Fund the investigation of the expansion of formal agriculture and agro-processing opportunities in Kouga, Kou-Kamma, SRV and Ndlambe ➢ Department of Tourism: <ul style="list-style-type: none"> ➢ Researched interventions required to enhance Tourism related SMMEs on SRV, Baviaans, Camdeboo, Kouga and Ndlambe LMs ➢ Department of Rural Development & Land Affairs: <ul style="list-style-type: none"> ➢ Policy directives required to ensure sustained land access, development & ownership for the emerging farmer; ➢ Guidance in terms of Agricultural Sector Development. ➢ Department of Agriculture, Fisheries & Forestry: <ul style="list-style-type: none"> ➢ To provide technical & developmental support to transferred land reform & emerging farmer projects

¹³ Not all of the 10 Strategic Priorities hold relevance to the role and mandate of the CDM. The **seven 'bolded'** components of the MTSF have been extracted in the interest of influencing project formulation and resource allocation. The three un-highlighted priorities require a supportive role on behalf of the CDM.

¹⁴ All National and Provincial Government Departments are requested to actively take cognizance of CDM's Planning initiatives and align their mandatory interventions accordingly.

¹⁵ As identified by the MTSF

MTSF - Strategic Priorities	MTSF Strategic Priorities Pertinent to the CDM's mandate ¹⁶	Outcomes of IDP Analysis	Outcomes as addressed in CDM's IDP	Implications for Local Municipalities	Relation to CDM's Development Priorities, Objectives	CDM's 2012 / 2013 IDP Projects	National & Provincial Required Interventions ¹⁷
2. Massive program to build economic and social infrastructure	<p>2. Provision and Maintenance of Infrastructure to expand & improve</p> <ul style="list-style-type: none"> ➢ Social & economic infrastructure; ➢ Transportation; ➢ Energy; ➢ Water; ➢ Sanitation; ➢ Information & communication 	<ul style="list-style-type: none"> ➢ 82% of the road network in CDM are gravel – consider impact on economic sector and residents ➢ Primary mode of civilian transport = pedestrian ➢ Primary mode of transport supporting economic sectors = road ➢ Depopulation especially in Ikwezi&Baviaans place limits on the provision & maintenance of infrastructure ➢ Social investment program required to support tourism activities in SRV, Baviaans, Camdeboo, Kouga and Ndlambe 	<ul style="list-style-type: none"> ➢ Comprehensive Infrastructure Plans (CIPs) are being dev for each LM (CDM IDP, Section 4) ➢ Communications Policy (CDM IDP, Section 4) ➢ Integrated Transport Plan (CDM IDP, Section 4) ➢ Integrated Waste Management Plans (CDM IDP, Section 4) ➢ Water Services Development Plans (CDM IDP, Section 4) 	<ul style="list-style-type: none"> ➢ LMs to identify priority roads with specific impacts on economic & resident access ➢ LM to capture safe modes and routes of pedestrian mobility ➢ LMs to identify priority roads with specific impacts on economic access ➢ Ikwezi & Baviaans to prioritize essential provision & maintenance of infrastructure ➢ SRV, Baviaans, Camdeboo, Kouga&Ndlambe to source opportunities to create a sense inclusion of disadvantaged residents in tourism initiatives 	<p>Development Priority 1: Infrastructure Investment</p> <ul style="list-style-type: none"> ➢ Obj 1: Assist with water provision ➢ Obj 2: Ensure adequate Bulk water source ➢ Obj 3: Provide Infra Maintenance Plans ➢ Obj 4: Improve mobility in the CDM by 2010 ➢ Obj 5: Promote integration btw spatial planning & transportation planning to achieve sustainable human settlements ➢ Obj 6: Develop an integrated tourism/2010 role-out plan 	See CDM's SDBIP	<ul style="list-style-type: none"> ➢ Provincial Dept of Transport <ul style="list-style-type: none"> ➢ Provision & maintenance of roads infrastructure along primary economic routes ➢ SANRA <ul style="list-style-type: none"> ➢ Provision & maintenance of roads infrastructure along primary economic routes ➢ Department of Water and Environmental Affairs <ul style="list-style-type: none"> ➢ Provision & maintenance of infrastructure in line with Departmental mandate ➢ Department of Tourism: <ul style="list-style-type: none"> ➢ To provide guidance on the social involvement of under resourced communities and associated strategic partners in tourism driven economies.

¹⁶ Not all of the 10 Strategic Priorities hold relevance to the role and mandate of the CDM. The **seven 'bolded'** components of the MTSF have been extracted in the interest of influencing project formulation and resource allocation. The three un-highlighted priorities require a supportive role on behalf of the CDM.

¹⁷ All National and Provincial Government Departments are requested to actively take cognizance of CDM's Planning initiatives and align their mandatory interventions accordingly.

MTSF - Strategic Priorities	MTSF Strategic Priorities Pertinent to the CDM's mandate ¹⁸	Outcomes of IDP Analysis	Outcomes as addressed in CDM's IDP	Implications for Local Municipalities	Relation to CDM's Development Priorities, Objectives	CDM's 2012/ 2013 IDP Projects	National & Provincial Required Interventions ¹⁹
3. <i>Comprehensive rural development strategy linked to land and agrarian reform and food security</i>	3. Support of Agrarian Reform and Food Security by formulating responsive programs that consider <ul style="list-style-type: none"> ➢ Economic potential; ➢ The location of poverty 	<ul style="list-style-type: none"> ➢ Opportunity to expand formal agriculture in Kouga, Kou-Kamma, SRV and Ndlambe ➢ Need identified to investigate the establishment of agro-processing opportunities in Kouga, Kou-Kamma, SRV and Ndlambe ➢ Employment opportunities are limited in Baviaans and Ikwezi in relation to agricultural opportunities 	<ul style="list-style-type: none"> ➢ ABP / LAA (CDM IDP, Section 4) ➢ EGDS (CDM IDP, Section 4) & five pillars to stimulate economic growth: <ol style="list-style-type: none"> 1. Economic Infrastructure 2. Sector Development 3. HR Skills & Development 4. Institutional Development Regional Linkages 	<ul style="list-style-type: none"> ➢ Kouga, Kou-Kamma, SRV & Ndlambe to identify & support relevant agricultural sectors ➢ Kouga, Kou-Kamma, SRV & Ndlambe to identify & support relevant agricultural sectors ➢ Baviaans & Ikwezi to identify opportunities to invest in human capital 	Development Priority 3: Economic Development <ul style="list-style-type: none"> ➢ Obj 1: leverage resources to achieve investment in econ infrastructure ➢ Obj 2: Achieve econ growth by developing strategic sectors 	See CDM's SDBIP	<ul style="list-style-type: none"> ➢ Department of Rural Development & Land Affairs: <ul style="list-style-type: none"> ➢ Policy directives required to ensure sustained land access, development & ownership for the emerging farmer; ➢ Guidance in terms of Agricultural Sector Development. ➢ Department of Agriculture, Fisheries & Forestry <ul style="list-style-type: none"> ➢ To provide technical & developmental support to transferred land reform & emerging farmer projects ➢ Department of Economic Development <ul style="list-style-type: none"> ➢ Stimulate entrepreneurship by supporting primary sector aligned projects; ➢ Fund the investigation of the expansion of formal agriculture and agro-processing opportunities in Kouga, KK, SRV and Ndlambe

¹⁸ Not all of the 10 Strategic Priorities hold relevance to the role and mandate of the CDM. The **seven 'bolded'** components of the MTSF have been extracted in the interest of influencing project formulation and resource allocation. The three un-highlighted priorities require a supportive role on behalf of the CDM.

¹⁹ All National and Provincial Government Departments are requested to actively take cognizance of CDM's Planning initiatives and align their mandatory interventions accordingly.

MTSF - Strategic Priorities	MTSF Strategic Priorities Pertinent to the CDM's mandate ²⁰	Outcomes of IDP Analysis	Outcomes as addressed in CDM's IDP	Implications for Local Municipalities	Relation to CDM's Development Priorities, Objectives	CDM's 2012 / 2013 IDP Projects	National & Provincial Required Interventions ²¹
4. <i>Strengthen the skills and human resource base</i>	<p>4. Enhancement of Skills and Education Systems with a focus on</p> <ul style="list-style-type: none"> ➢ Quality education & skills development for all ➢ The use of information & communications technology ➢ Artisan skills & self employment ➢ Food security & land based livelihoods 	<ul style="list-style-type: none"> ➢ Skills Audit required in relation to dominant economic sectors ➢ Intervention to provide improved access to and use of I& CT ➢ District wide intervention required to encourage sustainable use of commercial and subsistence agricultural land 	<ul style="list-style-type: none"> ➢ Communications Policy (CDM IDP, Section 4) 	<ul style="list-style-type: none"> ➢ All LMs to orchestrate a skills audit relative to dominant economic sectors ➢ All LMs to secure ADSL connectivity and facilitate access to ICT ➢ All LMs to actively manage existing agricultural resources with a particular emphasis on commonage land 	<p>Development Priority 3: Economic Development</p> <ul style="list-style-type: none"> ➢ Obj 3: Develop & enhance technical & life skills in line with labour market demands 	See CDM's SDBIP	<ul style="list-style-type: none"> ➢ Department of Higher Education and Training <ul style="list-style-type: none"> ➢ Declaration of levels of adult education and skills training available in relation to CDM's primary economic sectors ➢ Department of Rural Development & Land Affairs: <ul style="list-style-type: none"> ➢ Policy directives required to ensure sustained land access, development & ownership for the emerging farmer; ➢ Department of Agriculture, Fisheries & Forestry: <ul style="list-style-type: none"> ➢ To provide technical & developmental support to transferred land reform & emerging farmer projects

²⁰ Not all of the 10 Strategic Priorities hold relevance to the role and mandate of the CDM. The **seven 'bolded'** components of the MTSF have been extracted in the interest of influencing project formulation and resource allocation. The three un-highlighted priorities require a supportive role on behalf of the CDM.

²¹ All National and Provincial Government Departments are requested to actively take cognizance of CDM's Planning initiatives and align their mandatory interventions accordingly.

MTSF - Strategic Priorities	MTSF Strategic Priorities Pertinent to the CDM's mandate ²²	Outcomes of IDP Analysis	Outcomes as addressed in CDM's IDP	Implications for Local Municipalities	Relation to CDM's Development Priorities, Objectives	CDM's 2012/ 2013 IDP Projects	National & Provincial Required Interventions ²³
5. <i>Improve the health profile of all South Africans</i>	<p>5. Improve the Health Profile of Cacadu inhabitants by</p> <ul style="list-style-type: none"> ➢ Increasing access to health services & the achievement of better outcomes ➢ Strengthen to treatment & monitoring of TB ➢ Better care & awareness relating to HIV/AIDS & child vaccines 	<ul style="list-style-type: none"> ➢ Access to clinics of problematic due to staff shortages ➢ Sparse population distribution in CDM could limit access to health facilities and accurate information ➢ Particularly vulnerable groups include: farm workers, residents of informal settlements, migrant workers 	<ul style="list-style-type: none"> ➢ Health Plan (CDM IDP, Section 4) 	<ul style="list-style-type: none"> ➢ All LMs to assess Clinic Staff numbers relative to size of community serviced ➢ All LMs to facilitate the sourcing of accurate health information relative to key provincial and national interventions ➢ All LMs to strategize on facilitating health access to identified vulnerable groups 	<p>Development Priority 4: Community Services</p> <p>B: Primary Health Care</p> <ul style="list-style-type: none"> ➢ Obj 1: Improve health status of the community in accordance with the District Health Systems Model <p>C: HIV & AIDS Plan</p> <ul style="list-style-type: none"> ➢ Obj 1: Promote voluntary testing & counselling ➢ Obj 2: Ensure that traditional surgeons & nurses are trained in general health issues ➢ Obj 3: Reduce the impact of HIV / AIDS in the CDM ➢ Obj 4: Build LM capacity to respond to HIV / AIDS ➢ Obj 5: Effectively manage the impact of HIV / AIDS on orphans & vulnerable children 	See CDM's SDBIP	<ul style="list-style-type: none"> ➢ Department of Health ➢ Provide the CDM with the political, management and financial component to ensure the delivery of health care in a cost effective and integrated manner.

²² Not all of the 10 Strategic Priorities hold relevance to the role and mandate of the CDM. The **seven 'bolded'** components of the MTSF have been extracted in the interest of influencing project formulation and resource allocation. The three un-highlighted priorities require a supportive role on behalf of the CDM.

²³ All National and Provincial Government Departments are requested to actively take cognizance of CDM's Planning initiatives and align their mandatory interventions accordingly.

MTSF - Strategic Priorities	MTSF Strategic Priorities Pertinent to the CDM's mandate ²⁴	Outcomes of IDP Analysis	Outcomes as addressed in CDM's IDP	Implications for Local Municipalities	Relation to CDM's Development Priorities, Objectives	CDM's 2012 / 2013 IDP Projects	National & Provincial Required Interventions ²⁵
6. <i>Intensify the fight against crime</i>	6. <i>Support the fight against crime</i>	<ul style="list-style-type: none"> ➤ Assault and the various forms of robbery or theft are the most commonly reported crimes in the CDM ➤ Theft and assault related crime statistics are indicative of underlying development issues in the CDM and needs identification in the following areas: <ul style="list-style-type: none"> ➤ job creation; ➤ substance abuse programs; ➤ youth programs; ➤ secondary and tertiary education programs relevant to required skills on a local level. 		<ul style="list-style-type: none"> ➤ All LMs to take cognizance of commonly reported crimes in relation to economic planning ➤ All LMs to play a supportive role in establishing sustainable community policing forums 		See CDM's SDBIP	<ul style="list-style-type: none"> ➤ SAPS <ul style="list-style-type: none"> ➤ Report on prominent local and district wide crimes; ➤ Assist with forming and training community policing forums. ➤ Department of Economic Development <ul style="list-style-type: none"> ➤ Stimulate entrepreneurship by supporting primary sector aligned projects.

²⁴ Not all of the 10 Strategic Priorities hold relevance to the role and mandate of the CDM. The **seven 'bolded'** components of the MTSF have been extracted in the interest of influencing project formulation and resource allocation. The three un-highlighted priorities require a supportive role on behalf of the CDM.

²⁵ All National and Provincial Government Departments are requested to actively take cognizance of CDM's Planning initiatives and align their mandatory interventions accordingly.

MTSF - Strategic Priorities	MTSF Strategic Priorities Pertinent to the CDM's mandate ²⁶	Outcomes of IDP Analysis	Outcomes as addressed in CDM's IDP	Implications for Local Municipalities	Relation to CDM's Development Priorities, Objectives	CDM's 2012/ 2013 IDP Projects	National & Provincial Required Interventions ²⁷
7. <i>Build cohesive, caring and sustainable communities</i>	7. Build cohesive, sustainable and caring communities by <ul style="list-style-type: none"> ➤ Promoting culture, arts & sport ➤ Promoting economic development ➤ Supporting & developing community organizations 	<ul style="list-style-type: none"> ➤ District wide drive to reduce poverty and promote access to economic opportunities, with a specific focus on Baviaans, Ikwezi and Blue Crane Route ➤ Capacity Building interventions required by key community organisations 	<p>EGDS (CDM IDP, Section 4) & five pillars to stimulate economic growth:</p> <ol style="list-style-type: none"> 1. Economic Infrastructure 2. Sector Development 3. HR Skills & Development 4. Institutional Development 5. Regional Linkages 	<ul style="list-style-type: none"> ➤ All LMs to prioritize access to economic opportunities with particular emphasis on Baviaans, Ikwezi and Blue Crane Route ➤ LMs to identify key community organizations & formulate & support required capacity building interventions 	<p>Development Priority 4: Community Services E: Special Programmes</p> <ul style="list-style-type: none"> ➤ Obj1: Ensure the mainstreaming of designated groups through integrated planning ➤ Obj 2: Build Institutional Capacity in LMs to deal with special programmes ➤ Obj 3: Promote principles of moral regeneration. 	See CDM's SDBIP	<ul style="list-style-type: none"> ➤ Department of Women, Youth, Children and People with Disability: <ul style="list-style-type: none"> ➤ Create awareness around mandatory groupings while stimulating economic development and financial independence in key areas. ➤ Department of Sports, Recreation, Arts and Culture: <ul style="list-style-type: none"> ➤ Align interventions with CDM initiatives.
8. <i>Pursuing African advancement and enhanced international cooperation</i>	8. <i>Support African advancement and international cooperation</i>	Refer to footnote 26					

²⁶ Not all of the 10 Strategic Priorities hold relevance to the role and mandate of the CDM. The **seven 'bolded'** components of the MTSF have been extracted in the interest of influencing project formulation and resource allocation. The three un-highlighted priorities require a supportive role on behalf of the CDM.

²⁷ All National and Provincial Government Departments are requested to actively take cognizance of CDM's Planning initiatives and align their mandatory interventions accordingly.

MTSF - Strategic Priorities	MTSF Strategic Priorities Pertinent to the CDM's mandate ²⁸	Outcomes of IDP Analysis	Outcomes as addressed in CDM's IDP	Implications for Local Municipalities	Relation to CDM's Development Priorities, Objectives	CDM's 2012 / 2013 IDP Projects	National & Provincial Required Interventions ²⁹
9. Sustainable Resource Management and use	<p>9. Sustainable Resource Management and use by means of</p> <ul style="list-style-type: none"> ➤ The validation of renewable energy alternatives ➤ Promotion of energy efficiency ➤ Accreditation of carbon credits ➤ Adoption of waste reduction practices ➤ Enforcement of zero tolerance of the exploitation of resources ➤ Supporting sustainable water use & quality provision ➤ Enhancement of biodiversity & the preservation of natural habitats 	<ul style="list-style-type: none"> ➤ Community mind shift required in relation to alternative energy sources ➤ Addition to Agricultural Sector may exist in terms of carbon credits ➤ Economically challenged areas (Baviaans & Ikwezi) may have potential in terms of renewable energy ➤ Broad economic development needs to take cognizance of biodiversity and natural habitats 	<ul style="list-style-type: none"> ➤ Disaster Management Plan (CDM IDP, Section 4) ➤ Environmental Health Services (CDM IDP, Section 4) ➤ Integrated Waste Management Plans (CDM IDP, Section 4) ➤ Water Services Development Plans (CDM IDP, Section 4) 	<ul style="list-style-type: none"> ➤ All LMs to become informed in terms alternative energy sources & promote use & benefits ➤ LMs to investigate economic potential in terms of accreditation of carbon credits & promote & support opportunities to land owners ➤ Baviaans & Ikwezi to investigate potential in terms of renewable energy use & generation ➤ All LMs to consider area biodiversity and natural habitants when formulating economic initiatives 	<p>Development Priority 4: Community Services</p> <p>A: Environmental Health</p> <ul style="list-style-type: none"> ➤ Obj 1: Improve Env. Health Status of Baviaans, Ikwezi. ➤ Obj 2: Monitor & jointly manage EHS in Kouga, Kou-Kamma, Camdeboo, BCR, Makana, SRV & Ndlambe <p>D: Disaster Management</p> <ul style="list-style-type: none"> ➤ Obj 1: To mitigate Disasters in the CDM ➤ Obj 2: To provide fire fighting in the District 	See CDM's SDBIP	<ul style="list-style-type: none"> ➤ Department of Water and Environmental Affairs: ➤ Provision & maintenance of infrastructure in line with Departmental mandate; ➤ Provision of guidance & inputs on renewable energy, resource and environmental conservation.

²⁸ Not all of the 10 Strategic Priorities hold relevance to the role and mandate of the CDM. The **seven 'bolded'** components of the MTSF have been extracted in the interest of influencing project formulation and resource allocation. The three un-highlighted priorities require a supportive role on behalf of the CDM.

²⁹ All National and Provincial Government Departments are requested to actively take cognizance of CDM's Planning initiatives and align their mandatory interventions accordingly.

MTSF - Strategic Priorities	MTSF Strategic Priorities Pertinent to the CDM's mandate ³⁰	Outcomes of IDP Analysis	Outcomes as addressed in CDM's IDP	Implications for Local Municipalities	Relation to CDM's Development Priorities, Objectives	CDM's 2012/ 2013 IDP Projects	National & Provincial Required Interventions ³¹
10. Building a developmental state including improvement of public services and strengthening democratic institutions	10. Support the building of a developmental state				Development Priority 2: Capacity Building & Support to LMs <ul style="list-style-type: none"> ➤ Obj 1: Max potential of LMs and CDM to deliver services ➤ Obj 2: Improve effectiveness of income generation & financial management ➤ Obj 3: Provide infra dev and service delivery support to LMs ➤ Obj 4: Assist LMs in planning & implementing infrastructure projects ➤ Obj 5: Increase effectiveness of IDPs & PM 	See CDM's SDBIP	

³⁰ Not all of the 10 Strategic Priorities hold relevance to the role and mandate of the CDM. The **seven 'bolded'** components of the MTSF have been extracted in the interest of influencing project formulation and resource allocation. The three un-highlighted priorities require a supportive role on behalf of the CDM.

³¹ All National and Provincial Government Departments are requested to actively take cognizance of CDM's Planning initiatives and align their mandatory interventions accordingly.

CHAPTER 3: DEVELOPMENTAL INTERVENTIONS WITHIN THE DISTRICT

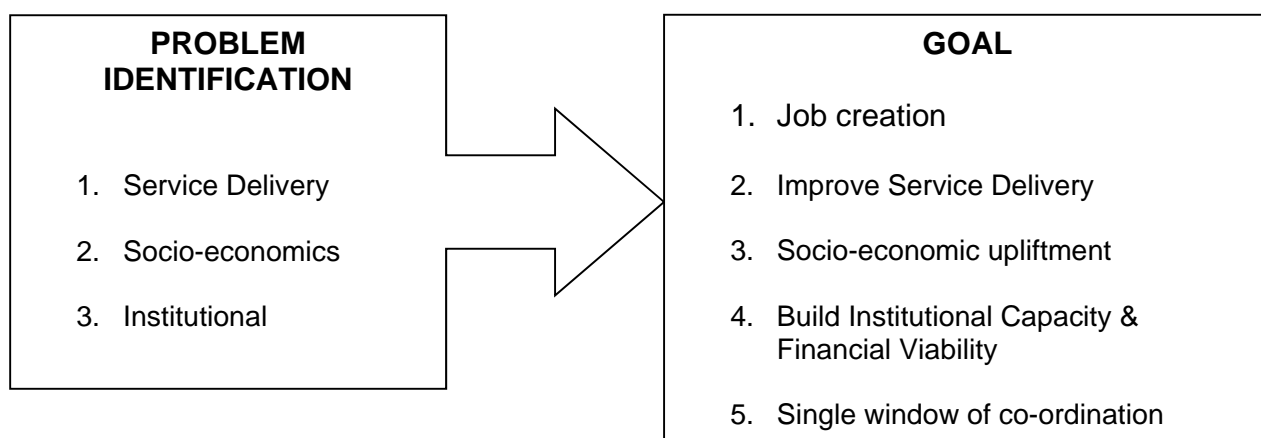
PART 1: PRIORITY ISSUES, OBJECTIVES & STRATEGIES

3.1 STRATEGIC DIRECTION

Chapter 2 of this document, The Situation Analysis, provides status quo information of the Cacadu District, highlighting socio-economic trends, service delivery challenges, safety and security issues, economic analysis, environmental aspects, capacity challenges and provides an understanding of how Municipalities are functioning. A number of issues have surfaced from the desktop analysis and community participation through LM engagement sessions. This section seeks to systematically prioritize all the issues that have surfaced, and in an integrated approach develop focus areas for the District for the next five (5) years. Recognizing that resources are finite and the role of the District is to create an enabling environment, the service delivery menu will have to be based on partnerships with all stakeholders and innovation on how best we share scarce resources.

All of the issues raised in Chapter 2, can be grouped as follows:

- Service Delivery
- Socio-economic
- Institutional capacity



In crafting the new focus areas (**Development Priorities**), **Objectives** and **Strategies** the ultimate goal will be to improve service delivery, uplift the community of the District socially and economically and build strong Municipal institutions that have the appropriate skills and resources and are financially sound. This will be done in a manner that meets the present need and without compromising the future generation to meet their own.

Table 3.1: Development Priority Matrix

	IMPROVE SERVICE DELIVERY	SOCIO-ECONOMIC UPLIFTMENT	BUILD INSTITUTIONAL CAPACITY AND FINANCIAL VIABILITY	
PRIORITY ISSUES	Water shortages Dilapidating infrastructure Vast distances between places Poor road and transport infrastructure Lack of maintenance Inadequate funding to meet back-logs	Low employment opportunities HIV & AIDS impact Dependency on social grants Access to services Diversification to game farming Impact of Disasters Fire services	Low revenue base Indigent population Reliance on grant funding Lack of skills Parole costs	
	District pursuing the issue of WSA Land use management Dilapidated electricity infrastructure Shared service approach Developmental Planning	Implementation of free basic services Need for cemeteries Need for clinics Programmes dealing with designated groups Need for community facilities	Poor integrated development planning Inappropriate organization structure Financial viability Lack of coordination with sectors / partners Roles and Responsibilities Implementation of by-laws Lack of systems Low staff morale & lack of Batho Pele Non-compliance with MFMA	
GOALS	NATIONAL / PROVINCIAL DIRECTIVES KPA 2 : Basic Service Delivery Eradication of Buckets – 2007 Address water backlogs - 2008 Address Sanitation backlogs – 2010 Access to basic services - 2012	NATIONAL / PROVINCIAL DIRECTIVES KPA 3 : Local Economic Development Halve poverty by 2014	NATIONAL / PROVINCIAL DIRECTIVES KPA 1 : Transformation and Organisation Development KPA 4 : Finance Viability and Management KPA 5 : Good Governance and Public Participation	
	INFRASTRUCTURE DEVELOPMENT	ECONOMIC DEVELOPMENT	COMMUNITY SERVICES	CAPACITY BUILDING & SUPPORT TO LMs
CACADU DISTRICT MUNICIPALITY DEVELOPMENT PRIORITIES				

DESK-TOP ANALYSIS

LM ENGAGEMENT

MTSF / NSDP PRINCIPLES

Guided by the National Directives, contained in the Implementation Plan for the Five Year Local Government Strategic Agenda (2006-2011), the National Targets to beat the back-logs and meet the set targets, the Provincial Directives, the Eastern Cape Growth & Development Strategy and the status quo information contained in Chapter 2, including inputs from the Local Municipalities in Cacadu, the following Development Priorities have been adopted to best respond to these mammoth challenges:

1. Infrastructure Development
2. Capacity Building and Support to Local Municipalities
3. Economic Development
4. Community Services
5. Institutional Development

3.2. CDM DEVELOPMENT PRIORITIES

Development Priority 1: Infrastructure Development

Rationale for the development priority

The District Municipality as a bulk services agent by default will endeavour to provide and input on strategic planning for bulk water and sanitation services, transport and land planning in an integrated approach, and ensure synergies with other service agents such as economic development, tourism and other programmes implemented by government departments such as Water Affairs, Human Settlements, Transport and Public Works.

Infrastructure development serves as a conduit in creating a conducive environment for decent human livelihoods and their economic activities. Coupled with this is the district's responsibility to provide proper Town and Regional planning as well as development planning for our underdeveloped rural and urban environments whilst ensuring that all relevant legislation regulating development such as those pertaining to environmental management are adhered to.

Focal points

- Support municipalities on operations and maintenance
- Regional bulk services
- Explore shared services
- Planning for regional infrastructure services
- Developmental Planning

Development Priority 2: Capacity Building & Support to Local Municipalities

Rationale for the development priority

Cacadu District Municipality is required in terms of the Local Government Municipal Structures Act 117 of 1998, as amended, Section 83 (3) (c) and 88 (2) (a) to assist local municipalities within its area to build capacity so that they may perform their functions and exercise their powers.

The main role of the district is to support local municipalities to such an extent that they are self-sufficient, responsive, developmental in nature and most of all are financially sustainable.

Key focus areas of the Capacity Building strategy are:

- Institutional Support
- Financial
- Technical Support
- Planning and Development
- Community Participation
- Information Technology

Development Priority 3: Economic Development

Rationale for the development priority

In terms of economic development, Cacadu District Municipality is committed to the consolidation and optimal utilisation of available resources to facilitate economic development, for the purpose of the creation of new, decent, sustainable employment opportunities, job creation and sustainable enterprise development, retention and expansion in the district.

This will be achieved through targeted investment promotion to grow strategic sectors able to create employment opportunities on a substantial scale in the short to medium term, and more advanced industries that are crucial for long term economic growth. Specific sectors earmarked for further development in the district include:

- Agriculture and agro-processing
- Green economy (including, but not limited to renewable energy and ecosystem services)
- Tourism
- Skills development and Education (predominantly, but not exclusively further education and training)

The district will spearhead the facilitation of intervention within these strategic sectors in the areas of:

- Identification and appropriate packaging and promotion of investment opportunities
- Targeted support to SMMEs to broaden economic participation ultimately assimilate emerging enterprises into developing and established value chains
- Investment in enabling infrastructure and the promotion of infrastructure connectivity required for economic growth and development

It is acknowledged that economic development is dependent on regional integration and innovation in partnership with other government organizations and entities, business and higher education /research institutions and to this end, the district will continue to forge and foster symbiotic relationships with strategic partners to deliver on its economic development mandate.

Focal points

- SMME development and Cooperatives development
- Rural development economic development initiative
- Economic sustainability
- Tourism marketing and development
- Sector development
- Institutional development : Cacadu Development Agency
- Investment and trade
- Alternative energies
- Job and development initiatives
- Regional linkages
- Partnerships
- Networks
- Creative Industries
- Heritage
- Environmental Management
- Agricultural Mentorship Programme

Development Priority 4: Community Services

Rationale for the development priority

In dealing with issues that affect the livelihood and the safety of communities within its area of Jurisdiction, Cacadu District Municipality, based on its legislative mandate, has taken a responsibility of ensuring that both the District and Local Municipalities are capacitated to deal with the effects on incidents of disaster and fires. The management of disaster risk is dealt with, through prevention, Mitigation, Preparedness, Response, recovery and rehabilitation programmes.

Also in protecting public health interest within its jurisdiction, CDM renders Municipal health Services (MHS) which were historically referred to as Environmental Health Services. MHS are the part of the preventative health services and focus on issues such as water quality monitoring, food control and surveillance of public premises including food preparation premises. In ensuring that MHS are closer to communities, CDM has appointed Local Municipalities as agents of rendering these services (MHS).

In addressing issues of empowerment focusing on the designated groups, CDM has developed empowerment policies and strategies that assist the district to address the imbalances of the past. These policies and strategies are aligned to the National and Provincial Frameworks. The intention of these plans is to mainstream development issues of designated groups in all

programmes of the district. Local Municipalities will be supported to develop and customize these policies and plans to suit the environment and ensure mainstreaming.

Currently the district is in the process of reviewing its HIV and Aids Strategic Plan to align it to the National Strategic Plan which was launched in December 2011. CDM's Plan focuses on Prevention, treatment, care and support, Human Rights and Access to Justice, Care and Support for Vulnerable Groups and Research monitoring and evaluation. The Plan is implemented in partnership with various stakeholders in the district to ensure a greater impact and maximum utilization of resources.

Focal points

- Disaster management
- Fire services
- Municipal Health Services
- Community facilities
- Mainstreaming of designated groups and HIV & Aids
- Library Services
- ICT infrastructure
- Sports and Recreation

Development Priority 5: Institutional Development

Rationale for the development priority

The CDM will endeavour to develop internal capacity through the identification of skills required against the skills base in an effort to improve the capacity of the institution by providing training and development initiatives to enhance the skills base. The CDM will endeavour to create a conducive environment that will promote a culture of performance and staff retention. The Municipality will ensure that it applies its mind on the notions of monitoring and evaluation as a key strategic focus that measures the performance of individuals cascading to the performance of the organization. The Municipality will raise the bar on institutional Performance through application of performance indicators to monitor and evaluate the organization. The challenges faced by CDM relates to ensuring that the organization is resourced adequately in terms of people, equipment, material and financial sustainability, while the organization is strategically located to fulfil its mandate.

In an effort to strengthen our support to Local Municipalities, The district will develop a model that will enhance capacity building to Municipalities by ensuring accountability of relationship managers and increase performance by incorporating it into the individual performance plans. To increase service delivery the District Municipality will embark on exploring shared service model in achieving some of its objectives. The District will develop systems which will mitigate the risk against intrusions in the organisation.

An effective state or district is essential to achieving sustainable socioeconomic development. With the advent of globalization, there are growing pressures on governments and organisations around the world to be more responsive to the demands of internal and external stakeholders for good governance, accountability, transparency, greater development effectiveness, and delivery of tangible results. Stakeholders are increasingly interested in better performance. As

demands for greater accountability and real results have increased, there is an urgent need for enhanced result-based monitoring and evaluation.

Focal points

- Skills development
- Organizational development and transformation
- Relocation
- Institutional wellness
- Skills transfer
- Culture (High Performance Organisation)
- Systems improvement
- Communication
- Professional development

Table 3.2 OBJECTIVES AND STRATEGIES

DEVELOPMENT PRIORITY 1: INFRASTRUCTURE DEVELOPMENT			
OBJECTIVE	STRATEGY	NATURE OF PROJECT	
1	To provide support to LMs on planning and implementation of bulk water supply projects, contributing to the reduction of the backlog to 5% by 2017	Support in the development and review of WSDPs	WSDP review budget
		Lobby for funding	Develop business plans Identify funders
		Implementation of water projects as mandated by LMs	Refer to CIP list
2	Ensure that WSA/WSP functions have been reviewed and concluded by 2015	Engagement with LMs	Conduct a WSA/WSP Assessment
		WSA/WSP Review	
3	To assist municipalities that they all receive a blue and green drop status by 2017	Monitor drinking and waste water quality	Develop O&M studies Water quality monitoring
		Building technical capacity in the LMs	Training of technical staff
4	To support LMs in ensuring that all communities have access to decent sanitation by 2017	Support in the development and review of WSDPs	WSDP review budget
		Funding and application for funding	Develop business plans Identify funders
		Implementation of sanitation projects as mandated by LMs	Refer to CIP list
5	To ensure that all transport plans for all LMs are in place and are annually reviewed	Develop and review ITPs	Reviewal of the ITP for the district
		Lobby for funding	Identify funders
6	To promote integration between spatial planning and transportation planning to achieve sustainable human settlements	Ensure integration of ITP and SDF	Development of SDF for the district
		Implementation of transportation projects	Construction of sidewalks and walkways Construction of an inter-city bus terminals
7	To ensure that the IDPs of the LMs are in place and are annually reviewed	Funding LMs for IDPs	IDP review budget
		Support LMs on the development of IDPs	Training of senior staff of LMs
			Training of LM Councillors Community based planning

OBJECTIVE		STRATEGY	NATURE OF PROJECT
8	To provide capacity to LMs on town and regional planning as well as environment management	Hands-on support	Town planning support (Land Use Management Support Systems [LUMS])
		Manage environmental resources in the district	Development of Environmental Management Plans
9	To provide roads infrastructure from basic service to a higher level in key strategic areas for at least 10 kms per annum over 5 years	Lobby for funding	Engage potential funders
		Implementation of roads projects as mandated by LMs	Refer CIP list
		Consult ITP	Refer to ITP
10	To provide support on cleanliness of the towns and townships and to mitigate health risks posed by each landfill site in all the 9 LMs by 2017	Develop waste management plan	Feasibility studies for new cemetery sites and solid waste sites
		Lobby for funding	
		Allocate resources	Purchase D6 caterpillar WMPs
11	To reduce the effects of stormwater in prone areas by building 10 km of drainage per year	Stormwater management plan	Development of a Stormwater management plan
		Lobby for funding	Engage potential funders
		Drainage and bridges	Construction of the St Francis bridge
			Kirkwood stormwater
12	Advocate accessible physical environment for persons with different types of disabilities by 2013	Conduct an audit of layout of the buildings in Local Municipalities and the District	auditing of municipal buildings in all LMs and the district
			Lobby Dept. of Labour to ensure compliance

DEVELOPMENT PRIORITY 2: CAPACITY BUILDING AND SUPPORT TO LMs			
OBJECTIVE	STRATEGY	NATURE OF PROJECT	
1	Build capacity of all LMs for effective mainstreaming of youth, women and people with disabilities' development in policies and programmes by 2015	Partnerships with sector Dept.; NGO like NYDA	Conduct advocacy campaigns for the employment of youth coordinators.
			Monitor policies and strategic plans for designated groups
			Lobbying for funding for employment of youth coordinators
			Provide training on Mainstreaming
			Profiling issues of disability through Cacadu News
			Training on Disability Etiquette.
			Setup a database of organisations dealing with disability issues.
			Life skills training for women
2	Encourage LMs to provide reasonable employment for people with disabilities. At least 2% of the work force.	Ensure that Policies of municipalities are addressing the intentions of employing people with disabilities	Set up cooperatives for women
			Embark on EPWP programme targeting designated groups.
			Business Plan development to funding agencies.
3	Active participation of designated groups in all 9 Municipalities annually.	Revive District forum for designated groups.	Training Councillors and Management on disability issues regarding employment
			Audit on employment of people with disabilities
			Facilitate funding for learnerships and employment of people with disabilities.
3	Active participation of designated groups in all 9 Municipalities annually.	Revive District forum for designated groups.	Establishment & Training of District & Local Forums
			Conduct Capacity building workshops e.g. business related transaction

OBJECTIVE		STRATEGY	NATURE OF PROJECT
4	Well capacitated Municipalities on Governance and administration as per DLGTA section 46 assessment	Building in-house capacity in LM so that they can perform their functions and stabilise institutional systems	MSIG:Support LMs in either reviewing existing or drafting of new policies in Finance and Human Resource
			Training on legislation that impacts on local government
			Training officials on compilation of agendas and minute takings; and subsequent actions
			Capacitate local municipalities on Archives Management
			MSIG: Capacitate local municipalities on Roles and Responsibilities and Delegations
			Assist local municipalities to review or draft new municipal by laws
		Support LMs with stakeholder management	Training of municipalities on stakeholder management
			MSIG: Assist local municipalities to implement Community Based Planning
5	To assist Municipalities to achieve and sustain clean audits by 2014 and annually thereafter.	Develop a support strategy to LMs	Appoint a dedicated resource expert to support LMs.
		improve corporate governance systems both in the district and LMs.	MSIG:Good Governance Survey 3 LMs Functional audits Shared service into internal audits to LMs
6	To train and skill 9 HIV&AIDS Coordinators in all LMs annually	Coordination of empowerment courses for the coordinators	Training on stakeholder management, Counselling; minute taking and report writing; train them on marketing and educational write up material.
7	To facilitate the participation and functionality of all stakeholders in the Local Aids Councils(LACs) annually	Implement the Local Aids Plan developed	Revive partnership with stakeholders Facilitate Management by in by District Managers and Regional Directors: DOH
8	To conduct HCT awareness campaigns by at least 87000 people annually	Partnership with NGO and DOH.	Awareness campaigns at clinics and public venues.
		Develop a training plan for councillors	Skills Audit for councillors, implementation of the training plan

OBJECTIVE		STRATEGY	NATURE OF PROJECT
9	To Improve effectiveness in municipal financial management	increase the awareness of key national sector department on the financial needs of struggling LM in the district	Assessment of the financial state of the struggling municipalities
		improve corporate governance systems both in the district and LMs	MSIG: Good Governance Survey 3 LMs
10	To assist in enhancing skills of HIV&AIDS Coordinators in all LMs annually	Coordination of empowerment courses for the coordinators	Training on Mainstreaming, stakeholder management, minute taking and report writing
11	To facilitate the participation of all stakeholders in the Local Aids Councils (LACs) by 2013.	By ensuring that both LAC & DAC stakeholders are empowered in terms of roles and responsibilities	training on roles and responsibilities
12	To integrate and synergise the programs of Local Aids Councils (LAC) and District Aids Council (DAC) annually.	by ensuring that both the LAC and DAC stakeholders are empowered in terms of roles and responsibilities	Training on roles and responsibilities
13	Update all councillors on amendments in legislation relevant to local government annually	Facilitate empowerment sessions with SALGA and Department of Local Government and Traditional Affairs councillors	Skills Programme
		develop a training plan for councillors	Skills Audit for councillors, implementation of the training plan
14	Provide support to LMs on ward committee empowerment	Facilitate empowerment sessions with the Dept of Local Gov and Traditional Affairs on ward committee training	Skills Programmes for Ward Committee

DEVELOPMENT PRIORITY 3: ECONOMIC DEVELOPMENT		
OBJECTIVE	STRATEGY	NATURE OF PROJECT
1	Increase agricultural income to achieve a 1% year on year growth in the agriculture and agro-processing sectors.	Grow national and international markets for agricultural input CDM supported: Trade Point
		Facilitate investment in local and regional agro-processing plant to increase product demands and improve prices CDM funded: Agri-incubator feasibility study (REDI), pellet factory in Rietbron CDM supported: Pineapple industry beneficiation project, Camdeboo Satellite Aquaculture project, Natural Fibre Cluster
		Invest in research and knowledge sharing to improve quality and resilience of crops and livestock CDM supported: ARC partnership
		Support local and regional food systems that keep wealth in rural communities CDM supported: Community gardens
2	Invest in natural capital to contribute to government's target of creating 20,000 "green" jobs by 2020.	Promote and incentivise natural resource restoration and conservation CDM funded: Fonteinbos Nature Reserve restoration (REDI), Nature Reserves CDM supported: Giant Flag
		Create new generation green jobs rooted in renewable energy CDM funded: Waste to energy feasibility studies (REDI) CDM supported: Wind farms (Cookhouse, Jeffreys Bay, Oyster Bay), Giant Flag
		Grow rural tourism economy CDM funded: Tourism Infrastructure Investment (Sarah Baartman development; R335 upgrade; Baviaanskloof Interpretive Centre); Baviaanskloof and Camdeboo community-based tourism initiatives (REDI) CDM supported: Baviaanskloof and Camdeboo community-based tourism initiatives (implementation); Boschberg development (tourism hub)

OBJECTIVE		STRATEGY	NATURE OF PROJECT
3	Broaden economic participation and inclusion by increasing the number and support to small enterprises by 10%.	Promote social economy investments	CDM funded: District Cooperatives forum
		Land reform support	CDM funded: CRDP pilot site: Rietbron CDM supported: Berries (E CDC)
		Establish community-based beneficiation projects	CDM funded: Apiculture industry development (REDI) CDM supported: Camdeboo Satellite Aquaculture project, Mohair One Stop Shop, Giant Flag
		Facilitate community and worker participation in share ownership	CDM funded: Pellet Factory CDM supported: Pineapple industry beneficiation project, wind farms' community trusts, Eco-Pullets
4	Developing skills and education base by increasing the number of semi-skilled and skilled by 10%.	Improve quality and quantity of school education through partnerships	CDM supported: Inter-schools partnerships
		Create further education opportunities	CDM funded: UmziWethu; New Beginnings Academy (REDI); Natural Fibre Cluster (Mohair micro-manufacturing training programme)
		Develop skills transfer partnerships between established and emerging farmers	CDM funded: Agricultural Mentorship Programme (GIZ)
5	Improving connectivity infrastructure in all nine local municipalities	Rural connectivity infrastructure particularly broadband and mobile phones access	CDM funded: Connect with Cacadu (capacity building)
		Improve rural infrastructure, particularly roads	CDM funded: Tourism Infrastructure Investment (R335 upgrade)
			CDM supported: Waterford road upgrade, Somerset East aerospace development
		Invest in catalytic infrastructure	CDM funded: Tourism Infrastructure Investment (Baviaanskloof Interpretive Centre; Sarah Baartman development)

OBJECTIVE		STRATEGY	NATURE OF PROJECT
6	Regenerating at least four core towns as service and economic hubs	Urban regeneration projects	CDM funded: Graaff-Reinet urban design (plan) CDM supported: Da Gama Road urban design (implementation); Graaff-Reinet urban design (implementation)
		Improve education and health services	CDM supported: Maths and Science programme (NMMU)
		Promote rural tourism and niche services and manufacturing	CDM funded: Baviaanskloof and Camdeboo community-based tourism initiatives (project packaging) (REDI), tourism marketing, support to LTOs, Destination and sub-branding signage, tourism month activities, Tourism sector development support to LMs, tourism education and awareness, tourism stats system, CDM Craft Hub
			CDM supported: Baviaanskloof and Camdeboo community-based tourism initiatives (implementation); Boschberg development (tourism hub); SkyWake
		Infrastructure upgrade	CDM funded: SRVM infrastructure assessments (infrastructure)
		Service delivery improvement partnerships	CDM funded: Local multi-stakeholder partnership development (REDI), Development of Local Action Teams (LATs)

OBJECTIVE		STRATEGY	NATURE OF PROJECT
7	Building local and regional networks and collaboration through the creation of partnerships with (a) government, (b) the private sector and (c) education / research.	Building government to government partnerships	CDM funded: Local multi-stakeholder partnership development (REDI), District Support Team, SEDA partnership
		Building Higher Education Institutions, agriculture and business partnerships	CDM funded: HEI partnership development (REDI)
		Building emerging and established business partnerships	CDM funded: Private sector partnership development (REDI), Agricultural mentorship programme
		Building local government and business partnerships	CDM funded: Private sector partnership development (REDI), Agricultural mentorship programme
		Building investor and local business partnerships	CDM funded: Investment prospectus; investors conference, Development of Local Action Teams (LATs) CDM supported: Trade Point
8	Ensure that the District ring-fence 6% threshold for designated groups in awarding of contracts for goods and services, annually.	Development of database of businesses owned by youth , women and people with disabilities	3 Service providers benefit annually in 3 LMs
		Capacitate and transfer skills to designated groups	Project management Basic Financial Management
9	To create opportunities for designated groups to participate in Economic and Rural development by	Establish partnerships with Sector Departments and Government Agencies to increase economic participation	Implementation of learnership Co-operatives registration
		facilitating the registration of companies owned by designated groups to the district Supply Chain database	Road shows to LMs
10	Prioritizing economic development needs for women entrepreneurs	Conduct an Audit of women entrepreneurs in the district.	Business Skills, PR and Marketing Basic financial Management
11	Encourage the creation of employment opportunities for at least 4 women within the District annually.	Establish partnership with institutions which promote women's development programmes	Establishment of Cooperatives in 3 LMs

DEVELOPMENT PRIORITY 4: COMMUNITY SERVICES		
OBJECTIVE	STRATEGY	NATURE OF PROJECT
1 To provide effective fire fighting to all LMs in the district by 2017	Provide fire fighting capacity	Training of fire fighting officers at LMs
		Construction of fire breaks at Makana and Ndlambe
		Standardisation of fire hydrants in the district
	Provide resources	Refurbishment of a satellite station in Ndlambe
		Construction of fire station in BCRM
		Construction of a one-stop emergency centre at Paterson
2 To effectively monitor and jointly manage environmental health services (EHS) in all the LMs	Delegation of EHS in the three remaining LMs namely Kou-Kamma, Bavians and Ikwezi	Transfer of EHPs to the three remaining LMs namely Kou-Kamma, Bavians and Ikwezi
	Ensure that EHS PPSLA are revised/amended and signed with all the LMs annually	Annually review the PPSLA with all the LMs
	Ensure that EHS budgets of all 9 LMs are developed annually and approved	Annually develop LMs MHS budget
	Ensuring submission and monitoring of all LMs financial expenditure reports and quarterly reports	Submission of quarterly reports to Mayoral Committee
	To improve co-ordination between CDM and all LMs by strengthening District Environmental Health Forum	To hold bi-monthly meetings with all the LMs
3 To mitigate disaster events in all LMs by 2017	Provide capacity to LMs on Disaster Management	Training and awareness campaigns
		Training of disaster personnel at LMs
		Provide resources for effective response

OBJECTIVE		STRATEGY	NATURE OF PROJECT
4	To improve the environmental health status of all the communities of Cacadu by reducing DH related diseases (water and food) by 5%	Ensuring monthly water quality monitoring and food sampling of all water and food sampling points/sources respectively in the district	Purchase of water testing equipment
			Training of EHPs in all LMs
			Conduct monthly water sampling
		To design and implement action plans to address non-compliant water and food quality through education and awareness campaigns	Conduct water and food education and awareness campaigns in all the LMs
		Ensuring monthly evaluation of food preparation and other public premises and buildings in evaluating compliance with health requirements and standards	Training of food handlers from various food premises throughout the district
			Submission of quarterly reports to Mayoral Committee
5	To facilitate HIV Counselling and Testing (HCT) of 87 000 community members in all LMs annually	Conduct educational workshops and Community dialogues in partnership with DAC stakeholders	
		Purchase HIV & Aids Educational material	Outreach programme
6	To facilitate HIV Counselling and Testing (HCT) of 87 000 community members in all LMs annually	Arranging and organising HCT Campaigns in partnership with the department of health	
7	To ensure 20 traditional surgeons and traditional healers are trained in general health and HIV&AIDS prevention and safe practices annually.	Coordination of empowerment workshops for traditional surgeons and traditional healers	HIV and Aids Training for Traditional surgeons and healers.
8	To facilitate HIV Counselling and Testing (HCT) of 50 % of the employees of Cacadu quarterly	Conducting HIV and Aids workshop for all departments in Cacadu District Municipality	
		Arrange monthly HCT awareness	HCT drive
		Development of a monthly 1pg info on HIV and Aids	Education and Awareness
9	To facilitate the development of an Employee Wellness Policy	Consult with various departments on the development of the policy	Development of an Employee Wellness Policy
10	To integrate and synergise operations between Department of Social Development and CDM on HIV and AIDS on Orphan Vulnerable Children Programmes annually	To work closely with DSD and other organizations working with OVC's	

OBJECTIVE		STRATEGY	NATURE OF PROJECT
11	Enhance understand of CDM communities around the 5KPA of the district annually	Facilitate with LMs and Sector Department outreach programmes to communities	Outreach and Imbizos
12	Encourage all municipalities to implement Public Participation Policies and Strategies	Hold workshops on public participation	Public Participation Workshop
13	Update all councillors on amendments in legislation relevant to local government annually	Facilitate empowerment sessions with SALGA and Department of Local Government and Traditional Affairs councillors	Skills Programme
		Develop a training plan for councillors	Skills Audit for councillors, implementation of the training plan
14	Provide support to LMs on ward committee empowerment	Facilitate empowerment sessions with the Dept of Local Gov& Traditional Affairs on ward committee training	Skills Programmes for Ward Committee

DEVELOPMENT PRIORITY 5: INSTITUTIONAL DEVELOPMENT			
OBJECTIVE		STRATEGY	NATURE OF PROJECT
1	To improve financial capacity of Municipality by creating revenue base by 2015.	Explore alternative income opportunities – Powers and functions; Agency services;	Develop database and business plans to source funding.
2	To develop highly skilled and experienced employees by 2017	Review skills development plan	Train and develop at least 80% employees annually
		Link training with Personal development Plan	
		Link training with competency requirements as legislated.	
3	Review functional and organization model of the institution by 2013.	Review powers and functions	Assessment of the current model and implications of new model with new powers and functions.
			Review of organizational structure
4	To improve performance management system to include organizational performance by 2013	Source MSIG funding for systems improvement	Review the performance management system to incorporate organisational performance
5	Interface provincial Monitoring and Evaluation tools with the CDM's PMS by 2017 annually	Explore the tools for M&E	Understand M&E as contemplated by Government
			Establish suitable monitoring and evaluation structures and systems

OBJECTIVE		STRATEGY	NATURE OF PROJECT
6	To establish an CDM institution to its area of jurisdiction by 2013	Relocation CDM offices to Kirkwood	Land acquisition
			Source Funding
			Construction of Municipal Offices
7	To create an environment of productive and healthy employees annually	Develop a policy on employee wellness	Health life style promotion
			Managing personal Finance
			Counselling programmes
8	To create a high performance culture on on-going basis	Enhance staff alignment to business needs and improve staff morale and performance. Review of strategic human resource Plan	Evaluate staff morale in the institution
			Develop strategies to enhance staff morale
			Provide staff motivation programmes
			Implement change management strategies
			Implement human resource plan
9	Create a knowledge based institution	Enhance a study policy to enable multi-skilling and training towards formal qualification	Review current policy.
			Encourage Job Rotation
			Explore electronic archives establishment.
			Building capacity at archives
			Mentoring staff for institutional memory
10	Improvement communication internally on an on-going basis	Develop a communication strategy	Create a face-book page
			Development an intranet
11	Maintain continuous business improvements and update ICT technology and business process on an on-going basis	Develop IT strategy	Maintain continuous learning and development environment to our IT staff on the latest technology.

3.3 MECHANISM FOR FORMULATING THE CDM FIVE-YEAR IDP

The CDM has developed its IDP in 2012 along with its development priorities for a five year period that is indicative of what the municipality would like to achieve / strive to achieve during the five year political term (i.e. 2012-2017). As such the formulation of the IDP encompasses the following:

- An update of the analysis component of the IDP (see Chapter 2) with any new information (if any) that has come to hand.
- The CDM, embarked on a process of formulating development priorities, refinement of objectives, and strategies. The outcome of the process 4 (four) development priorities were retained and Institutional Development was added as a fifth development priority
- Strategic planning to guide the formulation of the IDP

The table below, entitled “Summary of the Attainment of CDM IDP Objectives”, will attempt to critically reflect on the CDM’s performance during the first, second, third, fourth and fifth year of the five year IDP term in achieving its objectives and strategies through the implementation or non implementation of its respective projects, i.e. the table below illustrates the realisation or non-realisation of the institutions IDP. This will be monitored during the first IDP review in 2012/13 financial year

- How successful the CDM will be in implementing the projects during the first, second, third, fourth and fifth year of the five year IDP term 2012-2017.
- The effect, or eventual projected effect, the projects have had in achieving the respective objective and strategy.
- Whether or not projects need to be refined, scrapped, continued, replaced by new projects in order to achieve the stated objective & strategy and the resultant implication of the Service Delivery and Budget Implementation Plan (SDBIP), contained within Section 4.2.2 for the 2012/13 financial year.

As such the table below should be viewed as the strategic tool from which the CDM’s management and political leadership can strategically direct the institution in terms of maintaining the level of certain interventions or recognising the need to focus on improving in certain identified areas of intervention.

**Table 3.3 SUMMARY OF THE ATTAINMENT OF CDM IDP OBJECTIVES:
 YEAR 1 (2012), YEAR 2 (2013), YEAR 3 (2014) Year 4 (2015), Year 5 (2016), Year 6 (2017)**

DEVELOPMENT PRIORITY	OBJECTIVE	Project (as per 2012/2013 SDBIP)	YEAR 1 (2012)			YEAR 2 (2013)			YEAR3 (2014)			YEAR 4(2015)				
			In-progress	Complete	Cancelled	In-progress	Complete	Cancelled	In-progress	Complete	Cancelled	In-progress	Complete	Cancelled		
Infrastructure Development																

**Table 3.3 SUMMARY OF THE ATTAINMENT OF CDM IDP OBJECTIVES:
 YEAR 1 (2012), YEAR 2 (2013), YEAR 3 (2014) Year 4 (2015), Year 5 (2016), Year 6 (2017)**

DEVELOPMENT PRIORITY	OBJECTIVE	Project (as per 2012/2013 SDBIP)	YEAR 1 (2012)			YEAR 2 (2013)			YEAR 3 (2014)			YEAR 4 (2015)			
			In- progress	Complete	Cancelled	In- progress	Complete	Cancelled	In- progress	Complete	Cancelled	In- progress	Complete	Cancelled	
Capacity Building and Support to LM's															

**Table 3.3 SUMMARY OF THE ATTAINMENT OF CDM IDP OBJECTIVES:
 YEAR 1 (2012), YEAR 2 (2013), YEAR 3 (2014) Year 4 (2015), Year 5 (2016), Year 6 (2017)**

DEVELOPMENT PRIORITY	OBJECTIVE	Project (as per 2012/2013 SDBIP)	YEAR 1 (2012)			YEAR 2 (2013)			YEAR3 (2014)			YEAR 4(2015)				
			In-progress	Complete	Cancelled	In-progress	Complete	Cancelled	In-progress	Complete	Cancelled	In-progress	Complete	Cancelled		
Economic Development																

**Table 3.3 SUMMARY OF THE ATTAINMENT OF CDM IDP OBJECTIVES:
 YEAR 1 (2012), YEAR 2 (2013), YEAR 3 (2014) Year 4 (2015), Year 5 (2016), Year 6 (2017)**

DEVELOPMENT PRIORITY	OBJECTIVE	Project (as per 2012/2013 SDBIP)	YEAR 1 (2012)			YEAR 2 (2013)			YEAR3 (2014)			YEAR 4(2015)				
			In-progress	Complete	Cancelled	In-progress	Complete	Cancelled	In-progress	Complete	Cancelled	In-progress	Complete	Cancelled		
Community Services																

**Table 3.3 SUMMARY OF THE ATTAINMENT OF CDM IDP OBJECTIVES:
 YEAR 1 (2012), YEAR 2 (2013), YEAR 3 (2014) Year 4 (2015), Year 5 (2016), Year 6 (2017)**

DEVELOPMENT PRIORITY	OBJECTIVE	Project (as per 2012/2013 SDBIP)	YEAR 1 (2012)			YEAR 2 (2013)			YEAR3 (2014)			YEAR 4(2015)				
			In-progress	Complete	Cancelled	In-progress	Complete	Cancelled	In-progress	Complete	Cancelled	In-progress	Complete	Cancelled		
Institutional Development																

3.4 INTER-GOVERNMENTAL ALIGNMENT

Inter-governmental alignment is a critical component of the IDP in pursuing the developmental agenda of government. As such developmental interventions within the District should not be viewed from specific institutional interventions, but rather as a collective whole be they local, district or provincial interventions. The table below reflects those development priorities within each local municipality within the Cacadu District as well as the CDM itself. The linkage between the CDM's development priorities and that of the local municipalities' development priorities is clearly illustrated through the uniform shadings per development priority in the table below.

Table 3.4 Intergovernmental alignment

Dev. Priority	Cacadu	Camdeboo	Blue Crane Route	Ikwezi	Makana	Ndlambe	SundaysRiverValley	Kou-Kamma	Baviaans	Kouga
1	Infrastructure Development	Housing	Infrastructure	Rural Economic Development	Local Economic Development	Institutional Transformation	Provision of Infrastructure & Basic Services	Infrastructure Services	Building the institutions & Employee Capacity	Infrastructure and Basic services
2	Capacity Building & Support to LM's	Community Building	Community Services	Infrastructure Development	HIV Aids	Finance Viability & Management	Social & Economic Development	Socio-Economic Development	Enhance Community Services	Socio-Economic Development
3	Economic Development	Local Economic Development	Local Economic Development	Human Development (Building the People of Ikwezi)	Municipal Infrastructure	Basic Social Service Delivery & Local Economic Development	Democratization & Governance	Democratization & Governance	Economic Development	Institutional Transformation
4	Community Services	Infrastructure	Financial Management	Institutional Growth & Development	Housing & Land	Infrastructure	Institutional Transformation	Institutional Transformation	Provision of Basic Infrastructure	Good Governance and Public Participation
5	Institutional Development	Institutional Building	Governance & Institutional Transformation		Accessibility & Transport		Financial Management	Financial Management		Financial Viability & Management
6					Safe & Secure Environment					
7					Social Development					
8					Corporate & Co-operative Governance					
9					Sports & Recreation					
10					Education, Skills & Information Support					

3.5 SECTOR ALIGNMENT

With the formulation of the new IDP, Sector Departments were requested to be part of the process by providing input on the programmes and projects that they have planned to implement in the local municipalities within the district. This is done to ensure alignment of programmes /projects by the Sector Departments and LMs. It is also to eliminate duplication of budgeting by the Sector Departments and LMs. The tables that follow provide details of the projects/programmes planned by the various Departments in the district.

NATIONALLY / PROVINCIALY DRIVEN PROJECTS

3.5.1 SOUTH AFRICAN NATIONAL ROADS AGENCY PROJECTS

Within the Cacadu Municipality the following SANRAL projects are planned.

Table 3.5 Opex /Capex Projects – N10

Ref	Project Description	Type of Work	Construction or Design	Status / Value	Construction Completion
1	N10 – Paterson to Olifantskop Pass	Special Maintenance	Construction	R85,0m	2012
2	N10 – Olifantskop pass to Jaskaal	Repair & Reseal	Construction	R34,0m	2012
3	N10 – Baviaans River to Riet River	Strengthening	Design	R250,0 m	Comment 2013

Table 3.6 Projects - N 2 - Natures Valley to Great Kei River

Ref	Project Description	Type of Work	Construction or Design	Status / Value	Construction Completion
1	N2 – Humansdorp to Gamtoos River and Witelsbos to Kareedouw	Reseal	Complete	R33,0m	2011
2	N2 – Van Stadens River to St Albans IC	Special Maintenance	Complete	R 77,0m	2011
3	N2 – St Albans I/C to Bramlin I/C resurfacing	Reseal	Construction	R 27,0m	2012
4	N2 – Dualling of N2 - Coega IDZ to Colchester	Improvement	Construction	R 320,0m	2013
5	Grahamstown to Fish River	Improvement	Design	R500,m	2013 Start
6	N2 – Fish River to Keiskamma Pass	Improvement	Construction	R265,m	2013

Source: SANRAL

Table 3.7 SMME on Routine Road Maintenance - SANRAL

Project Number	Project Description	SMME	No. Of Workers (incl. owners)	Work Done (01/04/09 – 31/03/10)	Budget (01/04/10 – 31/03/11)
N.002-081-2008/1	RRM on National Route 2 Section 8 km 80.75 to Section 11 km 71.95 between Natures Valley and Colchester	Tsitsikamma Fencing	17	R1.9m	R12.0m
		Mosadi Business Enterprises	19	R1.7m	
		SabathaMakubu	6	R1.2m	
N.002-126-2008/1	For RRM on National Route 2 Section 12 km 0.0 to Section 16 km 19.0 between Colchester and East London	Star Ark Trading	25	R2.0m	R13.2m
		Damians Construction	29	R1.8m	
		CDA Construction	21	R1.6m	
		NhlapoCivils	20	R1.6m	
N.009-037-2007/1	RRM on National Routes 9 Sections 3 to 7 between Western Cape Border and Carlton Heights and the R61 section 1 between Western Cape Border and Aberdeen	PJ Onderhoud	11	R1.4m	R18.2m
		AM Cleaning	8	R2.2m	
		People Govern	10	R1.9m	
		Trideals 47	9	R2.1m	
N.010-014-2004/1	RRM on National Route 10 Section 1-4 between Nanaga and Middelburg	B9	12	R1.1m	R7.9m
		CDA	18	R2.0m	
		Trideals	12	R1.2m	

Source: SANRAL

Upgrading of the R72/N2 Corridor

- R72 and N2 roads provide the economic link between the NMBM & BCM
- Parallel routes carry equal traffic but R72 preferred by heavy freight leading to high maintenance costs for Province
- Upgrading of both R72 and N2 currently ongoing
- Traffic volumes do not make it feasible to fund significant upgrading through borrowing and tolling
- Tolling is however feasible to fund ongoing maintenance with limited socio-economic consequences
- In interim SANRAL has been asked to progressively take over maintenance of upgraded portions of R72
- Initial Construction Costs R5.4 billion
- **An agreement or resolution to allow tolling of the corridor is still outstanding**

Update on the Upgrade of the N2/R72 Corridor

- Nanaga to Fonteinskloof –100% complete.
- Tenders were invited in July 2011 for the design of sections:
 - Between Port Alfred and the Fish River and,
 - Fish River and Keiskamma River.
- Tenders for construction will be out in October 2012

Secondary Strategic Network

- NDoT has decided that SANRAL should extend its network to include approximately 14,000 km of secondary strategic network (currently provincial roads).
- In the Eastern Cape this includes the R56, R58, R62, R63, R67, R72 and R75.

Table 3.8 Expansion Strategy

ROUTE	FROM	TO	LENGTH KM
R56	MIDDELBURG	EC BORDER NEAR MATATIELE	469
R58	EC BORDER NEAR VENTERSTAD	ELLIOT	335
R62	EC BORDER NEAR HAARLEM	N2 AT TRIFOLIA I/C NEAR HUMANSDORP	120
R63 WEST	EC BORDER NEAR GRAAFF-REINET	N10 NEAR COOKHOUSE	194
R63 EAST	N10 NEAR BEDFORD	N2 NEAR KOMGA	235
R67	N2 NEAR GRAHAMSTOWN	R61 NEAR QUEENSTOWN	202
R72	N10 NEAR NANAGA	EAST LONDON AIRPORT	108 122
R75	N2 PORT ELIZABETH	R63 NEAR GRAAFF-REINET	226
			2011

Source: SANRAL

Table 3.9 Routine Roads Maintenance: Gravel Roads

MUNICIPALITY	DURATION	BUDGET	KM
Makana	Apr 2012 – Mar 2013	R4,886,000.00	686,7
Ndlambe	Apr 2012 – Mar 2013	R2,891,000.00	483,4
BCRM	Apr 2012 – Mar 2013	R8,785,000.00	1149,8
SRVM	Apr 2012 – Mar 2013	R5,005,000.00	454,8
Camdeboo	Apr 2012 – Mar 2013	R9,364,000.00	800,6
Baviaans	Apr 2012 – Mar 2013	R10,145,000.00	895,8
Ikwezi	Apr 2012 – Mar 2013	R4,837,000.00	688,7
Kou-Kamma	Apr 2012 – Mar 2013	R2,352,000.00	334,8
Kouga	Apr 2012 – Mar 2013	R2,303,000.00	327,9

Source: DRPW

Table 3.10 RMC: Surfaced Roads Maintenance

RMC TAR	MUNICIPALITY	DURATION	BUDGET
R62 Misgund to Humansdorp & R102	Kou-Kamma and Kouga	Apr 2012 - Mar 2013	R300,000.00
Kouga & Kou-Kamma	Cacadu	Apr 2012 – Mar 2013	R5,998,000.00
R63 Western Cape Boundary to N10	Camdeboo and Blue Crane	Apr 2012 – Mar 2013	R200,000.00
R75 PE (N2) to R63 Graaff-Reinet	Various	Apr 2012 – Mar 2013	R200,000.00
Baviaans, Ikwezi & Sundays River Valley	Cacadu	Apr 2012 – Mar 2013	6,756,000.00
Ndlambe, Makana, & Blue Crane route	Cacadu	APRIL 2012 – MARCH 2013	5,812,000.00
Kouga	Kouga	Apr 2012 – Mar 2013	R4,266,000.00
Sundays River Valley	Sundays River Valley	Apr 2012 – Mar 2013	R2,106,000.00

Source: DRPW

3.5.2 DEPARTMENT OF ENVIRONMENTAL AFFAIRS

Table 3.11 Projects for Implementation

MUNICIPALITY	AREA/TOWN	PROJECT NAME	BUDGET	OUTPUT
Ndlambe	Kenton-on-Sea	EC- Kieskamma to Kenton on Sea 11/13	R8,5m	Alien removal, Beach cleanup and removal of structures
Ndlambe	Woody Cape	EC- Working for the Coast SANParks, Woody Cape 11/13		Alien removal, Beach cleanup and removal of structures
Makana	Grahamstown	EC- Street Cleaning & Beautification in Grahamstown & Peddie	R7,6m	Litter picking, installation of some street furniture, planting of trees.
Ndlambe	Bathurst	EC- Nolukhanyo Beautification and Greening	R2,5m	Greening and beautification of parks and open spaces, fencing and greening of cemeteries and electrification of the entrance
Ndlambe	KwaNonkqubela	EC- KwaNonkqubela Beautification and Greening	R2,7m	Greening and beautification of parks and open spaces, fencing and greening of cemeteries and electrification of the entrance
Ndlambe	Marselle	EC- Ekuphumleni/Marselle Beautification and Greening	R4,8m	Greening and beautification of parks and open spaces, fencing and greening of cemeteries and electrification of the entrance
Ikwezi	Ikwezi	EC- Elimination of Invasive Species within Ikwezi	R5,0m	Alien invasive removal
Kouga/Kou-Kamma	Tsitsikamma	EC-Wftc Van Stadens River to Tsitsikamma (11/13).	R8,5m	Alien removal, Beach cleanup and removal of structures
Kou-Kamma	Tsitsikamma	EC- Working for the Coast SANParks, Tsitsikamma 11/13	R8,5m	Alien removal, Beach cleanup and removal of structures

3.5.3 ESKOM

Table 3.12 Projects for Implementation

MUNICIPALITY	PROJECT	CONNECTIONS	COSTS
Kou-Kamma	Joubertina H/D	Pre-eng only	R 92 000.00
	FWD	2	R 14 035.00
Kouga	Tsitsikamma H/D	200	R 2 100 000.00
	FWD	3	R 21 052.50
Sundays River Valley	Sundays River Valley H/D	Pre-eng only	R 300 000.00
	FWD	7	R 49 122.50
Inxuba Yethemba	FWD	51	R 357 892.50
Inxuba	FWD	6	R 42 105.00
Baviaans	FWD	7	R 49 122.50
Makana	FWD	10	R 70 175.00
Ndlambe	FWD	3	R 21 052.00
Camdeboo	FWD	14	R 98 245.00
Ikwezi	FWD	3	R 21 052.50
Kou-Kamma	Joubertina H/D	105	R 856 319.00
Sundays RiverValley	Sundays River Valley H/D	921	R 7 764 888.59
Makana	Makana Rural	240	R 3 600 000.00

Source: Eskom

3.5.4 DEPARTMENT OF HUMAN SETTLEMENTS

The following tables indicate future projects with respect to the Local Municipalities within the CDM's area of jurisdiction. The information was derived from the Housing Sector Plans of Local Municipalities for period of 2011 to 2016:

Table 3.13 Camdeboo Local Municipality

Major Towns & Settlements (Project Name)	Planned Projects		
	No. of Units	Project Type	Status
Mandela Park	291	IRDP Phased Approach Top Structure	Planning
Kroonvale	455	IRDP Phased Approach Top Structure	Planning
Aberdeen - Thembalethu	201	IRDP Phased Approach Top Structure	Planning
Lotusville	213	IRDP Phased Approach Top Structure	Planning
Tjoksville	118	Rectification	Planning
Nieu-Bethesda	150	IRDP Phased Approach Planning & Services	Planning
Total	1 428		

Source: Dept: Human Settlements

Projects Type	No. of Units Planned		
	Short Term (1-3 yrs.)	Medium Term (5 yrs.)	Long Term (+5 yrs.)
In-Situ Upgrading/ Formalisation	0	0	0
De-densification Informal Areas	0	0	0
Subsidy Housing <R3 500.00	4 862	0	0
Affordable Housing >R3 500 – R7 500	537	✓	✓
High Income Private Sector Driven	✓	✓	
Rental Housing	300	0	0
Social Housing	0	0	0
Rural Housing	0	0	0
Tourist, Holiday Accommodation	0	0	0
Total	5 699	0	0

Source: Dept: Human Settlements

Table 3.13 Blue Crane Route Municipality

Major Towns & Settlements (Project Name)	Planned Projects		
	No. of Units	Project Type	Status
Cookhouse	150	Rectification	Planning
Mnandi Village	N/A	Rectification	Planning
KwaNojoli	136	Rectification	Planning
Pearston	300	Rectification	Planning
Old Mnandi	350	Rectification	Planning
Cookhouse	313	Rectification	Planning
Somerset-East - Old location	200	IRDP Phased Approach Top Structure	Planning
Aeroville	33	IRDP Phased Approach Top Structure	Planning
Cookhouse	5	IRDP Phased Approach Top Structure	Planning
Pearston	100	IRDP Phased Approach Top Structure	Planning
West View	400	Project Linked	Planning
West View Township Establishment	3 000	Project Linked	Planning
Mary Coetzer - Forster Care Home	N/A	Special Project	Planning
Total	4 987		

Source: Dept: Human Settlements

Table 3.14 Ikwezi Local Municipality

Major Towns & Settlements (Project Name)	Planned Projects		
	No. of Units	Project Type	Status
Jansenville- Venter	65	Rectification	Planning
Waterford	100	IRDP Phased Approach Top Structure	Planning
Total	165		

Source: Dept: Human Settlements

Table 3.15 Ndlambe Local Municipality

Major Towns & Settlements (Project Name)	Planned Projects		
	No. of Units	Project Type	Status
Alexandria	700	Urban	Planning
Marselle	670	Urban	Planning
Harmony Park	50	Urban	Planning
Kenton-On-Sea	550	Urban	Planning
Port Alfred	79	Urban	Planning
Bathurst	500	Urban	Planning
Trappers Valley	50	Rural	Planning
Port Alfred - Nemato	120	Urban	Planning
Marselle	182	Rectification	Planning
Port Alfred - Completion of Top Structures - 1057 subs	1057	IRDP Phased Approach Top Structure	Planning
Alex – Wentzel Park (PHP) Rectification	400	Rectification	Planning
Port Alfred - New Rest (upgrading of shacks)	-	Project Linked	Planning
Marselle - Forster Care Home	6	Special Project	Planning
Total	4 316		

Source: Dept: Human Settlements

Housing Projects for Special Needs	No. of Units Planned			
	Current	Short Term (1-3 yrs.)	Medium Term (5 yrs.)	Long Term (+5 yrs.)
HIV / Orphans	0	0	0	0
Indigent / Aged	8 000	1 000	7 000	0
Farm Workers	0	0	0	0
Total	8 000	1 000	7 000	0

Source: Dept: Human Settlements

Table 3.16 Sundays River Valley Local Municipality

Major Towns & Settlements (Project Name)	Planned Projects		
	No. of Units	Project Type	Status
Langbos	300	IRDP Phased Approach Top Structure	Planning
Molly Blackburn	450	IRDP Phased Approach Planning & Services	Planning
EnonBersheba	500	IRDP Phased Approach Planning & Services	Planning
EnonBersheba	500	IRDP Phased Approach Top Structure	Planning
Paterson	500	IRDP Phased Approach Planning & Services	Planning
Emsengeni	1 500	IRDP Phased Approach Planning & Services	Planning
Kirkwood - Zuney	50	IRDP Phased Approach Planning & Services	Planning
Paterson	269	IRDP Phased Approach Top Structure	Planning
Bergsig/Aquapark		Rectification	Planning
Moses Mabida	87	Rectification	Planning
Total	4 156		

Source: Dept: Human Settlements

Table 3.17 Baviaans Local Municipality

Major Towns & Settlements (Project Name)	Planned Projects		
	No. of Units	Project Type	Status
Steytlerville	87	IRDP Phased Approach Top Structure	Planning
Willowmore	88	IRDP Phased Approach Top Structure	Planning
Steytlerville	72	Urban	Planning
Total	247		

Source: Dept: Human Settlements

Table 3.18 Kouga Local Municipality

Major Towns & Settlements (Project Name)	Planned Projects		
	No. of Units	Project Type	Status
Kruisfontein	2 500	IRDP Phased Approach Top Structure	Planning
Pellsrus	220	IRDP Phased Approach Planning & Services	Planning
Weston	-	IRDP Phased Approach Planning & Services	Planning
Patensie	278	IRDP Phased Approach Planning & Services	Planning
Thornhill	390	IRDP Phased Approach Planning & Services	Planning
Arcadia	139	IRDP Phased Approach Planning & Services	Planning
KwaNomzamo	400	IRDP Phased Approach Planning & Services	Planning
St Francis Bay – Sea Vista	2 000	IRDP Phased Approach Planning & Services	Planning
Ocean View	1 500	IRDP Phased Approach Planning & Services	Planning
Hankey	990	PHP	Planning
Jeffreys Bay CRU	300	Community Residential Units	Planning
Ocean View	70	Middle Income	Planning
Pellsrus	32	Middle Income	Planning
Kruisfontein	77	Middle Income	Planning
Vaaldam	10	Rectification	Planning
Jeffreys Bay	28	Rectification	Planning
Patensie	64	Rectification	Planning
Thornhill	28	Rectification	Planning
Humansdorp - Vaaldam	317	Project Linked PHP	Planning
Thornhill	4491	Urban	Planning
Total	13 834		

Source: Dept: Human Settlements

Table 3.19 Kou-Kamma Local Municipality

Major Towns & Settlements (Project Name)	Planned Projects		
	No. of Units	Project Type	Status
Koomansbos	60	Rural	Planning
Louterwater	200	Rural	Planning
Griqual Rust	44	Rural	Planning
Eersterivier	150	Rural	Planning
Misgund	200	Rural	Planning
Storms River West	6	Rural	Planning
Tsitsikamma - Mfengu	364	Rural	Planning
Total	1 024		

Source: Dept: Human Settlements

3.5.7 DEPARTMENT OF HEALTH

Table 3.21Projects

CACADU HEALTH DISTRICT: 2012/13 FINANCIAL YEAR				
MUNICIPALITY	PROJECT DESCRIPTION	FUNDING	OUTPUT/TARGET	OUTCOME/INTENDED IMPACT
INFRASTRUCTURE				
Graaff-Reinet	Midland Hospital: Building Repairs	63 489	2012/ 2013	Improve quality of hospital services
SERVICE DELIVERY				
Kou-Kamma	Strengthen 24 hour service in Joubertina Community Health Centre	R14 85661for goods and services R13 341 708 for compensation of employees	Quality service at first point of entry	24 hour service fully implemented in the Community Health enter
All Sub Districts	Healthy life style awareness campaigns	Equitable Share R225 000	12	Decreased health risks and improve life expectancy
All TB Hospitals	Sustain and increase clinic gardens to support groups and TB clients	Conditional grant R105 000	4	To provide food security to designated groups
All sub-districts	Support Groups for clients with Non-Communicable Diseases	Equitable Share R200 000	3 – 1 per sub-district	To combat and reduce diseases of lifestyle and mental conditions
All Sub Districts	TB awareness campaigns	Conditional grant R200 000	4 – 3 sub-district events and 1 district	Stop spread of TB
All Sub Districts	To increase access to ART services	Conditional grant - Goods and services and COE	15	Increase Number of facilities providing ART from 42 to 57 Decreased burden of disease from HIV

MUNICIPALITY	PROJECT DESCRIPTION	FUNDING	OUTPUT/ TARGET	OUTCOME / INTENDED IMPACT
SERVICE DELIVERY				
All sub-districts	Fast-track number of ART eligible clients to access ART services	Conditional grant R21 678 014	5000	Improve access to ART services – clients to increase from 7000 to 12000
Kouga	Establish HTA site	Conditional grant	1 HTA	Scaling up male and female condom distribution,
All sub-districts	Improve Management of Medical Waste in all health facilities	Equitable Share	10 District Hospitals 4 TB Hospitals 56 clinics	Clean environment and occupational safety
Kou-Kamma, Ikwezi, Blue Crane and Ndlambe	Sanitation and Water Upgrading	MIG	Upgrading of water and sanitation in Kou-Kamma, Ikwezi, Blue Crane and Ndlambe areas	Improved health and decrease in water related diseases
All sub-districts	Reviewing and strengthening the model for the delivery of health services in South Africa based on the Primary Health Care. (ward based PHC)	Equitable Share. Goods and services and COE.	Establish 5 ward based teams per sub-district	Community participation in implementing project on revitalisation of PHC services which are ward based and school health
All sub-districts and district office	Establishment of social compact committees	Equitable Share	1 per sub-district 1 district	Development of social compact for better health
	Social mobilisation activities especially of leadership of community structures		Number of social compact activities in which communities participate	Development of social compact for better health
	Strengthen Social mobilisation structures		15 Hospital Boards 57 Clinic Committee DHC	15 Hospital Boards 57 Clinic Committee DHC

Source: Dept: Health

Budget for the above mentioned projects not yet allocated to the District but already approved by head office according to B6 document – Infrastructure directorate.

SERVICES

Table 3.22 Services offered by the Department of Health

PRIORITY SERVICE STRATEGIES	PLANNED PROJECTS
Promote integrated health awareness campaigns including 5 priority campaigns and healthy life style Integration of HCT/FP and prevention of STI through `MAMELA` drive	<ul style="list-style-type: none"> ✓ All 3 Sub Districts plan to do 5 priority campaigns next financial year i.e. STI/HIV, TB, Anti tobacco, Diabetes/Hypertension/Cancer, and Healthy environment for children ✓ Cacadu adopted `MAMELA` drive, in October 2010. Still in initial stages in Kouga and Makana. To be launched in Jansenville February 2011 during STI awareness event
Reduction of malnutrition	Provide nutrition supplements for all malnourished children under 5 years, pregnant women and chronically ill
Reduction of maternal and child mortality	<ul style="list-style-type: none"> ✓ Sub-District PMTCT awareness campaigns and community dialogues, dissemination through Mass Media, such as pamphlets, newspapers, DVDs & posters. ✓ Social mobilisation to increase family planning uptake, up to date immunisation of children and Vitamin A through monthly and quarterly catch up campaigns
Reduction of blindness in clients presenting with eye problems	✓ Low vision outreach services all 3 Sub Districts quarterly
Multi-skilled CHWs - Continue training of CHWs and career pathing Provision of home based care kits	<ul style="list-style-type: none"> ✓ Comprehensive PHC education training for 90 CHCW`s on FP, pregnancy education, home based care and care of the elderly ✓ RTC to continue with training of CHCW`s in all Sub Districts on STI/HIV counseling.
Revitalization of infrastructure. Roll-out technology information management system to improve routine monitoring. – Tele-radiology (Proposal) for all facilities.	<ul style="list-style-type: none"> ✓ Install networks at all TB hospitals. ✓ Upgrade network at Fort England hospital. ✓ Tele-radiology for all hospitals ✓ Implementation of the Virtual Private Network(VPN), to be rolled-out to Hospitals(Proposals submitted)
Accelerated implementation of the HIV and AIDS strategic plan and the increased focus on TB and other communicable diseases - Urgently strengthen programs against TB, MDR-TB and XDR-TB	<ul style="list-style-type: none"> ✓ Increasing the number of accredited ARV sites by 13 SAWAS, Settlers CHC, Kareedouw and PHC clinics ✓ Integrated Community outreach programme - so that our communities access the info on comprehensive HIV/AIDS services available in the area - 1 event /Sub-Dist/Q,- Build up events towards WAD per sub district, - STI/condoms week per sub district and one main event.
To increase number of HTA sites	✓ Kouga to identify hotspots for HTA
Mobilize Leadership Structures (Governance) of society and communities to develop social compact. – Reconstitution of Clinic and Community Health Center Committees according to the 2009 policy. Hospital Boards and training and mentoring.	<p>Train clinic committees:</p> <ul style="list-style-type: none"> ❖ 15 in Makana SD ❖ 14 Camdeboo SD ❖ 14 Kouga SD <p>Establishment and induction of hospital boards of previously Provincial Aided Hospitals:</p> <ul style="list-style-type: none"> ❖ 1 Kouga SD(Sundays valley) ❖ 2 Camdeboo SD(Aberdeen and Willowmore)

3.5.9 Department of Rural Development and Agrarian Reform

Table 3.23 Projects to be Implemented

MUNICIPALITY	PROGRAM/ PROJECT	AREA / TOWN	BUDGET
Camdeboo	CASP	Nieu-Bethesda	R 885 000.00
Camdeboo	CASP	Aberdeen	R 490 000.00
Ikwezi	CASP	Ikwezi	R 1 000 000.00
Camdeboo	CASP	GRT	R 155 000.00
Camdeboo	CASP	Bokpost	R 490 000.00
Ikwezi	CASP	Hardwood	R 930 000.00

Source: Dept. Rural Development and Agrarian Reform

Table 3.24 Projects to be Implemented

MUNICIPALITY	PROGRAM/ PROJECT	WARD	BUDGET
Kou-Kamma	CASP	4	R 2,000,000.00
Kou-Kamma	CASP	1	R 959,000.00
SRVM	CASP	-	R 210,000.00
Kou-Kamma	CASP	1	R 500,000.00
Kou-Kamma	CASP	1	R 500,000.00

Source: Dept. Rural Development and Agrarian Reform

3.5.10 Department of Agriculture, Forestry & Fisheries

Table 3.25: Projects to be Implemented

MUNICIPALITY	WARD	PROGRAM/ PROJECT	BUDGET
Ndlambe LM	Thornhill housing project	Tree planting	R8000.00
Camdeboo LM	Nieu-Bethesda	Woodlot establishment	Unknown
Blue Crane Route LM	RDP houses	Tree planting	R8000.00

Source: Dept: Agriculture, Forestry & Fisheries

3.5.11 Department of Environmental Affairs

Table 3.26 Projects to be Implemented

NO.	PROJECT NAME	PROJECT OUTPUT	BUDGET	MUNICIPALITY	STATUS PAC/ BP PROGRESS
1.	EC- Kieskamma to Kenton on Sea 11/13	Alien Vegetation Removal Beach Cleanup Removal of Structures	8.5 M	Ndlambe	Lat PAC -10 Nov 2011
2.	EC- Working for the Coast SANParks, Woody Cape 11/13	Alien Vegetation Removal Beach Cleanup Removal of Structures	8.0 M	Ndlambe	Last PAC- 22 September
3.	EC- Street Cleaning & Beautification in Grahamstown & Peddie	Litter picking, installation of some street furniture, planting of trees. Municipalities busy finalising deliverables.	7,6 M	Makana / Ngqushwa	Last PAC 28 October 2011
4.	EC- Nolukhanyo Beautification and Greening	Greening and beautification of parks and open spaces, fencing and greening of cemeteries and electrification of the entrance to Nolukhanyo.	2.5 M	Ndlambe	Business Plan - outstanding letter of support of Business Plan.
5.	EC- KwaNonkqubela Beautification and Greening	Greening and beautification of parks and open spaces, fencing and greening of cemeteries and electrification of the entrance to KwaNonkqubela.	2.7 M	Ndlambe	Business plan - presented
6.	EC- Ekuphumleni/Marselle Beautification and Greening	Greening and beautification of parks and open spaces, fencing and greening of cemeteries and electrification of the entrance to Ekuphumleni and Marselle.	4.8 M	Ndlambe	Business Plan Presented to the Municipality.
7.	EC- Nemato/Station Hill Beautification and Greening	Greening and beautification of parks and open spaces, fencing and greening of cemeteries and electrification of the entrance to Nemato and Station Hill	2.7 M	Ndlambe	Implementation: Busy with recruitment