

- **Agriculture:** The well-established agricultural sector forms the basis of the district economy. Farming activities in CDM range from extensive small-stock farming to intensive fruit and vegetable production in the major river valleys. The coastal regions offer opportunities for mixed farming, which includes the raising of beef cattle, dairy farming and the cultivation of pineapples, chicory and grain. Ostrich sheep and goats are farmed inland. Wool and mohair is exported from Karoo area. Recently there has been a shift away from predominantly stock farming in that a number of farmers in the district have converted from traditional livestock farming to game farming, in the interests of, inter alia, conservation and tourism.
- **Manufacturing:** Opportunities exist for increased manufacturing in the District linked to agro-processing. Manufacturing activity within the District includes a number of small manufacturing concerns situated throughout the District, predominantly in larger urban areas. The focus of manufacturing concerns in the District is centred around food and leather processing, in addition to a number of niche market industries (e.g. high quality furniture).
- **Trade:** Retail trade is concentrated in the larger settlements in the District. These settlements service the largely rural hinterland. The retail on offer is generally limited to a few national chains and a number of local retailers. The day-to-day shopping needs are addressed within these larger centres, but other shopping is done in the bigger retail centres located just outside the District, e.g. Port Elizabeth and East London, to acquire goods that are not available within the local economy.
- **Tourism:** Tourism is becoming an increasingly important economic activity in the Cacadu District. The Cacadu District has a number of natural, historical and cultural features that could be exploited to attract local, domestic and international tourists to the area. Recent conversions from traditional commercial farming to game farming have resulted in an emphasis on game farms. There are no fewer than twenty game reserves in the District, that facilitate a range of outdoor activities, including, but not limited to, hiking, birding, mountain biking, and fishing. In addition to game reserves, the District is home to coastline spanning Kou-Kamma, Kouga and Ndlambe.

These sectors are aligned with the sectors identified for accelerated growth in the Accelerated and Shared Growth Initiative of South Africa (AsgiSA) and the PGDP.

Human Resources and Skills Development:

Human resources and skills development refers to skills training and development, for the purposes of:

- Developing new management, technical and life-skills in line with labour market demands of the District, its key sectors and the region at large.
- Re-aligning skilled production and capacity building programmes to meet existing labour market shortages through re-training and re-orientation.
- Creating surplus labour capacity to meet existing and future business and investment growth demands.
- Improving the existing employability of the unemployed person including youth, women, undergraduates and postgraduates through targeted skills training.

The labour force in Cacadu District consists largely of unskilled labour (45.1% of employed persons) that is employed in elementary occupations. A further 21.3% is employed as plant and machine operators, trade / craft workers and market workers. A relatively large proportion of the population (25.2%) only has some primary education. In addition, 15% of the population has no schooling. This translates into 60,570 individuals

who do not have a basic level of literacy. 21.6% of the population have completed matric and / or have some form of higher education. This is higher than the provincial average of 20%, but slightly lower than the national average of 29%.

This implies that a redress of employable skills training is necessary in the District. An approach that can be followed to facilitate this revolves around the provision of opportunities for local residents of the district to participate in skills enhancement and development programmes. It is, however, important, to note that when dealing with human capital, i.e. labour, that this is primarily a renewable resource and therefore, as the needs of the community change and expand, this labour base within the District should be moulded to accurately meet the requirements of the economy.

Institutional Development:

Institutional development refers to the development and transformation of the environment in which the District Municipality functions and the facilitation of the involvement of interested and affected parties.

The objectives of institutional development are:

- To build the appropriate internal (municipal) and to some extent, the external institutional capacity necessary to ensure the successful implementation of the district (and local) municipality's IDP economic objectives.
- To improve the integration, alignment and co-ordination of government and stakeholder economic development programmes to leverage resources.
- To establish meaningful communication, efficient decision-making and economic development and implementation capacity.

The re-alignment and capacity development of institutional structures, especially local government, can only be performed through a systematic approach to the problems being experienced. One such example is that not all of the positions created for local economic development officials in the District have been filled. It is central to this pillar that the departments and/or institutions are adequately and appropriately staffed.

Regional Linkages:

Regional linkages refer to linkages that the District Municipality forges with regional initiatives in neighbouring geographical areas.

Regional linkages are important to local economic development in that:

- New markets for goods and services may be identified and targeted and thereby increase the number of employment opportunities in the municipality.
- Remain competitive in terms of trade and thereby increase the circulation of income in the economy.

4.3.7.2 IMPLEMENTATION

The EGDS was adopted by Council in August 2006. The strategy has now been included in the current IDP review processes and forms part of the four CDM development priorities.

Cacadu District Municipality has generated key high impact district projects that will drive the strategy for the next five years. These projects are in line with the 4 strategic pillars as mentioned above and will address the seven objectives that define the EGDS.

4.3.8 CDM TOURISM MASTER PLAN

The Cacadu District Municipality's Tourism Master Plan was adopted by the Cacadu District Municipality Council on 25 November 2009.

The objective of the Tourism Master Plan is to provide guidelines and make recommendations to the Cacadu District Municipality on how to develop a functioning tourism system through the application of a defined strategy and specific actions.

The District Tourism Master Plan (TMP) has been developed through the consolidation of the current Responsible Tourism Sector Plans of Local Municipalities in the Cacadu District and is comprised of two components as outlined below:

The Situational Analysis:

The Situation Analysis was developed through the integration of the situation analyses of the Responsible Tourism Sector Plans for all 9 Local Municipalities within the Cacadu District, and provides a snapshot of tourism in Cacadu at the time of the formulation of the TMP.

The Situational Analysis includes the following topics as relevant to the tourism industry in the Cacadu District:

- **Market Analysis** - this study revealed that nature-based and heritage tourism products hold specific relevance to the Cacadu area. Other niche markets include events tourism (including edu-tourism and sports tourism), agri-tourism, adventure tourism and coastal & marine tourism.
- **Strategic Environmental Assessment** – is provided to ensure that sustainable development and resource management are promoted within context of developing Cacadu's tourism sector.
- **Infrastructure Assessment** – the supply of services such as potable water, well maintained road networks, energy provision and solid waste management are analyzed with reference to the tourist and tourism related activities.

Based on the information gathered via the Situational Analysis the TMP documents the economic, social and environmental impact of tourism on the Cacadu District. The Situational Analysis provides the basis for the formulation of the District's Tourism Development Strategy.

The Tourism Development Strategy:

This section provides a five year strategy that identifies priority areas / strategies and associated programs and projects for tourism development in the Cacadu District.

Key components of the tourism development strategy include:

- The Tourism Development Framework and Spatial Development Plan;
- Tourism Marketing Plan;
- Institutional Arrangements;
- Implementation and Action Plan.

Cacadu's Tourism Development Strategy is aimed at achieving the Tourism Vision ("*Cacadu, a world of wonders waiting to be discovered*") of the tourism sector, and driving development through the elements of the Mission ("*To create an enabling environment which encourages partnerships for the development and promotion of the tourism industry through cooperation and coordination at all levels*"). To achieve this, the Cacadu District must:

- Main and grow its existing markets;
- Attract new markets;
- Become a primary tourism destination;
- Nurture a tourism industry which is growing in line with the defined benchmarks, and so is providing employment and prosperity for all the local stakeholders and a satisfying experience for visitors.

These achievements are to be attained via the Tourism Implementation Action Plan that was developed in order to:

- Identify strategic priority programs and projects;
- Identify the organization / department responsible for implementation of the priority programs and projects;
- Identify the budget required for implementation of the priority programs and projects;
Identify implementation timeframes for the prioritization of priority programs and projects.

4.3.9 CACADU DISTRICT SMME STRATEGY

The majority of people in Cacadu live in the rural areas and most depend on agriculture and other rural economic activities. Most communities produce on a subsistence level and have limited access to financial markets that cannot effectively supply the financial resources and other products needed by the emerging SMME sector.

SMMEs are the engine for growth in Cacadu. To contribute to economic development in the district, there's great need to support SMMEs, a better enabling environment needs to be created and an engagement with financial institutions to develop 'SMME-friendly lending'.

In spite of the significant contributions that they make towards GDP, employment and rural livelihoods, SMMEs continue to face a plethora of challenges that inhibit their growth and development beyond mere survivalist modes of activity.

A multi-pronged approach is needed, dealing with the major existing impediments, including a poor business environment, lack of financial tools, weak entrepreneurial capacity and the absence of strong linkages with existing large enterprises.

SMME Vision for Cacadu District Municipality

Consistent with the district IDP and all other strategic policy documents, and drawing on the research undertaken, it is reasonable to assume an SMME vision for Cacadu to be:

"to promote the creation of vibrant and sustainable SMMEs that contribute towards increased wealth generation, inequality reduction, employment creation and poverty alleviation."

By virtue of this vision, the Cacadu District Municipality and its stakeholders commit themselves to achieving the following outputs:

- Vibrant SMMEs, which refers to growing private enterprises;
- Sustainable SMMEs, which refers to income and employment creation beyond the survivalist stage;
- Sufficiently empowered women and youth in a growing SMME sector;
- Effective platform for business development services and support.

Strategic Objectives

In order to achieve the stated SMME vision for the area, the CDM and its partners ought to commit themselves to the following strategic goals and objectives:

1. To improve access to market-driven and sustainable business development support services for the informal, micro, small and medium-sized enterprises in both urban and rural areas.
2. To strengthen the planning, coordination and institutional capacity for SMME support in the district thus ensuring the creation of an enabling and conducive environment for SMMEs.
3. To establish effective and functional partnerships with key provincial and national institutions, as well as escalating the promotion of the economic opportunities across the district.
4. To diversify the existing SMME development base through agriculture, environmental management, tourism and manufacturing development.
5. To increase women, youth and black participation in the entrepreneurial and SMME development sector of the District and its economy.
6. To increase the number of start-ups, and the number of existing enterprises that accelerate beyond survivalist stage.

These strategic objectives set out a performance measure for this SMME Strategy and are generally congruent with those set-out in the Provincial Growth and Development Plan of the Eastern Cape, which seeks to increase the number of start-ups and boost the growth prospects of existing enterprises in the district.

The role of the Cacadu District Municipality:

The primary role of the Cacadu District Municipality in SMME development is to coordinate, facilitate and stimulate the sustainable development of Small, Medium and Micro enterprises within its jurisdiction through the following mechanisms:

- Strategy and policy development

- Programme development and co-ordination
- Strategic liaison and networking

This role consists of the following three most critical responsibilities:

a. Coordination:

The CDM acts as a co-ordination body for SMME development matters for its area. Through its Integrated Development Plan (IDP), LED Strategy and this SMME Strategy, the CDM will act to ensure alignment between government, business, labour and community programmes as a fundamental step towards achieving the shared SMME vision for the area. The SMME Strategy forms the basis for the coordination of such programmes.

b. Facilitation:

The CDM acts to facilitate the creation of an enabling SMME development environment as an integral mechanism to bolster local economic development in the area. The Municipality promotes and encourages proactive participation by government, business, labour and communities in processes that will yield remarkable transformation and growth of local SMMEs. This involves the facilitation of access to appropriate business services, infrastructure, resources such as funding and infrastructure as well as market and business opportunities for SMMEs.

c. Stimulation:

The CDM will at all times seek to pioneer new approaches, strategies and interventions to develop, identify and leverage new support and growth opportunities for its SMME sector. These approaches may at time appear to be in the form of direct interventions and incongruent with the conventional role of facilitation and coordination. The implementation of a preferential procurement and value chain management policy is an example of a direct intervention to stimulate a sector of the economy [SMME's and Previously disadvantaged enterprises] to become major economic players.

Levels of Institutional Responsibilities:

The planning, execution and monitoring of SMME development in the CDM area consists of the following three most critical levels of institutional responsibilities:

1. Strategy and policy development:

This responsibility, which includes the planning of short, medium, and long-term strategies and policies to guide and direct SMME development within the area, is considered the first and high-end level of institutional responsibilities in the Cacadu District Municipality. The most fundamental purpose is to create an appropriate and conducive business and economic environment to harness the full job creation and poverty alleviation opportunity within the area.

2. Strategy and programme execution:

This involves the implementation of all or some aspects of the SMME Strategy of the CDM. This level of responsibility will include packaging the strategy into manageable programmes and projects as well as the provision of ongoing support services to strategy beneficiaries.

3. Programme monitoring:

This level is considered the most critical in the planning and execution of the SMME strategy of the CDM as it ensures that stakeholders participate effectively in the monitoring of the implementation processes. Involved as well is the constant evaluation of the impact and performance of the execution process against original plans and strategic directions decided jointly with stakeholders.

4.3.10 CACADU DISASTER RISK MANAGEMENT ASSESSMENT

The Disaster Risk Management Assessment for the Cacadu District was completed in June 2009. The primary purpose of the document was to review the existing Disaster Risk Management Assessment with a view to identifying Communities and Infrastructure at risk.

In order to allow the Cacadu District Municipality to present a comprehensive Disaster Risk Management Plan in terms of the Disaster Management Act, the review focused on the following areas:

- (a) A study of all existing documents and plans with a view to identifying any gaps that may exist.
- (b) Individual visits to the 9 Local Municipalities and 1 District Management Area.
- (c) Interviewing of municipal staff, provincial and national departments, NGO's and local communities to determine local conditions and circumstances.
- (d) The development of a Disaster Risk Profile which is unique to Cacadu District Municipality and which can be effectively used to inform the District's
 - Disaster Management Plan;
 - Development of Contingency Plans;
 - Development of Emergency Response Protocols;
 - Risk Reduction Planning; and
 - Alignment with the Municipal I.D.P.

Potential Disaster Events:

- Floods
Flooding is seasonal and is part of the severe storms of the area.
- Fire
There is a Fire Brigade Service stationed at Kareedouw. This service has, however, limited resources.
- Drought
Although drought does occur in the area it is not regarded as a high priority risk.
- Storms (Wind and Hail)
Kou-Kamma is a Coastal Municipality and is exposed to all types of severe storms.
- Epidemic
Diary and beef farming is a huge industry within the Kou-Kamma municipal area, therefore Foot and Mouth is a real threat to the industry and also to the economy of the area. Cholera and H.I.V. can not be discounted
- Tidal Surge

Being a Coastal Municipality Kou-Kamma is vulnerable to the effects of abnormal tidal surges. Most of the Tourism industry of Kou-Kamma is situated along the coast line.

- **Hazmat**
Hazardous Materials are transported to and through Kou-Kamma by both road and rail on a regular basis. There is a limited capacity to manage a Hazmat incident.
- **Accidents (Maritime, Railway and Aircraft)**
Irrespective of the low priority risk, every municipality, including Kou-Kamma, is vulnerable to the possibility of a major aircraft accident.

Risk Calculation:

Information gathered during the assessment was analysed and summarised in order to determine a risk profile for each local municipality and ultimately the District. Each potential risk was evaluated in terms of the local municipality and a priority given based on information gathered during the risk assessment exercise.

The gathered information on potential disaster events is summarised in the Risk Calculation Table below. The scale ranges from a rating of 1 for high priority to 10 being the lowest priority.

	DROUGHT	FIRE	FLOOD	TORNADO	EPIDEMIC	STORM	TIDAL SURGE	HAZMAT	AVIATION	MARITIME	RAILWAY
KOUGA	10	5	4	11	9	1	3	2	7	6	8
NDLAMBE	9	5	4	10	8	1	3	2	8	6	7
MAKANA	7	2	6	5	3	1	11	4	8	11	11
SUNDAYS RIVER	5	1	11	11	6	2	4	3	9	7	8
BLUE CRANE	4	2	11	11	5	1	11	3	6	11	7
BAVIAANS	2	1	11	11	5	3	11	6	4	11	11
IKWEZI	4	3	11	2	6	1	11	5	7	11	11
CAMDEBOO	3	1	4	11	11	2	11	5	6	11	11
KOU KAMMA	10	5	4	6	9	1	2	3	11	7	8
TOTAL	54	24	66	78	62	13	67	33	66	81	82
DISTRICT RATING	4	1	6	9	5	2	8	3	7	10	11

The Matrix for the Cacadu District is a summary of the identified risk priorities for each of the nine Municipalities and is depicted in the table below.

OVERALL CACADU DISTRICT RISK	DROUGHT	FIRE	FLOOD	TORNADO	EPIDEMIC	STORM	TIDAL SURGE	HAZMAT	AVIATION	MARITIME	RAILWAY
	4	1	6	9	5	2	8	3	7	10	11

The figure above reflects the overall Risk Analysis Matrix for the Cacadu Municipality. As is evident from the above figure the Cacadu District Municipality needs to cater in its planning for the full ambit of potential disasters emanating from the abovementioned risk. This risk profile is a summary of the various types of risk as determined in each Local Municipality.

Top Priority Risk for the Cacadu District Municipality and each Local Municipality

The risk matrices for the Cacadu District Municipality and the other nine Municipalities have been determined and extrapolated from these matrices are the determined potential risk priorities.

A Risk Priority Rating has been determined for the District as well as for each of the nine Local Municipalities. The top three risk priorities are determined for the District and each of the nine Municipalities:

	DROUGHT	FIRE	FLOOD	TORNADO	EPIDEMIC	STORM	TIDAL SURGE	HAZMAT	AVIATION	MARITIME	RAILWAY
CDM		X				X		X			
KOUGA						X	X	X			
NDLAMBE						X	X	X			
SUNDAYS RIVER		X				X		X			
BLUE CRANE ROUTE		X				X		X			
BAVIAANS	X	X				X					
IKWEZI		X		X		X					
CAMDEBOO	X	X				X					
KOUKAMMA						X	X	X			
MAKANA		X			X	X					

The District Municipality will need to develop appropriate plans for the mitigation of identified priority risks as well as contingency plans for handling of disasters of various sorts.

4.3.11 HEALTH PLAN

Bringing health services to the people has been a long-standing goal of the National Department of Health (NDoH). The sphere of government closest to the people is local government and with the re-demarcation of municipal boundaries a critical step towards this goal was achieved. The Provincial Health Council (PHC), Cacadu District

Municipality District Health Council (DHC), and the District Health Advisory Committees (DHAC) endorses the District Health System (DHS) of service delivery.

The Health IDP covers the following aspects, namely:

- District Health System (DHS) – Implementation of strategies for the integration of Primary Health Care Services through the established District Health Council, using the (DHS) model as a guide.
- Primary Health Care (PHC) services – The provision of a comprehensive PHC package at each service point.
- Environmental Health – The provision of an Environmental Health Service.
- Human Immuno Deficiency Virus and Acquired Immuno Deficiency Syndrome (HIV and AIDS) Plan.
- District Health System (DHS) as a means of improving the health status of the community.

The Provincial and District Health Councils launched in February 2002 and reconstituted in 2006 provides the health sector with a political and management component that can assist in delivering health care in a cost effective and integrated manner. Critical elements that impact on the provision of integrated services at PHC level relates to the interaction between the Eastern Cape Department of Health (ECDoH) and local and district municipalities.

During 2004 a District Health Advisory Committee (DHAC) was established which has representation from B-Type Municipalities, ECDoH, Local Service Area (LSA) Managers and the CDM. This structure advises the Provincial and District Health Councils.

4.3.11.1 PRIMARY HEALTH CARE

PHC is a ECDoH competency and CDM is dependent on a ECDoH subsidy to sustain the service. CDM provides a predominantly rural PHC service. PHC is essential health care, made universally accessible to communities at a cost that the country can afford. The “core package” of PHC services is that it should be capable of addressing the leading causes of mortality and morbidity. The negative impact of fiscal constraints on PHC services is of concern. Given the high levels of unemployment and poverty, this package is provided free of charge at each point of service.

a) Maternal and Child Health Services:

- Reproductive Health
- Antenatal
- Post Natal
- Child Health (0 – 5 years), including immunization, nutrition and monitoring
- Youth Health (6 – 18 years)

b) Provision of Essential Medicines, including those for minor ailments as well as chronic medication (drug management)

c) Provision of curative services for acute minor ailments.

d) Provision of services to combat and control communicable diseases such as:

- Tuberculosis

- Sexually Transmitted Infections (STIs) and HIV and AIDS
 - Notifiable diseases
- e) Provision of EPI Surveillance Programme Services, which includes:
- Delivery of safe patent vaccines to appropriate target groups, using effective vaccination strategies.
 - Effective disease surveillance and control measures to permit the early detection and investigation of cases and/or outbreaks and the implementation of appropriate responses.
- f) The provision, implementation and maintenance of an effective Health Information System.
- g) Other aspects:
- Maintenance of laboratory services
 - Clinic infrastructure and equipment
 - Effective disposal of medical waste
 - Training of managers and staff
 - Quality Assurance Programme

Aspects relating to the objectives and strategies of the health function as provided by the CDM may be viewed in Chapter 2 of the document.

4.3.11.2 ENVIRONMENTAL HEALTH SERVICES

CDM has become the responsible service authority for municipal health services from 01 July 2004 in terms of the revocation of Section 84(3) authorizations (Municipal Structures Act).

CDM has finalized agreements with local municipalities with capacity to render EHS on its behalf, namely Kouga, Blue Crane Route (BCR), Camdeboo, Makana, Ndlambe, Kou-Kamma and Sundays River Valley.

The DMA South and North, Ikwezi, Baviaans areas are serviced by two (2) Environmental Health Practitioners (EHP), employed by CDM.

The main Components of Environmental Health, amongst others, are:

- Active Environmental Educations sessions and Awareness Campaigns/Programmes
- Waste Management monitoring and Pest Control
- Water and Food quality Monitoring.
- This service as rendered by CDM, excludes Port Health, Malaria and Hazardous Substance. Due to the size of geographical area currently serviced, the best mechanism employed to effectively manage Environmental Health is through intersectoral collaboration and joint management with the above listed Local Municipalities.

Aspects relating to the objectives and strategies of the environmental health function as provided by the CDM may be viewed in Chapter 2 of the document.

4.3.12 HUMAN RESOURCE MANAGEMENT PLAN

The Human Resource Management Plan (a Strategic Document for 2009 – 2014) (HRMP) was developed by the Cacadu District Municipality's Corporate Services and Finance Department in May 2009. The HRMP is the Cacadu District Municipality's (CDM) Statement of how the institution by means of its employees and politician's will achieve the objectives as set out in the Integrated Development Plan (IDP). The CDM has a strategic mandate to alleviate poverty which demands a stringent focus by the CDM on critical services to the Local Municipalities that comprise the district. These services include:

- Infrastructure and Planning;
- Economic Development;
- Community Services;
- Support to Local Municipalities.

In order for CDM to efficiently achieve its strategic goals and objectives, the institution requires an effective Human Resource Management Structure to service its Departments and the Local Municipalities with efficient HRM services. Functions include:

- Recruitment;
- Selection;
- Retention;
- Job Analysis;
- Training and development;
- Motivation and Employee Wellness;
- Dispute Resolution;
- Conflict Resolution;
- Contracting;
- Organizational Rationalization.

The HRMP therefore aims to ensure that CDM employees can achieve their best to deliver excellent services.

The Plan is intended to be a framework which sets out the contribution of the Human Resource Management Department to other departments in achieving CDM aims and objectives, with clear indication of priorities.

DEVELOPMENT PRIORITY 1 – INFRASTRUCTURE INVESTMENT		Strategies for Support	Related Projects	Comment
DEVELOPMENT PRIORITY 2 – CAPACITY BUILDING & SUPPORT TO LOCAL MUNICIPALITIES				
OBJECTIVE 1 : Maximize the potential of CDM LM's and District Municipality to effectively and efficiently deliver services to their communities		1) Building in-house capacity at CDM & in LM's so that they can perform their functions & strengthen institutional system	<ul style="list-style-type: none"> o Skills Audit o Training needs analysis o Capacity Building projects o Training & Development 	Infrastructure Investment can only be supported w/ the general Human Resource Provisioning and Administration processes Comments
HR Required Support	Activities in Support	Responsibility/Role Players	Time-Frame	
Conducting of the Skills Audit	<ul style="list-style-type: none"> ▪ Develop employee competency/S kills profile ▪ Develop employee competency/s kills dictionary ▪ Development of the skills audit tools ▪ Conduct skills audit report ▪ Develop personal development plans 	SDF and SHR Officer		
Conduct training needs analysis	<ul style="list-style-type: none"> ▪ Develop training needs analysis tools ▪ Conduct training analysis ▪ Develop needs analysis report 	SDF and SHR Officer		
Development of WSP	<ul style="list-style-type: none"> ▪ Collect information from and liaise with LGSETA ▪ Consolidate information from skills 	SDF and SHR Officer	<ul style="list-style-type: none"> ▪ IT support ▪ Necessary information from LGSETA 	

	audit and training needs analysis reports & personal development plans					
	<ul style="list-style-type: none"> ▪ Develop the CDM WSP ▪ Submit the WSP to LGSETA 					
Undertake Workforce Planning	<ul style="list-style-type: none"> ▪ Design recruitment adverts ▪ Conduct short listing ▪ Conduct interviews ▪ reports with recommendations to the council 	SHR officer, HR Manager				
Compile training & development programme	<ul style="list-style-type: none"> ▪ Consolidate information from Skill Audit reports, PDP's & WSP ▪ Compile the training & development programme 	SDF				
Conduct training & capacity building in policy implementation & legislative compliance matters	<ul style="list-style-type: none"> ▪ Develop training material ▪ Arrange for training logistics ▪ Conduct the training and training impact assessment 	Consultant				
DEVELOPMENT PRIORITY 2- CAPACITY BUILDING & SUPPORT TO LOCAL MUNICIPALITIES						
OBJECTIVE 1: Maximize the potential of CDM LM's and District Municipality to effectively and efficiently deliver services to their communities						
			Strategies for Support	Related Projects	Comments	
			To improve the performance of low capacity LM's in Organizational and HR arrangements	<ul style="list-style-type: none"> o Conducting HR Audits o Policy/Procedure development o Review of Organograms 	On request and demand the select LM's will be given assistance with the activities and survey related to these projects.	

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HR Required Support	Activities in Support	Responsibility/Role Players	Time-Frame	Resources Required
Conduct HR audit	<ul style="list-style-type: none"> ▪ Develop HR audit tools ▪ Conduct HR audit ▪ Develop HR audit report 	<ul style="list-style-type: none"> ▪ SHR Officer and HR Manager 		<ul style="list-style-type: none"> ▪ IT support ▪ Support from departmental Directors/Managers (Chasers)
Policy & Procedure Development	<ul style="list-style-type: none"> ▪ Develop Policy/Procedure checklist ▪ Submit the checklist to LM's for verification process ▪ Develop a gap analysis report with recommendations to LM's ▪ Assists LM's in developing HR Policy/Procedure Manual 	<ul style="list-style-type: none"> ▪ SHR Officer and HR Manager 		<ul style="list-style-type: none"> ▪ Support and buy-in from LM's HR Managers/Officers ▪ Support from the internal & external Consultants
Reviewing Organizational Structures	<ul style="list-style-type: none"> ▪ Collect information & documentation ▪ Consult with LM's HR Practitioners ▪ Review the Structures ▪ Develop and submit a review report with recommendations 	<ul style="list-style-type: none"> ▪ SHR Officer and HR Manager 		<ul style="list-style-type: none"> ▪ Corporate Services and Finance Director's Support ▪ IT Support ▪ LM's HR Directors Support
DEVELOPMENT PRIORITY 3- ECONOMIC DEVELOPMENT				
OBJECT 3: To develop and enhance technical and life skills in line with labour market demands of the district in strategic sectors and the region at large			Strategies for Support Partner with key players in Human Resources and skills developments	Related Projects <ul style="list-style-type: none"> o Coordination of in-house skills development o Development of LM's & DMA's HR Development Strategy o Assist in the
				Comment On request by the Economic Development Department and on demand the in-house projects/assignments in assisting will be executed

HR Required Support	Activities in Support	Responsibility/Role Players	Time-Frame	Implementation of the HRD Strategy Resources Required
Conduct a specialized Training needs analysis and skills Audit	<ul style="list-style-type: none"> ▪ Development of Training Need Analysis/Skills Audit tools ▪ Administration of Tools ▪ Data Capturing analysis and interpretation ▪ Development & submission of a report with statistics and recommendations 	SDF and the HR Manager		<ul style="list-style-type: none"> ▪ IT Support ▪ Director ED Support and information sharing ▪ Printing support
Develop Training Schedule	<ul style="list-style-type: none"> ▪ Consolidate employee database and statistics ▪ Consult with departmental Heads ▪ Get approvals from line Managers on Employee training needs ▪ Develop and verify the training schedules with relevant custodians and line 	SDF		<ul style="list-style-type: none"> ▪ IT Support ▪ Departmental line Manager support ▪ Printing support
Coordinate training and skills Programmes	<ul style="list-style-type: none"> ▪ Organize training facilities in-house or externally ▪ Consult and verify training logistics ▪ Inform the 	SDF		<ul style="list-style-type: none"> ▪ Telephone and Electronic Mailing ▪ Training Budget

	employees and the supervisors of the training logistics and remind them of schedule thereof					
Develop Human Resource Development Strategy	<ul style="list-style-type: none"> Research and Consolidation of information Conduct Benchmarking and analysis Develop the HRD strategy 	Senior HR Officer and HR Manager		<ul style="list-style-type: none"> Corporate and Finance Services director support Printing support 		
Assist in the Implementation of the HRD	<ul style="list-style-type: none"> Present and submit the HRD strategy to ED Director & Manager HRD Strategy Implementation Framework Workshop the Director and Manager ED on the Strategy & Framework 	Senior HR Officer and HR Manager		<ul style="list-style-type: none"> Corporate and Finance Services Director support Printing support 		
DEVELOPMENT PRIORITY4 – COMMUNITY SERVICES						
OBJECTIVE 5: Promote voluntary testing and counseling amongst the inhabitants of the CDM area of jurisdiction						
HR Required Support	Activities in Support	Responsibility/Role Players	Time-frame	Resources Required	Related Projects	Comment
Establish an Integrated Health & Wellness Programme	<ul style="list-style-type: none"> Conduct Research and Benchmarking Consult all stakeholders for information 	Senior HR Officer, HR Manager, Environmental Services Manager, Health Services Manager		<ul style="list-style-type: none"> Director, Health Services, Infrastructure & Planning, Corporate and Finance support Printing support 	<ul style="list-style-type: none"> Establish an Integrated Health & Wellness Programme Develop Health & Wellness Policy Develop VCT Strategy 	An internal HIV/Aids, Health & Safety Committees do exist only the EAP has not establish to form coalition to programme

	<ul style="list-style-type: none"> ▪ In sharing collaboration establish the Programme ▪ Conduct Research and reviews Best Practices ▪ Consolidate information ▪ Develop the Policy ▪ Conduct bench-marking, research & analysis ▪ Information verification & consolidation ▪ Develop the VCT Strategy ▪ Submit for review & comment ▪ Modify if necessary ▪ Submit the final strategy 	Senior HR Officer, HR Manager			<ul style="list-style-type: none"> ▪ Support from Manager ▪ Environmental Services Manager ▪ Printing support ▪ Support from, HR Manager ▪ Printing support 	
Develop the VCT Strategy		Senior HR Officer, Health Services Director/Manager				
DEVELOPMENT PRIORITY 5 – COMMUNITY SERVICES						
OBJECTIVE 6: To ensure traditional surgeons and traditional nurses are trained in general health issues, HIV/AIDS prevention and sage practices						
HR Required Support	Activities in Support	Responsibility/Role Players	Time-Frame	Strategies for Support	Related Projects	Comment
Conducting Training Impact Assessment	<ul style="list-style-type: none"> ▪ Develop training impact assessment tools ▪ Conduct the training impact assessment ▪ Develop & 	SDF		Ensuring training of Iingcibi and amakhankatha in safe health practices	<ul style="list-style-type: none"> o Conducting Training Impact Assessment o Conducting Trainer Impact Assessment o Conducting trainer Impact o Assist in Planning for training. 	
					Resources Required	<ul style="list-style-type: none"> ▪ Support from Senior HR Officer and HR Manager

<p>Conducting Trainer Impact Assessment</p>	<p>submit impact assessment report</p> <ul style="list-style-type: none"> ▪ Develop trainer impact assessment tools ▪ Conduct the trainer impact assessment ▪ Develop & submit impact assessment report 	<p>SDF</p>	<ul style="list-style-type: none"> ▪ Support from Senior HR Officer and HR Manager 	
<p>Assist in training planning</p>	<p>Provision of relevant information</p> <ul style="list-style-type: none"> ▪ Assist in skills development programmes ▪ Assist in coordination capacity building programmes 	<p>SDF</p>	<ul style="list-style-type: none"> ▪ Support from senior HR Officer and HR Manager 	

4.3.13 THE WOMAN'S EMPOWERMENT POLICY AND STRATEGIC PLANNING FRAMEWORK

The CDM recognises that it has a critical role to play in addressing gender imbalances which exist and which have resulted in women being most adversely affected.

The **Women's Empowerment Policy Framework** serves to guide the CDM in creating opportunities which contributes to women's empowerment.

The accompanying **Strategic Planning Framework** which facilitates the translation of the policy into action must be read in conjunction with this policy.

The Women's Empowerment Policy Framework:

The CDM identified the vulnerability of women within the municipality and recognized the importance of finding ways of responding effectively to the needs of women. As such, the municipality engaged in an exploratory exercise to determine how best to guide service delivery and human resource practices so that discrimination which women confront is addressed to enable women's access to and utilization of available opportunities to improve their life circumstances.

Following a desktop review of documentation, an initial draft policy guideline was developed. The information from this process enabled the municipality to sketch out a more consultative process for developing a Women's Empowerment Policy which could be owned by officials working within the CDM as well as key role-players within civil society.

The current team responsible for overseeing the implementation of this policy is the Municipal Manager, the manager responsible for Capacity Building & Support to Local Municipalities as well as the co-ordinator of the HIV/AIDS plan.

All managers responsible for the various developmental priorities, including human resources will need to provide quarterly reports of the progress within their departments/units in terms of ensuring opportunities are created for women's empowerment. These reports will be developed according to clear reporting guidelines and be tabled at Council meetings.

The existing institutional arrangements will be reviewed in order to ensure that the institutional support established is feasible, thus reflective of the CDM's commitment to promote and ensure women's empowerment.

The CDM feels that its greatest contribution to supporting women's structures and forums is through the support of Capacity Building Initiatives.

The United Nations Development Programme (UNDP) defines 'capacity building' as *the creation of an enabling environment with appropriate policy and legal frameworks, institutional development, including community participation (of women in particular), human resources and strengthening of managerial systems.*

Capacity building is a long-term, continuing process, in which all stakeholders participate such as ministries, local authorities, non-governmental organizations, professional associations, academics and others.

The CDM will strive to build capacity on applying gender analysis and instituting gender mainstreaming processes among staff within the CDM as well as within the Local Municipalities and among key stakeholders.

In order to ensure that the policy is realized, the CDM is determined to have a clear strategic action plan accompany the Women's Empowerment Policy, therefore a Strategic Planning Framework is also developed to assist in the translation of the policy into action.

Strategic Planning Framework:

The Strategic Planning Framework, which accompanies the CDM's Women Empowerment Policy, introduces key actions which should be considered in initiating the process of creating opportunities for the empowerment of women who are:

- Citizens within the CDM and Local Municipalities, as well as
- Employed within the CDM and Local Municipalities

The Strategic Planning Framework outlines initial actions which the CDM should undertake over the period 2009 – 2012. As this Strategic Planning Framework is a guide, all departments/ sectors/ units within the CDM will need to adapt and further develop these plans to suit their particular circumstances.

The Strategic Planning Framework comprises two components:

Component 1: Strategic Plans in relation to the key municipal development priorities

Within the Women's Empowerment Policy, examples are provided which reflect possible ways of creating opportunities for women's empowerment. These examples were drawn on as the initial actions which are required within the CDM. Therefore, the examples are further elaborated upon in the plans below.

19.1.1 i) Priority Area: Infrastructure Investment:

In terms of the Development Priority, Infrastructure Investment, the CDM will prioritise the creation of opportunities for women's empowerment by focusing on:

- Provision of water and sanitation;
- Promotion and improvement of public transport facilities and usage;
- Improvement of housing delivery and settlement planning with the LMs; and
- The integrated 2010/tourism infrastructure roll-out plan.

19.1.2 ii) Priority Area: Capacity Building & Support to LMs:

In terms of the Development Priority, Capacity Building & Support to LMs, the CDM will prioritise the creation of opportunities for women's empowerment by focusing on:

- Representation and position of women within structures;
- Opportunities and support provided for training and educational programs;
- Enhancing skills to create opportunities to enable women in communities to participate in discussions and decision making around provision of services;
- Developing accountability systems for ensuring prioritization of women's empowerment.

19.1.3 iii) Priority Area: Economic Development:

In terms of the Development Priority, Economic Development, the CDM will prioritise the creation of opportunities for women's empowerment by focusing on:

- Prioritising the creation of increased employment opportunities for poor women;
- Prioritising women entrepreneurs in developing strategic sectors for purposes of economic growth;
- Establishing partnerships with institutions which encourage and promote the importance of women's participation in economic development programs.

19.1.4 iv) Priority Area: Environmental Health:

In terms of the Development Priority, Environmental Health, the CDM will prioritise the creation of opportunities for women's empowerment by focusing on:

- Developing waste management strategies collaboratively with women;
- Promoting environmental health education and awareness among women;
- Providing development opportunities for women health professionals working in EHS.

19.1.5 v) Priority Area: Primary health care:

In terms of the Development Priority, Primary Health Care, the CDM will prioritise the creation of opportunities for women's empowerment by focusing on:

- Ensuring services provided are accessible and utilized by women;
- Promotion of primary health care services in a manner which is relevant for women.

19.1.6 vi) Priority Area: HIV/AIDS plan:

In terms of the development priority 'HIV/AIDS plan', the CDM will prioritise the creation of opportunities for women's empowerment by focusing on:

- Provision of prevention, treatment, care and aftercare programs for women;
- Promoting awareness of prevention, treatment, care and aftercare needs of women;
- Formulation and implementation of HIV/AIDS plans for CDM and LMS which address the prevention, treatment, care and aftercare needs of women.

19.1.7 vii) Priority Area: Disaster management:

In terms of the development priority 'Disaster management', the CDM will prioritise the creation of opportunities for women's empowerment by focusing on:

- Formulation and implementation of an institutional management strategy framework responsive to women's needs;
- Building women's capacity in fire delivery services.

19.1.8 viii) Priority Area: Special programs:

In terms of the development priority 'Disaster management', the CDM will prioritise the creation of opportunities for women's empowerment by focusing on:

- Developing and integrating a strategic plan for women's empowerment;
- Monitoring women's empowerment across all sectors within the CDM and LM.

Component 2: Strategic Plans in relation to key human resource functions

Within the Women's Empowerment Policy, recognition is given to the fact that the prioritization of women's empowerment must extend to the way in which the CDM operates in relation to its employees.

In so doing, the areas identified where contributions to the empowerment of women within its structures are as follows:

- Recruitment and selection of employees
- Recruitment and selection of external service providers
- Training and development opportunities for employees
- Monitoring & evaluation of performance

OTHER PLANS / PLANS UNDER DEVELOPMENT

The Cacadu District Local Municipality is in the process of developing a Disaster Management Plan for the District. The anticipated timeframes for the completion of the plan is indicated below. The plan will as such be included in the IDP through the annual IDP review process.

- Disaster Management Plan : Anticipated completion date – December 2010
 - Key components of the Disaster Management Plan will include:
 - Risk Management Overview- complete
 - Risk Management Process
 - Risk Treatment Options
 - Operational Planning

4.3.14 OTHER PLANS

Public Participation / Communication:

The Cacadu District Municipality has a Communication Policy (available from the CDM upon request) that seeks to enhance transparency and accountability as well as to encourage community participation.

The focus of the communication policy includes:

- Ensuring that a communication system exists which supports a two-way flow of information between stakeholders and role players throughout the District.
- On-going communication planning and development within the district.
- On-going communication capacity building.
- Improving and strengthening media relations.