



KAAP AGULHAS MUNISIPALITEIT
CAPE AGULHAS MUNICIPALITY
U MASIPALA WASECAPE AGULHAS

LOCAL ECONOMIC DEVELOPMENT STRATEGY REVISION

2016



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1 INTRODUCTION

Section 152 (1) of the Constitution sets out the objectives of local government namely:

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

GIZ defines LED as “an ongoing process by which key stakeholders and institutions from all spheres of society, the public and private sector as well as civil society, work jointly to create a unique advantage for the locality and its firms, tackle market failures, remove bureaucratic obstacles for local businesses and strengthen the competitiveness of local firms/SMEs” Local economic development is therefore not a subsection of economic development, but rather a conglomerate of sustainable economic practices within a defined geographical space.

The purpose of LED is to improve the vibrancy and sustainability of local economies, to ultimately lead to better living conditions for the majority of the population. LED is not about direct projects with the poor, but more about recognising the scale of this impact by business on poverty levels, and making this even greater. Working directly with the poor is also important but is called Social development, not to be confused with Economic development¹.

Implementation of this LED Strategy is a crucial, but is often a key challenge as it must be done within the framework of the available resources. For this reason, a variety of economic interventions have been identified namely town based interventions, sector based interventions and institutional interventions. Implementation mechanisms have also been varied and include direct implementation by the Municipality, facilitation by the Municipality as well as Community mobilisation.

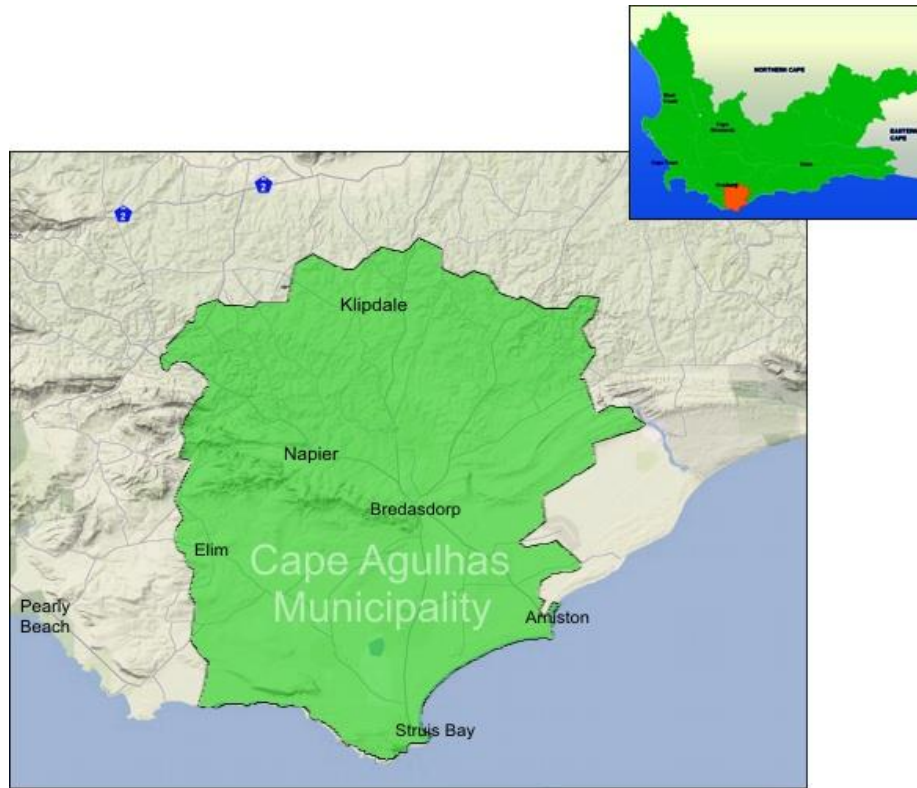
1.1 MUNICIPAL OVERVIEW

Cape Agulhas Municipality is situated in the Overberg District of the Western Cape Province and comprises a geographic area of 2411km². It is bordered by the Overstrand, Theewaterskloof and Swellendam Municipalities.

The Municipality is geographically diverse and includes 9 urban settlements namely Bredasdorp which is the administrative seat, Napier, Struisbaai, Arniston / Waenhuiskrans, Elim, L'Agulhas, Klipdale, Proteem and Suiderstrand. It also includes the vast rural areas and approximately 178 Km of coastline.

¹ Lawson J; Guiding Principles For Good LED Practice 2012 (4)

FIGURE 1: MAP OF CAPE AGULHAS MUNICIPALITY

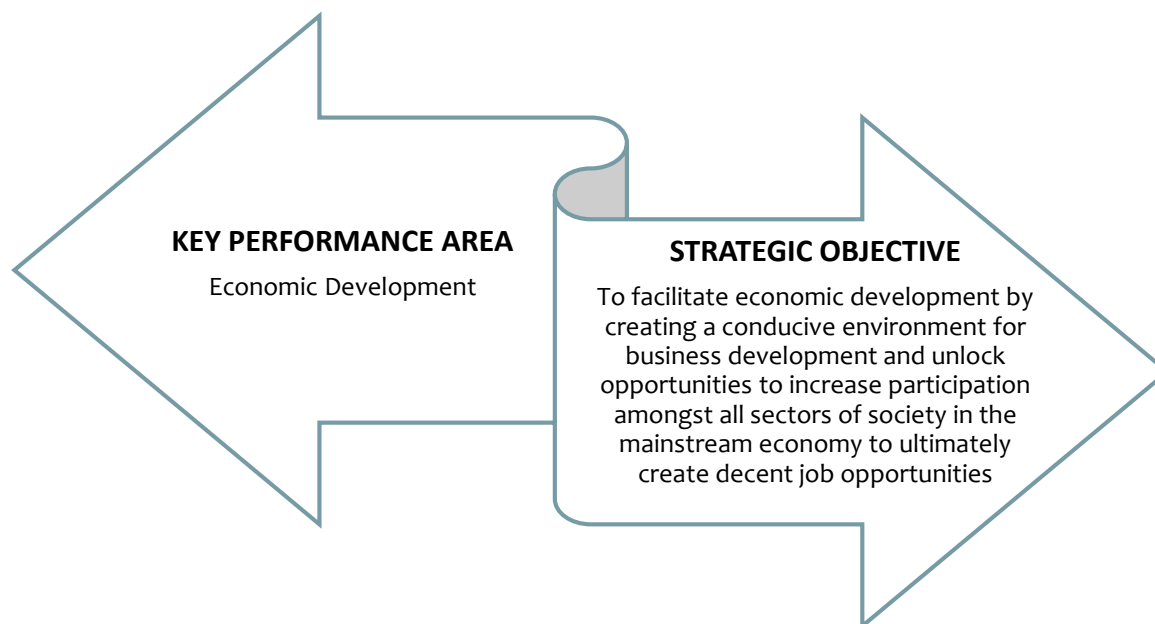


1.2 MUNICIPAL VISION AND MISSION

The Cape Agulhas Municipality vision and mission are as follows:



This LED Strategy review is developed in alignment with the broader vision and mission of the Municipality as contained in the Integrated Development Plan (IDP) and gives effect to the following key performance area and strategic objective:



1.3 ECONOMIC DEVELOPMENT ROLES AND RESPONSIBILITIES

No single sphere of government can really reach the objectives of Local Economic Development in a particular region on its own. Strategic partnerships and a culture of LED amongst all the relevant stakeholders is a fundamental requirement to really stimulate the local economy. The roles of the different strategic partners in LED can be summarised as follows:

1.3.1 CAPE AGULHAS MUNICIPALITY

The role of the CAM is to facilitate economic development by creating a conducive environment for business development and unlock opportunities to increase participation amongst all sectors of society in the mainstream economy.

The National Framework for Local Economic Development (LED) in South Africa (2006 – 2011) states that: *“Local Government is not directly responsible for creating jobs. Rather, it is responsible for taking active steps to ensure that the overall economic and social conditions of the locality are conducive to the creation of employment opportunities”*

The municipality will therefore:

- ✓ Undertake economic planning for the entire area in collaboration with stakeholders;
- ✓ Improve the comparative advantage of economic growth sectors (Eg: Agriculture & Tourism);
- ✓ Facilitate transformation in economic growth sectors;
- ✓ Support various economic development projects and value adding practices;
- ✓ Sustain and promote bio-diversity;
- ✓ Ensure the optimal utilisation of Council assets and resources to facilitate LED;
- ✓ Facilitate BBEE;
- ✓ Facilitate Enterprise Development in partnership with SEDA, DTI, DEDAT, etc.

The municipality will focus its economic development efforts on:

- ✓ Providing an enabling policy environment that includes a spatial development framework demarcating nodes for economic development;
- ✓ Establish adequate capacity for LED;
- ✓ Red Tape Reduction;
- ✓ Business Retention and Expansion;
- ✓ Destination Marketing and Tourism Development;
- ✓ Creating opportunities and tools to develop small businesses through procurement of CAM;
- ✓ Support the implementation of sustainable emerging farming initiatives;
- ✓ Creating platforms for dialogue and partnerships with business, communities and other spheres of government (Eg: LED Roundtable, CAMAF, Cape Agulhas Business Chamber, etc);
- ✓ Promoting job creation.

1.3.2 NATIONAL GOVERNMENT

- ✓ Provides the overarching legislative and regulatory framework for LED;
- ✓ Maintains inter-governmental relationships between the relevant government; departments and development institutions;
- ✓ Provides funding and other resources for the planning and implementation of LED;
- ✓ Monitors the outcomes and impact of LED initiatives.

1.3.3 PROVINCIAL GOVERNMENT

- ✓ Ensures proper alignment of LED initiatives with the relevant development programmes;
- ✓ Strengthens the capacity of local government to plan and implement LED;
- ✓ Provides funding and technical resources for the planning and implementation of LED;
- ✓ Disseminates information to municipalities and other institutions regarding LED;
- ✓ Continuously monitors and evaluates the outcomes and impact of LED initiatives;
- ✓ Co-ordinates networking platforms for LED and other development practitioners to engage on a regular basis.

1.3.4 PRIVATE SECTOR

Government can obviously not plan or implement LED effectively if the private sector, who is the key driver of a local economy, is not included in such development processes.

- ✓ Active engagement in the development planning processes of government and development institutions
- ✓ Ensure increased economic participation to all sectors of society;
- ✓ Provide sectoral insight in LED initiatives;
- ✓ Support a “buy local” and “employ local” campaign;
- ✓ Active participation in establishing and participating in LED structures and emerging business chambers;

2 STRATEGY REVIEW RATIONALE, PROCESS AND STRUCTURE

3.1 RATIONALE

The original CAM LED strategy was compiled in October 2009. This strategy was developed for the whole Municipal Area following an extensive participation exercise to allow communities to provide input into the strategy. The strategy was reviewed in 2013, with the assistance of the Provincial Department of Economic Development but was never approved by Council.

In compiling this review, cognisance was taken of the fact that Municipal Elections are scheduled for 3 August 2016. The most significant implication of this is that a new Council will be elected shortly and it is their prerogative to reappraise the overall strategic vision, mission and goals of the Municipality through the IDP process which will culminate in the development of a new five year IDP for their term of office. Section 26 of The Local Government: Municipal Systems Act, Act 32 of 2000 states that a core component of the Municipality's IDP are the Municipal Council's development priorities and objectives for its elected term, including its **local economic development** and internal transformation needs. It is therefore envisaged that it will be necessary to develop a new LED Strategy within the next 18 months. An extensive consultation process will again precede the development of this strategy.

3.2 STRUCTURE

This LED Strategy comprises the following components:

- ✓ Municipal Analysis
- ✓ Town Based Strategic Interventions
- ✓ Sector Based Strategic Interventions
- ✓ Institutional Strategic Interventions
- ✓ Implementation Framework

It must be noted that the Town Based Strategic Interventions will provide economic benefit to a specific town, whereas Sector Based Interventions are more strategic and will provide benefits to one or more towns in the Municipal Area even if they are primarily located within one town. The Development of an Agri Hub in Bredasdorp is an example of such a project.

3.3 PROCESS

This review will focus on initiatives that can be achieved within the short to medium term and is in essence a consolidation of the 2013 revision updated with other internal and external processes, initiatives and programmes relating to economic development namely:

TABLE 1 PROCESSES, INITIATIVES AND PROGRAMMES UNDERLYING STRATEGY REVIEW

TYPE	DESCRIPTION
Internal	<ol style="list-style-type: none"> 1. Cape Agulhas Municipality PACA Process (2014) 2. Comprehensive Rural Development Programme (2013) 3. Napier Small Town Re-generation Strategy (2016) 4. Cape Agulhas Municipality LED Maturity Assessment (2015)
External	<ol style="list-style-type: none"> 5. Overberg District Municipality PACA Process (2014) 6. Overberg Agri Parks Master Business Plan (2016) 7. Harbours Spatial and Economic Development Framework (2014)

Although each of the above was undertaken separately, there is a high level of confluence between the initiatives listed under each. Each of these processes, initiatives and programmes is outlined below:

3.2.1 CAPE AGULHAS MUNICIPALITY PACA PROCESS (2014)

The Western Cape Department of Economic Development and Tourism provided support to the Municipality to learn how to apply and facilitate a PACA (Participatory Appraisal of Competitive Advantage) process. The process aims to identify medium and short term catalytic projects or economic opportunities that will make a tangible contribution to economic growth, when implemented by motivated local stakeholders. Initiatives typically improve the business environment to stimulate and support competitiveness of organizations and individuals, which in turn contribute to improved sustainable business profitability, investment and job creation. PACA is a stakeholder driven process and local stakeholders participated actively in the process. The findings and economic opportunities identified, originated primarily from the approximately 60 persons who participated in the process.

PACA identified the following sectors as being key to development of the local economy:

- ✓ Agriculture which has had good crops in recent years and contributed to growth but employment levels are still declining.
- ✓ Agro-processing and tourism sectors which are most important for driving growth and employment.
- ✓ Fishing is a key economic driver but is on a steady decline due to reduced stock and quotas.
- ✓ Investor confidence in the property market is low - there is a steady decline in property transfers/sales, but it has started showing improvement.
- ✓ Government services and social grants also contribute income to the economy.
- ✓ The private sector generates income from external markets. This increases local buying power which benefits local retail, services and small business.

In summary, the PACA process sought to identify the Municipality’s general and sector competitive advantages and disadvantages. The general and sector competitive advantages and disadvantages of the key sectors in Cape Agulhas are described in the tables that follow

TABLE 2: GENERAL COMPETITIVE ADVANTAGES AND DISADVANTAGES

COMPETITIVE ADVANTAGES	COMPETITIVE DISADVANTAGES
<ul style="list-style-type: none"> ✓ A number of great events ✓ A number of developmentally minded business leaders- not fully utilised ✓ Organised business is very functional and keen on development ✓ Government declared a CRDP node ✓ A lifestyle which attracts some business people with their businesses 	<ul style="list-style-type: none"> ✓ Far from cities, markets and specialised services ✓ Little attraction for businesses to invest ✓ No clear competitive advantages for sectors other than Agriculture and Tourism ✓ Declining investment / Little confidence to invest in property ✓ Some destructive rivalries. Blocking others from succeeding. "Them & us" groups divisions in society ✓ Some holiday home owners resist development ✓ Municipal failure to cut public sector red tape ✓ Limited availability of goods locally- many locals shop in Cape Town ✓ Limited shops in Arniston & Struisbaai- spaza shops owned by foreigners ✓ Limited youth activities lead to drugs and other crime ✓ Limited financing for entrepreneurs

TABLE 3: TOURISM COMPETITIVE ADVANTAGES AND DISADVANTAGES

COMPETITIVE ADVANTAGES	COMPETITIVE DISADVANTAGES
<ul style="list-style-type: none"> ✓ Opposite of city, tranquil, safe, country, coastal, simple lifestyle ✓ Nature largely unspoilt Coastal lifestyle for the whole family ✓ Beautiful white beaches with clear blue waters ✓ Outstanding fishing and potential for boat activities, lots of whales and sting rays ✓ Lots of diverse tourism activities ✓ Attractions unique to Cape Agulhas Southern point/tip of Africa + Lighthouse 	<ul style="list-style-type: none"> ✓ Blessed with natural attractions –not so easy to enjoy. ✓ Tourism product (things to do) not well developed ✓ No simple reason for tourists to like/love our product ✓ Market and locals uninformed about the amazing, diversified strengths ✓ Brand message not clear ✓ Marketing can improve. ✓ Whale breeding that nobody can see. In this large bay, why only one commercial licence? ✓ Southernmost tip: Disappoints many ✓ Lack of infrastructure at main beaches ✓ Events not designed to benefit the town optimally

TABLE 4: AGRICULTURE & AQUACULTURE COMPETITIVE ADVANTAGES AND DISADVANTAGES

COMPETITIVE ADVANTAGES	COMPETITIVE DISADVANTAGES
<ul style="list-style-type: none"> ✓ Strong, organised agri- sector ✓ More agri-processing possible ✓ Agri mega does amazing job in market development ✓ Agricultural innovation/ learning and market linkages ✓ Proper training for emerging farmers 	<ul style="list-style-type: none"> ✓ Far from market, higher transport cost ✓ Training - Elsenburg facility but not used ✓ Fishing community must do something else because of declining stock and quotas ✓ Abalone - Red tape in approval processes and Capital intensive to operate

<ul style="list-style-type: none"> ✓ Abalone ✓ Natural advantage for world’s best abalone - Strong market demand for this ✓ Relationships with DAFF for support 	<ul style="list-style-type: none"> ✓ Locals not experienced / requisite skills technical and business
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The process enabled the identification of a strategy and a number of interventions that could be performed in a relatively short space of time. The strategy and interventions are as follows:

FIGURE 2: CAPE AGULHAS MUNICIPALITY PACA STRATEGY

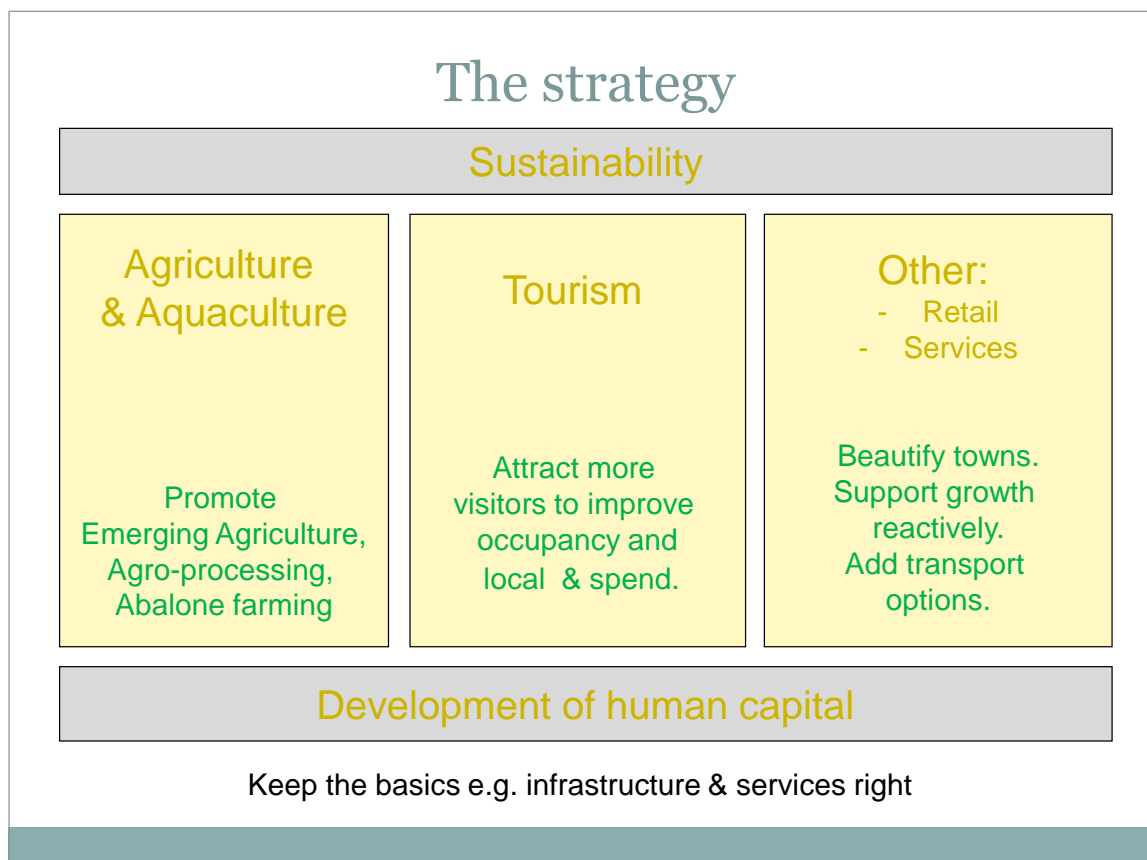


TABLE 5: CAPE AGULHAS MUNICIPALITY PACA INTERVENTIONS

SHORT TO MEDIUM TERM	LONGER TERM
<ol style="list-style-type: none"> 1) Establish an amazing Beach & Country Club as an anchor attraction for visitors. 2) Grow eco-sea based tourism activities. 3) Prioritise provision of infrastructure critical to economic development. 4) New commercial tourism facility at the Southern Most Tip. 5) Joint Steering Committee for events public and private sector. 6) Public Private Partnership to improve appearance of towns. 	<ol style="list-style-type: none"> 1) Harbour developments. 2) Utilisation of space facility 3) Possible future power station.

7) Improved/Revised marketing destination campaign.	
8) Seek Investor to process livestock sent to Cape Town.	
9) Agri-Mega, emerging farmer incubator and Department of Agriculture (DoA) training facility partnership.	
10) Complete feasibility study for the best abalone business model.	

These initiatives will be included under various parts of the strategy as a town or sector intervention.

3.2.2 COMPREHENSIVE RURAL DEVELOPMENT PROGRAMME (2013)

This programme is aimed at being an effective response against poverty and food insecurity by maximizing the use and management of natural resources to create vibrant, equitable and sustainable rural communities. The program was implemented in various municipalities within the Western Cape and is presently being rolled out in Arniston and Struisbaai. (Currently Ward 5, but Wards 5 and 6 after elections). The table below consists of all the economic projects identified by the Council of Stakeholders (COS).

TABLE 6: CRDP ECONOMIC DEVELOPMENT PROJECTS

PROJECTS	PROJECTS DESCRIPTION	TOWN	RESPONSIBLE DRIVERS/GOVERNMENT DEPARTMENT
Arniston Business Hive (Multi- Purpose)	Establishing of a business hive (Multi- Purpose Centre) on Erven 501&502	Arniston	Department Rural Enterprise & Infrastructure Development (REID)
Struisbaai Business Hive (Multi- Purpose)	Establishing of a Multi- purpose centre next to the day clinic	Struisbaai North	DRD&LR/REID/ CAM
Fish Farm	Establishing of Aquaculture Initiatives	Arniston or Struisbaai	DAFF
Abalone Farm	Establishing of Aquaculture Initiatives	Arniston	Cape Agulhas Municipality, DAFF & Private sector investment
Vegetable Tunnels	Sustainable poverty relief & job creating programme	Arniston Struisbaai	Department of Agriculture
Eco-Sea Based Tourism	Grow eco-sea based tourism activities which require boat licences as alternatives to fishing, e.g. whale watching	Struisbaai & Arniston	Cape Agulhas Municipality, CRDP (Rural Development)
Improve appearance of Towns	Establish a Public Private Partnership to improve appearance of towns	Struisbaai/ Arniston	Cape Agulhas Municipality (Community Services & Public Works)

			Private Sector(Business Chamber) Conservation Society
Fish processing / marketing infrastructure	Establish infrastructure for the marketing / processing of fish	Struisbaai/ Arniston	Department Rural Enterprise & Infrastructure Development (REID)

These initiatives will be included under various parts of the strategy as a Town or Sector Intervention.

3.2.3 NAPIER SMALL TOWN REGENERATION STRATEGY (2016)

The Small Town Regeneration (STR) Programme was undertaken in Napier with the assistance of the South African Local Government Association (SALGA). The programme aims to develop and strengthen the vibrancy of small towns in South Africa.

Local residents of the identified town are at the core of the planning and implementation of the programme unlike other similar initiatives that are led by municipalities, sector departments or non-governmental agencies. The STR Programme being led by local residents (Supported by Cape Agulhas Municipality and SALGA) ensures local buy-in and most importantly long term sustainability of the programme.

The strategy development process commenced in September 2015 and concluded in May 2016 with the submission of the draft strategy and implementation framework at the Council Meeting on 31 May 2016 where it was adopted by Council. The Strategy sets out 3 strategic objectives with initiatives.

TABLE 7: STRATEGIC OBJECTIVES AND KEY INTERVENTIONS OF THE NAPIER SMALL TOWN REGENERATION STRATEGY

STRATEGIC OBJECTIVE	INTERVENTION
1. Provision of new economic opportunities and existing business support	<ol style="list-style-type: none"> 1. Establish local weekend market infrastructure 2. Agricultural employment access 3. Small scale textile fabrication initiative – provision of facility and start production 4. Scaling of the “Patatfees” Festival 5. Identify the provision or creation of a an artisan / entrepreneur-ship development facility / hub
2. Tourism Development in Napier and surrounding area	<ol style="list-style-type: none"> 6. Develop Tourism consciousness among local businesses 7. Capitalise on the National Heritage Buildings in Napier as Tourist attractions 8. Package existing Tourism products to capitalise on Napier as the ‘gateway to Cape Agulhas’
3. Build Partnerships towards a vibrant	<ol style="list-style-type: none"> 9. Recreational activities for youth (especially sport) 10. Alien clearing project/s

socially and environmentally secure community	<ol style="list-style-type: none"> 11. Community safety structures 12. Napier Clinic and public health services 13. Access to dormant / unoccupied buildings owned by Public Institutions 14. Develop local skills & employment opportunities in the ‘care economy’
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These initiatives will be included under Napier Town Strategic Interventions.

3.2.4 LED MATURITY ASSESSMENT (2015)

The Province conducts a LED Maturity Assessment annually. The Maturity Assessment is a practical way to rapidly assess the state of maturity of a municipality in the field of LED. The assessment method relies on information gathered by interviewing the chief LED decision makers in a municipality. The belief is that LED success depends ultimately on the way these leaders make decisions. Strategy and planning documents inform these subsequent decisions. The main benefits of such an assessment include:

- Creating an awareness of gaps in know-how and opportunities to learn,
- Creating an awareness of flaws in LED approaches that could otherwise take years to recognise (when LED repeatedly fails),
- Creating an awareness of relative strengths and weaknesses of LED at various municipalities,
- Identifying cases of good practice (in specific topics) to use as examples for others to learn from,
- Informing LED capacity development programmes, and
- Monitoring growth in LED maturity over successive years.

The following table identifies the factors assessed which are critical to LED success. There are 9 key performance areas with 33 questions.

TABLE 8: LED CRITICAL SUCCESS FACTORS

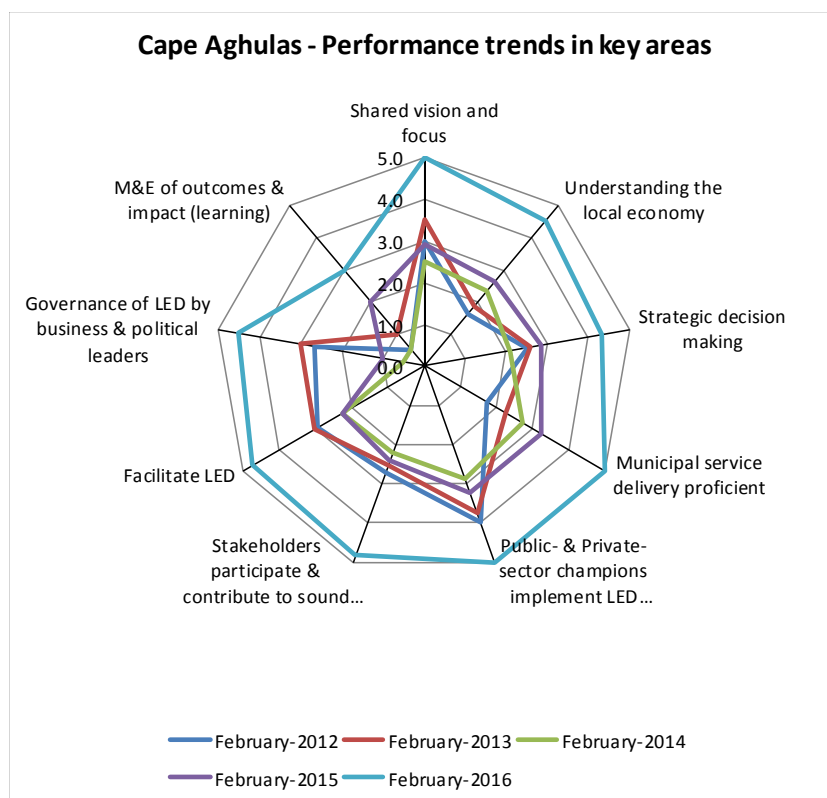
LED critical factor	Weight ²	
Completeness of vision		100%
Shared vision and focus		10%
Social context: Status and trends understood	5%	
LED focus	5%	
Understanding the local economy		60%
A good place for business	5%	
Competitiveness of key sectors	10%	
Key local markets	8%	
Business environment	5%	
Inter-firm effort to improve and cooperate	5%	
Competitive location for key sectors / clusters	5%	

² The weighting percentages above were determined by a selected reference group of LED experts.

Economic, political and regulatory framework conditions	2%	
Development orientation of local society	5%	
Good place to live	5%	
Good place for the poor to access economic opportunity	5%	
Good for the environment	5%	
Strategic decision making		30%
Reliable planning process / methodology	10%	
Smart selection of interventions	10%	
Alignment to leverage support, power and resources	5%	
Follow-through to implementation	5%	
Ability to Execute		100%
Municipal service delivery proficient		20%
Utilisation of municipal resources	10%	
Municipal ability to execute	10%	
Public- and Private-sector champions implement LED initiatives		20%
LED results to date	5%	
Process of LED initiative implementation	5%	
Organisation of capacity to implement LED initiatives	5%	
Leveraging more resources for LED implementation	5%	
Stakeholders participate and contribute to sound LED decisions		20%
Results achieved from stakeholder participation to date	7%	
Processes of stakeholder contribution to LED decision making	7%	
Organisation of stakeholder contribution to LED decision making	6%	
Facilitate LED		20%
LED facilitation process	8%	
Organisation of capacity to facilitate LED	7%	
What resources are available for LED facilitation	5%	
Governance of LED by business and political leaders		20%
Results of LED governance	5%	
Process of LED Governance	5%	
Organisation of LED Governance Capacity	5%	
M&E of outcomes & impact (learning)	5%	

The data from the 33 was gathered and analysed and aggregated into the model provided below. As can be seen Cape Agulhas Municipality is continuously improving and it is anticipated that this strategy review will address some of our shortcomings.

FIGURE 3: CAPE AGULHAS MATURITY LEVELS



Recommendations were made in respect of two key areas namely:

1. Strategic decision making

- ✓ Improve selection of LED initiatives. Which will have best outcomes & impact by leveraging off capacity of existing partnerships?
- ✓ Catalytic interventions: partnering with neighbouring municipalities for a regional impact.
- ✓ Develop clear criteria for selection of initiatives.

2. M&E of outcomes and impact (learning)

- ✓ Develop M&E Framework – to measure outcomes and **impact**
- ✓ Stakeholder participation is key to development of an effective M&E system.

These recommendations will be incorporated under the Institutional Strategic Interventions

3.2.5 THE OVERBERG DISTRICT MUNICIPALITY (ODM) PACA PROCESS (2014)

PACA processes were completed in all four local municipalities within the Overberg District Municipality. The District Strategy is informed by desk research as well as the local participatory processes which engaged 250 business leaders and other LED stakeholders. The aim of this bottom-up integrated strategy approach was to identify opportunity for complimentary and additional value addition by the District. The process enabled the identification of a strategy and a number of interventions that could be performed in a relatively short space of time.

FIGURE 4: OVERBERG DISTRICT MUNICIPALITY PACA STRATEGY

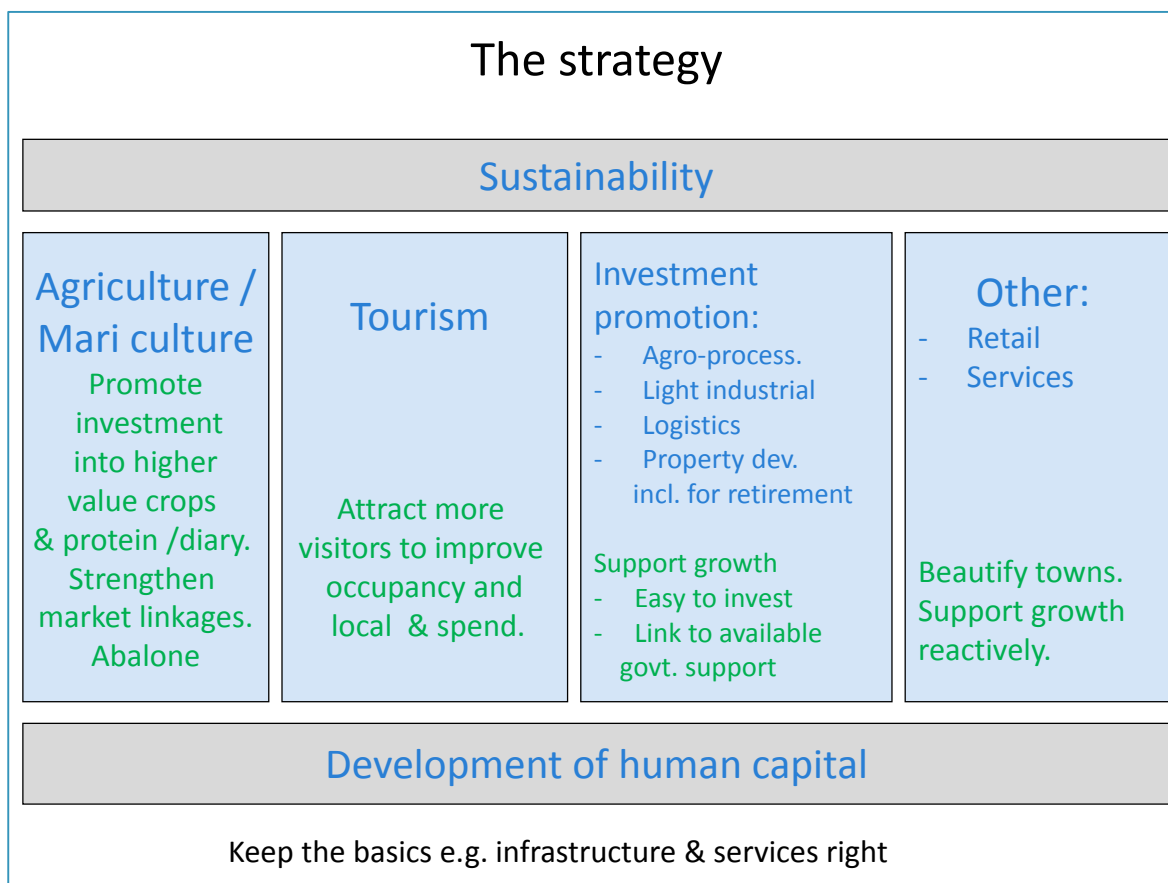


TABLE 9: OVERBERG DISTRICT MUNICIPALITY PACA INTERVENTIONS

SHORT TO MEDIUM TERM
<ol style="list-style-type: none"> 1. Promote increased investment into abalone production 2. Promote abattoir investment and further agro-processing 3. Emerging farmer incubator by Agri-Mega 4. Promote industrial/ manufacturing hub at Botrivier 5. Investment promotion at district with investment facilitation at local municipalities. 6. Partner with motorbike clubs to develop outstanding 3-4 day routes. 7. Position Overberg as number one destination for Country lifestyle and activities. Also as coastal lifestyle and activities. 8. WESGRO to develop a destination marketing strategy 9. Find out where the tourism levy goes and gain control. 10. Partner with national government departments to develop Southern-most tip of Africa.

3.2.5 THE OVERBERG DISTRICT AGRI –PARKS MASTER BUSINESS PLAN (2016)

The 2015 SoNA announced the implementation of Agri- Parks with a budget of R2bn. The Department of Rural Development and Land reform (DRDDL) are the custodian of the project.

An Agri-Park is **not only physical buildings** located in single locations (like ordinary industrial parks) per district **but** it is defined as:

*'A **networked innovation system** of agro-production, processing, logistics, marketing, training and extension **services** located in District Municipalities. As a network it **enables** the **growth** of market-driven **commodity value chains** and contributes to the achievement of **rural economic transformation (RETM)**. An **AP** contains three **service collections**:*

- a) Farmer Production Support Unit (**FPSU**) with a focus on primary production towards **food security**;*
- b) Agri-Hub (**AH**); and*
- c) The Rural Urban Market Centre (**RUMC**)'*

There are 10 principles underlying Agri-Park namely:

1. One Agri-Park per District (44) with focus on the 27 priority districts
2. Agri-parks must be farmer controlled.
3. Agri-parks must be the catalyst around which rural industrialization will take place.
4. Agri-parks must be supported by government (10 years) to ensure economic sustainability.
5. Strengthen partnership between government and private sector stakeholders to ensure increased access to services (water, energy, transport) and production on the one hand, while developing existing and create new markets to strengthen and expand value-chains on the other.
6. Maximise benefit to existing state land with agricultural potential in the provinces, where possible.
7. Maximise access to markets to all farmers, with a bias to emerging farmers and rural communities.
8. Maximise the use of high value agricultural land (high production capability).
9. Maximise use of existing agro-processing, bulk and logistics infrastructure, including having availability of water, energy and roads.
10. Support growing-towns and revitalisation of rural towns, in terms of high economic growth, high population growth over past 10 years and promote rural urban linkages

The Department of Rural Development and Land Reform commissioned the development of an Agri-Parks Master Business Plan to provide high level guidance on the development of the Overberg District Agri-Park. This plan was signed off early this year.

The Agri-Parks Master Business Plan sets the following vision and mission:

Vision

The Overberg DM Agri-Park will be a catalyst for rural economic development / industrialisation ensuring development and growth in order to improve the lives of all communities in the district.

Mission

Our mission is to strive for a viable and sustainable Agri-Park, delivering good returns for smallholder and emerging farmers, investors, customers, Black entrepreneurs, tenants, its owners and all communities in the district by ensuring that the following is achieved:

- Achieve a sustainable equilibrium between urbanisation, conservation, and tourism, mining, and agricultural activities within the District, by way of proper land use management and in partnership with the private sector and local communities.
- Define and establish a functional hierarchy of urban and rural service centres in the District, in order to optimise the delivery of social and engineering services and stimulate the local economy, while protecting valuable agricultural land.
- Promote irrigated and cultivated farming activities on suitable land within the District; and to support small scale and/ or family farmers farming throughout the remainder of the area.

The Agri-Parks Master Business Plan sets out the following objectives:

TABLE 10: OBJECTIVES OF THE AGRI-PARKS MASTER BUSINESS PLAN

OBJECTIVE	DESCRIPTION
1	Transformation and Modernization – To transform and modernise rural areas and small towns in Overberg DM through the development of the Agricultural sector over the next 10 years
2	Agri-Park Infrastructure Development – To develop an integrated and networked Agri-Park Infrastructure over the next 10 years.
3	Agri-Park Governance and Management – To enhance agricultural productivity, the Agri-Park is to enable producer ownership of 70% of the equity in Agri-Parks, with the state and commercial interests holding the remaining 30% minority shares and allowing smallholder producers to take full control of Agri-Parks by steadily decreasing state support over a period of ten years. As the Lead Sponsor, the DRDLR must appoint a suitably qualified and experienced Agri-Park Manager who will facilitate the formal establishment of the Agri-Park and its constituent institutional arrangements to ensure that the Agri-Park (at FPSUs and Agri-Hub levels) provides a comprehensive range of Farmer Support Services for farming excellence.
4	Agri-Park Funding – To facilitate funding, and investment for the development of the Agri-Park over the next 5 years
5	Agri-Park Farmers and Communities Development- To provide technical support and extension services to Agri-Park beneficiaries over the next 10 years and beyond.
6	Agri-Park Implementation Capacity – To enhance the capacity and capability of officials responsible for the implementation of the Agri-Parks over the next 3 years

The Overberg has an agricultural and ocean economy. It was therefore decided on District level to include both of these economies into the Agri-Park concept and develop it as such The Agri- hub will be developed in Cape Agulhas Municipal Area and the Aqua- hub in the Overstrand Municipal Area. Each will support Farmer Support Units (FSU).

The Agri- hub is proposed for Bredasdorp (It will also support the fisher folk from Arniston (28 km) and Struisbaai (39 km).

The **Agri-Hub** should include the following facilities and support services:

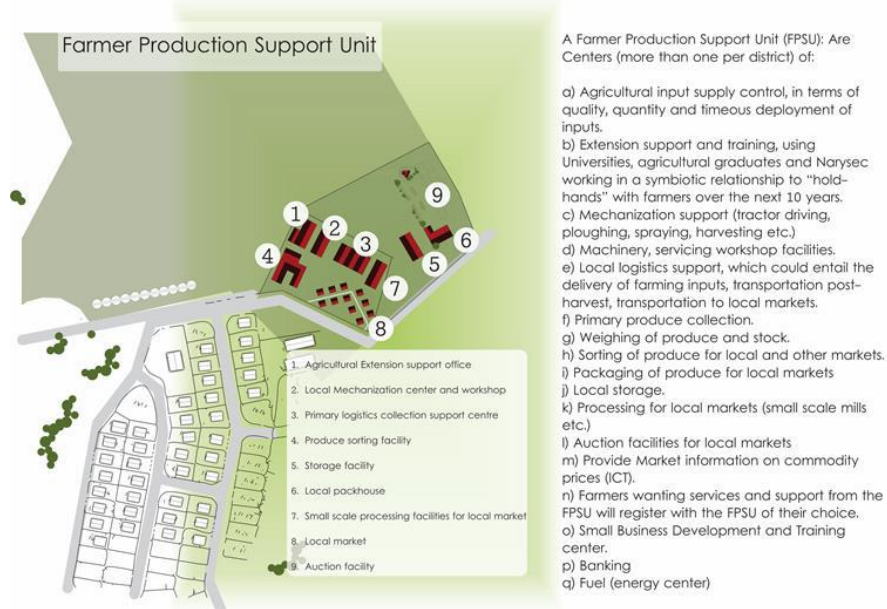
- * Possible shares in the local Abattoir which needs to expand capacity with linked irrigated pastures (10 to 20 ha) to round off animals for the premium meat market. The abattoir should further be linked to the upgrade of the local waste water plant to deliver water of irrigation standard to be used on land made available by the local municipality to establish irrigated pastures to accommodate small farmers. The abattoir will receive stock from the Napier, Genadendal and Suurbraak FPSU's.
- * Animal feed production plant to produce formulated animal feed from locally produced lucerne. It should have an estimated capacity of 500 tons per month. It will receive lucerne from the Napier, Genadendal and Suurbraak FPSU's
- * Training facilities including lecture halls and lodging for 20 trainees.
- * Intake, storage and dispatch facility of about 2000 m² for produce from the feeder FPSU's:
 - o Cattle, sheep, goats and pigs to go directly to the abattoir or to the pastures for rounding off from FPSU's as indicated earlier.
 - o Vegetables from FPSU's at Napier, Genadendal and Suurbraak to go to the packing and cooling facility.
 - o Lucerne from FPSU's at Napier, Genadendal and Suurbraak to go to market and the feed production plant on site.
 - o Flowers / proteas from the FPSU's at Napier, Genadendal and Suurbraak to go to market.
 - o Honey bush tea (berg tee) from the Suurbraak FPSU.
- * Small packing and cooling facility for vegetables to handle about 200 tons of vegetables per month.
- * Fish Intake, storage (cold-room – approximately 200 m²) and dispatch facility for fish from the Arniston and Struisbaai FPSU's
- * Local market facility to sell local produce.
- * Office space (open plan office with desks), boardroom (2) facilities, internet cafe and secretarial services for local emerging farmers.
- * Main production input supply facility (most probably a cooperative) of about 2000 m² (shop to purchase production inputs like fertilizer, chemicals, seed irrigation equipment, small tools, etc.) to be operated with a strategic partner along the following lines:
 - o A small farmer / emerging farmer (client) will approach the cooperative for production inputs for a specific crop and quantity.
 - o The cooperative and client will enter into a supply / purchase contract stipulating, crop or farming enterprise, quantity and timing, eg. Number of sheep or area to be planted with crop and when planting will take place. From this it will be clear as to what is needed, when and how much;
 - o The cooperative will inspect the clients operations on a regular basis to ensure that the client adheres to the contract;
 - o The contract will also stipulate that the client must deliver the produce to the cooperative who will grade and pay the client market price minus the costs of the inputs supplied. The cooperative will then re-sell the produce delivered to one of the other facilities in the Agri-Hub for further processing of packaging;
 - o Cooperative personal will, as part of their service, supply extension services to the client;

- * Main mechanization centre and equipment servicing and repair centre of about 500 m² to effect major repairs to the fleet of trucks, tractors and vehicles that service the hub and its feeder FPSU's
- * Extension services with shared offices at the training centre.
- * Market information centre with shared offices at the training centre.

FIGURE 5: AGRI-HUB CONCEPTUAL LAYOUT PLAN



FIGURE 6: FPSU CONCEPTUAL LAYOUT PLAN



The FSU should be developed in Napier and will serve Spanjaardsloof (23 km) and Elim (27 km), to support stock farmers (cattle, sheep and goats), vegetable and flower farmers. Rooibos tea and

honey bush tea are starting to develop in this area. This FPSU should be developed for future support in these commodities.

This FPSU should include the following facilities and support services:

- * Small Produce handling facility – receipt and dispatch of produce from the catchment areas, animals, vegetables, flowers / proteas and in future rooibos and honey bush tea.
- * Packing and cooling facility for handling and packing of flowers / proteas.
- * Mechanization and repair centre.
- * Local market facility to sell produce locally.
- * FPSU production input supply facility (a local branch of the main production input supply facility).
- * Small meeting and internet facility.

The Business Plan also identifies existing projects in the Municipal Area that need to be further supported to enable them to benefit from the Agri –Park concept as well as agro-processing opportunities.

TABLE 11: CATALYTIC PROJECTS AND AGRO PROCESSING OPPORTUNITIES ALIGNED TO THE AGRICULTURE PARK CONCEPT

PROJECTS ALLIGNED TO THE AGRICULTURE PARKS CONCEPT	AGRO PROCESSING OPPORTUNITIES
<ul style="list-style-type: none"> ✓ Arniston Crawlers fish processing facilities. ✓ Napier Protea Cheese Factory. ✓ A number of agricultural related farming projects in the District, notably, grain, vegetables, berries, pigs, cattle and dairy (Health Gro, Riverside etc) 	<ul style="list-style-type: none"> ✓ Shares in the local Abattoir in Bredasdorp that is in need for expansion and upgrade for small and large stock associated with irrigated pastures and a feedlot to round off stock before being slaughtered for the premium meat market. Associated with the existing irrigated pastures, additional land is available to be developed into irrigated Russian grass pastures for small farmers using purified waste water from the to be upgraded Bredasdorp waste water plant. The upgrading of the waste water plant to produce water suitable for irrigation will be part of this project. ✓ Feed processing plant (pelleting plant) to formulate animal and abalone feed from locally produced lucerne, soy and other ingredients.

The establishment of an Agri Hub and Farmer Support Unit in cooperation with the Department of Rural Development and other stakeholders is the most catalytic project of this strategy as it has the potential to give effect to all the smaller agricultural initiatives that were contained in the initial strategy and other plans and programmes contained under this section of the strategy. It is furthermore imperative that when Council considers applications for land in the future that cognisance be taken of this initiative and the manner in which new projects will align to it.

3.2.7 HARBOUR SPATIAL AND ECONOMIC DEVELOPMENT FRAMEWORK (2014)

The Harbour SEDF Project aims to

- * Ensure that DPW develops each harbour with a view to unlock the economic potential and in turn creating sustainable livelihoods for the local communities
- * Develop a SEDF for each harbour which will provide a strategic, indicative forward planning tool to guide development and planning as well as decision making on land use that encourage an optimal tenant mix
- * To facilitate a proactive planned approach to addressing all problems and issues currently experienced by the Harbour Steering Committee, DPW, DAFF as well as future management of the harbours
- * Identifying sustainable socio-economic opportunities for each harbour.

The two fishing harbours in our Municipal Area earmarked for development are the Arniston and Struisbaai Harbours. The project forms part of Operation Phakisa (marine/aquaculture projects) and the intention is that the harbour 40 precinct development proposals integrated into the Municipality's spatial development framework (SDF).

The harbours both have economic potential from both a fishing and tourism perspective and there is still room for development on both Public Works and Municipal Land in the immediate vicinity of the harbours. It is imperative that spatial and economic planning for these areas be done jointly and the proposed way forward is the establishment of a task team.

3 MUNICIPAL ANALYSIS

A core component of economic development is to empower the local community to participate in the local economy and in so doing take charge of their own destiny and lessen their dependency on the social safety net provided by the different spheres of government. An essential component of this strategy is therefore to identify demographic, social and economic trends that impact on the functioning of the local economy as well as participation therein by the local community.

3.1 DEMOGRAPHIC PROFILE

3.1.1 POPULATION

According to Census 2011 CAM has a total population of 33038 people. According to population estimates by the Department of Social Development, the population is expected to grow by an average of 1.6 % per annum. The following table depicts the population per town, gender and race.

TABLE 12: POPULATION BY TOWN, GENDER AND RACE PER TOWN

TOWN	AFRICAN		COLOURED		INDIAN		WHITE	
	M	F	M	F	M	F	M	F
Napier	246	200	1342	1463	10	10	400	517
Cape Agulhas NU	457	261	2067	2087	4	6	684	568
Bredasdorp	1115	863	4876	5448	30	34	1405	1549
Elim	50	54	623	670	-	-	6	8
Arniston	19	12	530	584	1	1	60	61
Struisbaai	273	216	928	1021	10	10	633	743
Agulhas	16	23	13	13	-	1	210	262
Suiderstrand	1	2	-	-	-	-	20	20
TOTAL	2177	1632	10378	11286	55	57	3418	3728

Source: StatsSA census 2011

The following Table depicts the population by gender and age.

TABLE 13: POPULATION BY AGE AND GENDER

AGE	MALE	FEMALE	TOTAL
0 - 4	1356	1335	2691
5 - 9	1195	1211	2406
10 - 14	1342	1301	2643
15 - 19	1247	1406	2653
20 - 24	1354	1351	2705
25 - 29	1411	1396	2807
30 - 34	1158	1009	2167
35 - 39	1131	1111	2242

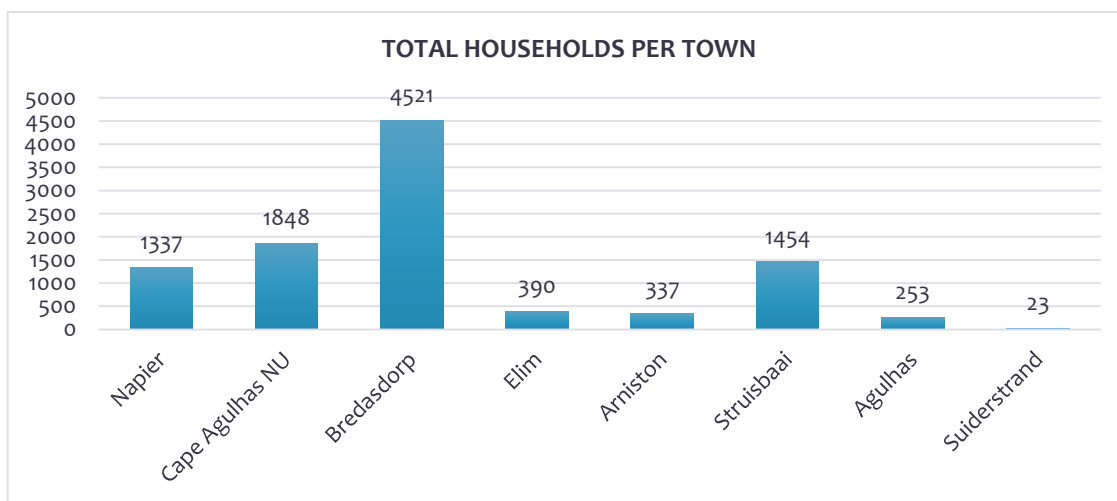
AGE	MALE	FEMALE	TOTAL
40 - 44	1226	1271	2497
45 - 49	1087	1178	2265
50 - 54	999	1025	2024
55 - 59	762	799	1561
60 - 64	642	780	1422
65 - 69	518	579	1097
70 - 74	378	472	850
75 - 79	237	272	509
80 - 84	129	188	317
85 - 89	35	77	112
90-120	21	47	68
GRAND TOTAL	16228	16808	33036

Source: StatsSA census 2011

3.1.2 HOUSEHOLDS

According to Census 2011 CAM has 10163 households within its area of jurisdiction. The majority (44%) are in Bredasdorp. Of importance to note is that 18% of the households are situated in rural areas (Cape Agulhas NU) and are not serviced by the Municipality.

FIGURE 7: HOUSEHOLDS PER TOWN



Source: StatsSA census 2011

3.2 SOCIAL PROFILE

3.2.1 POVERTY

Poverty impacts on the socio-economic and wellbeing dynamics of the area. It also places considerable pressure on municipal finances in terms of the provision of indigent grants.

The StatsSA 2014 Poverty Trends Report specifies that the lower-bound poverty line (LBPL) for March 2011 was set at R443 (per capita, inflation adjusted poverty line) meaning that any individual earning less than R443 a month would have to sacrifice essential food items in order to obtain non-food goods. Compared to the below specified average household income for Cape Agulhas Municipality, 11% of households in the municipal area earn less than R400 per month and therefore fall below the LBPL.

TABLE 14: INCOME LEVELS

None	R1- R4800	R4801- R9600	R9601- R19600	R19601- R38200	R38201- R76400	R76401- R153800	R153801- R307600	R307601- R614400	R614401- R1228800
9.6	1.4	2.5	12.7	22.8	19.9	14.2	10.6	4.7	1.2

Source: Socio-economic Profile 2015

3.3.2 EMPLOYMENT

Poverty is exacerbated by unemployment. It is important to distinguish between narrow and broad unemployment, as its interpretation and use as an indicator may have contrasting consequences on policy formulation. Narrow unemployment is defined as the number of people who have not worked for two weeks prior to the survey date but have taken active steps to look for work/employment. Broad unemployment is defined as the number of people seeking employment two weeks prior to the survey date and includes persons that did not take active steps to look for work/employment, for example, discouraged work-seekers.

TABLE 15: UNEMPLOYMENT RATE

NARROW UNEMPLOYMENT	BROAD UNEMPLOYMENT
13.8%	19.7%

Source: StatsSA census 2011

The following table provides a summary of employment statistics by race and gender.

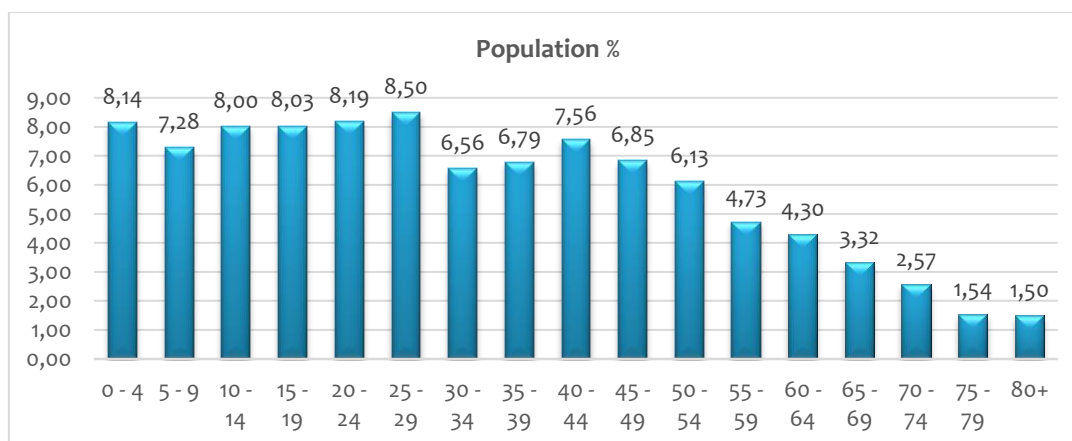
TABLE 16: EMPLOYMENT STATISTICS

EMPLOYED					
	Black African	Coloured	Indian or Asian	White	Other
Male	1176	4221	30	1551	134
Female	528	3712	16	1205	39
UNEMPLOYED					
	Black African	Coloured	Indian or Asian	White	Other
Male	249	639	-	60	15
Female	209	766	4	60	15

DISCOURAGED WORK-SEEKER					
	Black African	Coloured	Indian or Asian	White	Other
Male	28	415	1	28	5
Female	57	489	4	43	5
OTHER NOT ECONOMICALLY ACTIVE					
	Black African	Coloured	Indian or Asian	White	Other
Male	211	1660	8	571	16
Female	384	2670	19	1092	10

The economically active population (EAP) is classified as individuals aged 15-65. The figures below indicate that CAM has a fairly young population. A large number of youth (age 0-14) are dependent on the EAP which will ultimately have an effect on education and job creation.

TABLE 17: ECONOMICALLY ACTIVE POPULATION



(Source: StatsSA census 2011)

3.2.3 EDUCATION

The importance of education and skills development is that it will improve access to available employment opportunities. The low education and skills levels of the Cape Agulhas community are currently contributing to unemployment and poverty.

Literacy is used to indicate a minimum education level attained. A simple definition of literacy is the ability to read and write, but is more strictly defined as the successful completion of a minimum of 7 years of formal education. Since most learners start school at the age of 7 years, the literacy rate is calculated as the proportion of those 14 years and older who have successfully completed a minimum of 7 years of formal education. The literacy rate in Cape Agulhas was recorded at 81.1% in 2011 which is lower than the average literacy rate of the Western Cape at 87.2%.

Education remains one of the key avenues through which the state is involved in the economy. The impact of the education and training system on the lives of the population is an important barometer of the contribution to development. The matric results are among the most important indicators of the performance of the schooling system.

TABLE 18: EDUCATION OUTCOMES (MATRIC PASS RATE) 2013-2014

2013	2014
92.1%	87.8%

Source: Socio-economic Profile 2015 / Western Cape Education Department, 2015

Of concern is the school drop- out rate as this limits skills development and access to tertiary education. According to the Annual Survey of Public and Independent Schools (ASS) done by WCED in 2014, the average school dropout rate in Cape Agulhas was recorded at 37.9% in 2012. The dropout rate measured amongst Grade 10 learners of 2013 and Grade 12 learners at the start of 2015 was 23.7%.

The following table indicates highest education levels within the Municipal Area – as can be seen the highest proportion of our community have not completed their schooling.

TABLE 19: TERTIARY EDUCATION LEVELS

LEVEL	NUMBER
Grade 0 - No schooling	2175
Grade 1 / Sub A - Grade 5 / Std 3/ABET 2	5160
Grade 6 / Std 4 - Grade 11 / Std 9 / Form 4	14120
Grade 12 / Std 10 / Form 5	5227
NTC I / N1/ NIC/ V Level 2 - Post Higher Diploma Masters; Doctoral Diploma	2202
Bachelor’s Degree - Higher Degree Masters / PhD	873

3.2.4 CRIME

Crime affects the economy by placing a financial burden on taxpayers and governments. It also has an effect on the investment climate within a Municipal Area and can discourage potential investment if left unchecked.

TABLE 20: CRIME STATISTICS: 2005/6 – 2014/15

CATEGORY	2011/12	2012/13	2013/14	2014/15
Murder	10	11	8	12
Total sexual offences	68	47	56	54
Burglary at residential premises	209	250	284	297
Drug-related crime	411	354	409	387
Driving under the influence or alcohol or drugs	83	74	77	61

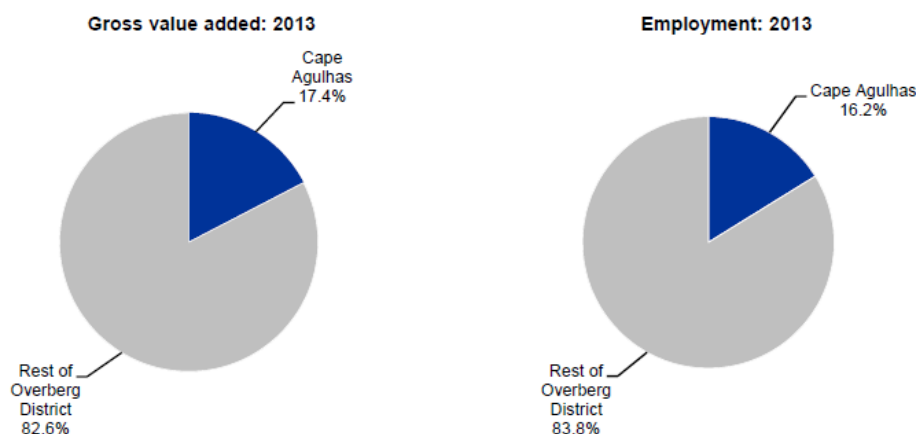
Source: Socio-economic Profile 2015

It is evident from the above figure that drug-related crimes - possession, manufacturing, distribution of illegal substances (including alcohol related transgressions) - is a major concern in the Municipal Area.

3.3 ECONOMIC TRENDS

According to the 2015 MERO, Cape Agulhas has a significantly smaller economy than Theewaterskloof and Overstrand, but it has also shown expansion. The regional economy accounted for R2.3 billion of the District’s R13.3 billion economy, or 17.4 per cent, and employed 12 300 (or 16.2 per cent) of District’s workforce in 2013.

FIGURE 8: CAPE AGULHAS SHARE OF OVERBERG DISTRICT GROSS VALUE ADDED AND EMPLOYMENT: 2013

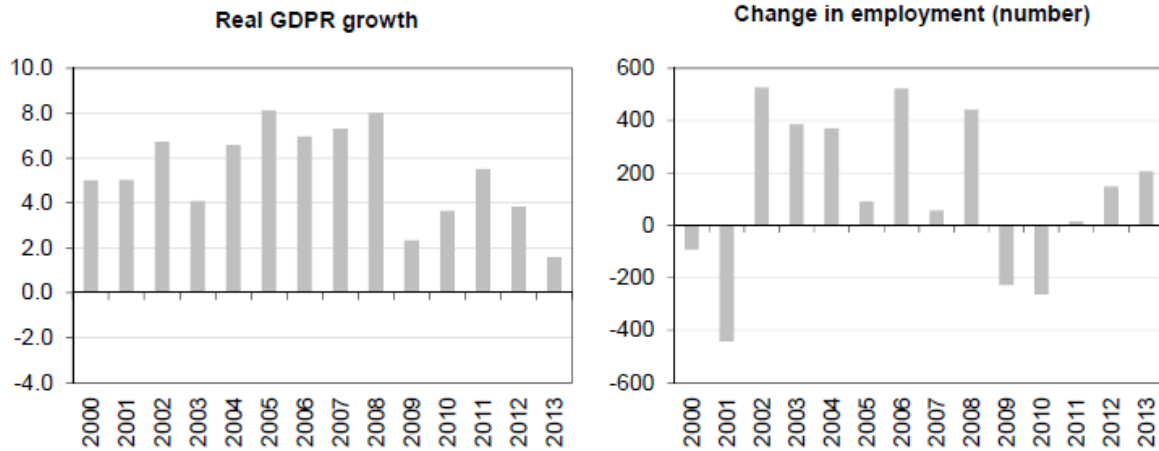


Source: Quantec Research, Own calculations

Extracted from MERO 2015

The region is well-known for its scenic beauty, both along its coastline and in the interior, as well as successful farming in the area. The industry structure of the regional economy reveals a notably bigger share of the so-called ‘public sector’, i.e. general government and community, social and personal services. This sector accounted for 29 per cent of GDP in 2013 and employed the largest share of the workforce, i.e. 35 per cent. This feature must be explained by the presence of the military in the area. For the remainder, the commercial service sector is also important (40 per cent of GDP and employing a third of the region’s workforce) and is the relative size of the construction industry (11 per cent) notable

TABLE 21CAPE AGULHAS REAL ECONOMIC AND EMPLOYMENT GROWTH: 2000 – 2013



Source: Quantec Research, Own calculations

Extracted from MERO 2015

In terms of economic growth performance of the Municipality, all major sectors expanded over the past 10 years, from agriculture and fishing (2.1 per cent per annum) to manufacturing (5.7 per cent per annum), construction (8.6 per cent) and commercial services (4.7 per cent). The relatively rapid growth of the region’s primary and secondary economic activities also resulted in a softer adverse labour market trend, with the net outflow of workers being more moderate. Combined with net employment creation in the tertiary sector, the municipal economy registered positive net overall employment growth, both before and after the 2009 recession –

TABLE 22CAPE AGULHAS GROSS VALUE ADDED, REAL ECONOMIC GROWTH AND EMPLOYMENT CREATION

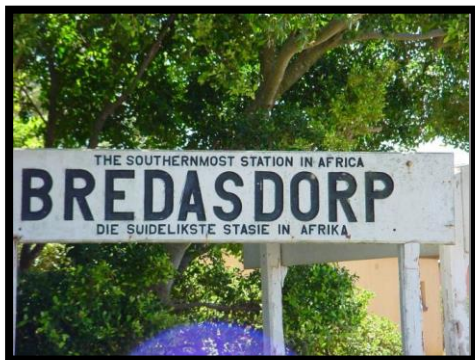
Sector	Value-added: 2005 - 2013			Employment: 2005 - 2013				
	R million value 2013	Real growth per annum (%) 2005 - 2013	Real growth per annum (%) 2010 - 2013	Number 2013	Growth per annum (%) 2005 - 2013	Level change 2005 - 2013	Growth per annum (%) 2010 - 2013	Level change 2010 - 2013
Agriculture, forestry and fishing	161	2.1	0.5	1 501	-3.9	-724	-0.9	-62
Manufacturing	242	5.7	2.3	1 062	0.1	4	-3.0	-139
Construction	251	8.6	2.2	1 336	-0.7	-112	-5.7	-364
Commercial services	914	4.7	3.9	4 047	1.3	427	1.4	222
General government and Community, social and personal services	676	6.4	5.9	4 306	4.3	1 363	2.8	445
Other sectors	66	0.4	1.3	93	6.4	34	2.5	5
Total Cape Agulhas	2 309	5.3	3.6	12 344	1.0	991	0.2	107
Overberg District	13 279	4.6	3.4	76 220	-0.8	-5 731	-0.3	-1 129

Source: Quantec Research, Own calculations

Extracted from MERO 2015

4 TOWN BASED STRATEGIC INTERVENTIONS

4.1 BREDASDORP



Bredasdorp is centrally located within the Municipal Area at the intersection of the R316 (which runs between Caledon and Arniston) and the R319 (which runs between Agulhas/Struisbaai and Swellendam).

Bredasdorp is regarded as the regional service centre of the Cape Agulhas Municipal area and enjoys a number of comparative advantages due to its central location. It is also the economic hub of the region and home to most Government institutions and public facilities. The

predominant economic activities of the town include agriculture, manufacturing, tourism, business, financial and retail services.

Bredasdorp is home to the biggest concentration of urbanised population within the Municipal Boundary. All essential services are available in Bredasdorp. The establishment of Denel's Missile Test Range and the SA Air Force's Test Flight and Development Centre (TFDC) in the mid-eighties near Waenhuiskrans/Arniston, and the movement of the Overberg District Municipality's Head Office to Bredasdorp, accelerated the development of the town.

The temperate Mediterranean climate and limestone soil is favourable for livestock farming; some of the best merino studs are found in this area. Wheat, barley, oats and dry land lucerne are also cultivated. Many Strandveld farmers have a substantial income from the export of wild flowers and provide employment to many people.

A number of historic sites have been identified in Bredasdorp: the Anglican Rectory and Hall, Renosterkop Farm, Mountain View (Kreupelhout Drive), and Springfield Farm and the Shipwreck Museum. The old white milkwood tree, situated on the Renosterfontein farm, is reputed to be between 600 and 1 000 years old, and is regarded as the largest identified example of the species.

The Heuningberg Nature Reserve is situated south of Bredasdorp, which is home to more than 270 protected plant species. At least 6 species are found only on the Heuningberg range, e.g. the Bredasdorp Lily (*Cytanthus guthriei*) and the pincushion (*Leucospermum heterophyllum*).

TABLE 23: BREDASDORP DEVELOPMENT PROPOSALS

Town	DEVELOPMENT PROPOSALS
Bredasdorp	<ul style="list-style-type: none"> ✓ Convert station premises into a multi-purpose business development centre ✓ Provide infrastructure for informal trading in CBD ✓ Golf course development

	<ul style="list-style-type: none"> ✓ Provide light industrial sites in industrial area for warehouses, public garages, transport enterprises, service stations and industrial buildings (only storage place for wholesalers, retailers must go to central business area)
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4.2 ARNISTON / WAENHUISKRANS



The fishing village of Arniston / Waenhuiskrans is situated near the southernmost tip of Africa, approximately 24 km southeast of Bredasdorp.

The Cape Agulhas Spatial Development Framework describes this town as a typical coastal town with a relatively dominant fishing community. A unique holiday destination with unique natural resources with its main economic activity centring on Mari culture and tourism

Waenhuiskrans refers to a large cavern that can only be reached during low tide. Kassiesbaai, a well-known and attractively restored fishing village and a national monument in its entirety, is situated at Arniston / Waenhuiskrans.

Three archaeological areas of importance are found near Struispunt in the Waenhuiskrans Nature Reserve. There is a caravan park, a post office-restaurant and a number of seaside chalets that can be rented. The Arniston hotel, built in 1935, has been expanded, renovated and refurbished over the past 17 years.

This is also one of the fishing villages suffering from the rationalisation of the fishing quotas resulting into increased unemployment, economic inactivity which subsequently leads to a number of other social challenges.

TABLE 24: ARNISTON / WAENHUISKRANS DEVELOPMENT PROPOSALS

TOWN	DEVELOPMENT PROPOSALS
Arniston / Waenhuiskraans	<ul style="list-style-type: none"> ✓ Establishing of a business hive (Multi-Purpose Centre) on Erven 501&502 ✓ Promote integration of communities with sensible infill residential development ✓ Optimise the tourism potential of this historical fishing village by the proposed Fish House Centre, a visitors' centre and an asset for the Arniston community. ✓ Improve the access to the beach front and Waenhuiskrans cavern by means of pedestrian walkways ✓ Kiosk development linked to upgraded ablution facilities for tourists

4.3 L’AGULHAS AND SUIDERSTRAND



A typical holiday town and already a world-renowned tourist destination. It has the unique feature of being the southern most urban settlement on the whole African continent. A cairn marks the official position of the southernmost tip of Africa and it is at this longitudinal point that the Atlantic and Indian Oceans officially meet

The iconic southernmost tip linked to the famous lighthouse has the ability to attract large numbers of foreign and domestic tourists which will stimulate the local economy significantly. Its strategic location within the rich wild flower floral kingdom adds to the bio-diversity of the town

TABLE 25: L’AGULHAS DEVELOPMENT PROPOSALS

TOWN	DEVELOPMENT PROPOSALS
L’Agulhas	<ul style="list-style-type: none"> ✓ Development of recreational facility at beachfront which includes a tidal pool and boardwalks to the beach ✓ Boat launching pad for private boat owners ✓ Accelerate the Golf Estate Development and brand it as most southern golf course on African continent

4.4 STRUISBAAI



Struisbaai, only a few kilometres from L’Agulhas, is renowned for its pristine 14 km beach, which is the longest uninterrupted stretch of white sandy beach in the southern hemisphere.

.Struisbaai is very popular for aquatic sports. Its convenient harbour facility offers boat owners the lure of deep-sea fishing. The harbour was recently deepened and a new jetty constructed, replacing the original, which was built in 1859.

Major attractions include fishermen’s cottages at Hotagterklip and the Limestone Church, which are all National Monuments. The route to Struisbaai skirts around the Karsrivierlei and Soetendalsvlei, which is a large natural body of fresh water in South Africa. Struisbaai was also crowned the town of the year in 2006. Struisbaai is the other town in Cape Agulhas which comprise of some kind of economic hub and is renowned as a sought after tourist destination.

TABLE 26: STRUISBAAI DEVELOPMENT PROPOSALS

TOWN	DEVELOPMENT PROPOSALS
Struisbaai	<ul style="list-style-type: none"> ✓ Integrating the North Struisbaai community with the town area

	<ul style="list-style-type: none"> ✓ Development of tourism oriented facilities such as a boutique hotel and other recreational facilities ✓ Promote retail development in the CBD ✓ Upgrade beachfront as main tourist attraction with blue flag status. ✓ Support the activities and potential expansion of Hot- ✓ Hotagterklip farmstall project ✓ Struisbaai square ✓ Establishing of a Multi-purpose centre next to the day clinic
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4.5 NAPIER



Napier is situated 58 km from Caledon and 16 km from Bredasdorp off the N2 on Route 316.

Agriculture is the dominant economic activity of the Napier area with grain farming dominating this industry; wheat, barley and canola are the primary crops cultivated. This region is one of the most important wool producing areas in the country and Champion Merino sheep, which provide wool as well as meat, are the predominant small livestock of the area. Dairy and beef cattle farming are also practiced on a large scale. The climate is also favourable for vegetable farming (e.g. sweet potatoes).

The wild flower export industry has grown vastly. In addition there are a number of small industries and a significant number of inhabitants work in the construction industry. Recently various artists have made Napier their home, and their work is for sale at local businesses and at some studios. Napier is also a very popular place for retired people to live once they have retired.

Major attractions include the Kakebeenwa Monument (in memory of the Ossewa Trek) and the Dutch Reformed Church, which was declared a National Monument in 1978 as well as the only sundial in the province located at the municipal offices built by Danie du Toit in 1965.

TABLE 27: NAPIER DEVELOPMENT PROPOSALS

TOWN	DEVELOPMENT PROPOSALS
Napier	<ul style="list-style-type: none"> ✓ Promote the cultural historic heritage as a tourism attraction ✓ Urban renewal strategy of the CBD ✓ Infrastructure for informal trading in CBD ✓ Development of retirement villages ✓ Development of arts & craft centre ✓ Development of country estate (high income development) ✓ Establish local weekend market infrastructure ✓ Small scale textile fabrication initiative – provision of facility and start production ✓ Scaling of the “Patatfees” Festival

	<ul style="list-style-type: none"> ✓ Identify the provision or creation of a an artisan / entrepreneur-ship development facility / hub ✓ Develop Tourism consciousness among local businesses ✓ Capitalise on the National Heritage Buildings in Napier as Tourist attractions ✓ Package existing Tourism products to capitalise on Napier as the ‘gateway to Cape Agulhas’ ✓ Recreational activities for youth (especially sport) ✓ Alien clearing project/s ✓ Community safety structures ✓ Napier Clinic and public health services ✓ Access to dormant / unoccupied buildings owned by Public Institutions ✓ Develop local skills & employment opportunities in the ‘care economy’
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4.6 ELIM



The Elim mission station was founded in 1824 and is predominantly inhabited by members of the Moravian Church. On 12 May 1824 Bishop Hallbeck of the Moravian Church acquired the 2 570 ha farm Vogelfontein (bird fountain) from Johannes Schonken. On Ascension Thursday, 12 May 1825, the name was changed to Elim (which means palm trees). The mission station was established around the original

farmhouse built in 1796 by a Huguenot named Louis du Toit.

The church became the pivot of the settlement and is the only monument to commemorate the freeing of the slaves in 1834. The entire town has been declared a national monument and has also been identified as a historic site. The church has the oldest working clock in South Africa (more than 250 years old) and one of the most popular drawcarts of Elim is its largest wooden waterwheel in South Africa.

Elim also features a slave monument dedicated to the emancipation of slaves on 1 December 1938. The Geelkop Nature Reserve near Elim is renowned for the rare dwarf Elim Fynbos and is home to more than 200 plant species, of which 13 are on the Red Data Species List. The vegetation of Geelkop comprises mainly Elim Fynbos and Acid Sand Fynbos. Some wetland vegetation and Renosterveld remnants are also found in the area.

TABLE 28: ELIM DEVELOPMENT PROPOSALS

TOWN	DEVELOPMENT PROPOSALS
Elim	<ul style="list-style-type: none"> ✓ Improved integration of Elim community with the rest of Cape Agulhas ✓ Upgrading of the basic infrastructure and services ✓ Optimal cultivation of community gardens ✓ Optimal utilisation of the abundance of fynbos and other wildflower species as economic commodities

	<ul style="list-style-type: none"> ✓ Optimising the tourism potential of cultural heritage of Elim (e.g. repairing and marketing of the unique wooden waterwheel) ✓ Retaining of the rural historic character of the town ✓ Optimising the agricultural potential of the available land ✓ Introduce feasible viticulture (wine producing) ✓ Re-establishment of charcoal manufacturing plant ✓ Revive LED projects such as Dairy project, Womens sowing project, Mushroom project, etc
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4.7 KLIPDALE AND PROTEM

The construction of a railway line to the settlements of Klipdale and Protem and the grain elevator in the area contributed to the establishment and growth of these two settlements. With the completion of the railway line from Cape Town, via Sir Lowry's Pass, to Bredasdorp early in this century, a branch railway line was built from Klipdale (north of Napier) to a station called Protem. Protem or 'pro tempore' means "for the time being or temporary" and it functioned as a railway halt.

TABLE 29: KLIPDALE AND PROTEM

TOWN	DEVELOPMENT PROPOSALS
Protem / Klipdale	<ul style="list-style-type: none"> ✓ Introduce periodic markets linked to mobile government services

5 SECTOR BASED STRATEGIC INTERVENTIONS

One of the objectives of Cape Agulhas is to ensure that positive growth takes place in the local economy and create a conducive environment for businesses to sustain itself in a competitive arena. Comparative advantage refers to the ability of one business entity or industry to produce quality products at a lower cost and with greater efficiency than another entity. It will therefore be logical to put a strategy in place on how to improve the comparative advantage of business entities operating in the major economic sectors of Cape Agulhas.

The following paragraphs will identify strategic interventions that will improve the competitiveness of each sector as well as promote sustainable access to the various sectors. It will be seen that an intervention in one sector will also benefit another sector such as the development of an Agri hub in Bredasdorp which will also support the Marine Sector.

5.1 AGRICULTURE

Agriculture is the main economic sector within the Cape Agulhas Municipal Area. The competitive strengths of the region resides in its food value chain, including a stable agriculture sector producing for the export market, as well as the associated food and beverage processing industries. The Cape Agulhas agriculture sector is diverse and comprises grains (wheat and barley), Canola, livestock (meat and wool), vegetables and flowers. Fishing and aquaculture also contribute to the sector but will be discussed under marine enterprises

These agricultural activities ironically are also very high risk and very easily result in failed crops in the event of severe draught, hail storms or climatic extremes. The competitive nature of this industry on the export market as well as the mechanisation of the processing of the products has already resulted in significant job losses and it is therefore important to look at ways of revitalising this sector. Good crops in recent years have contributed to growth in the local economy but employment levels are still declining and agro-processing is key to driving growth and employment.

Another challenge facing the agriculture industry in Cape Agulhas is the availability of good quality water for irrigation purposes. A number of dams are situated in the area but the water of not all the dams is suitable for irrigation purposes. Cape Agulhas falls in a winter rainfall season with average rainfall patterns of 375 - 665 mm per annum of which 60% of the rain falling between Aprils – September. A strategic intervention between the Municipality, Overberg Agri and the respective irrigation boards needs to be developed to ensure that the water capacity of the region is adequately addressed in the long term.

The formal business entities in this sector also need to improve their comparative advantage, which will certainly give them an edge over their direct competitors. If these businesses are to grow they will have to improve their capacity to produce higher volumes which will have the added

advantage of more jobs being created. Most of the farm owners are members of Overberg – Agri who take responsibility for the marketing of their respective products and services.

The legacy of exclusion and discrimination in South African agriculture, are still visible and one of the most pertinent challenges is to facilitate sustainable participation in the sector by previously disadvantaged and small scale farmers. The facilitation of the development of the Agri hub in our Municipal Area is therefore the most catalytic project for the Agriculture Sector as it will address many of the challenges currently experienced by these farmers, but will also benefit the more commercial farmers.

TABLE 30: AGRICULTURE SECTOR INTERVENTIONS

INTERVENTION	DESCRIPTION
Facilitate the implementation of the Agri - Park in the Municipal Area	<ul style="list-style-type: none"> ✓ Compile a strategic plan to guide, support, monitor and evaluate small farmer development in the Municipal Area, especially farmers utilising Municipal Commonage. ✓ Facilitate the development of an Agri-hub in Bredasdorp ✓ Facilitate the development of a Farmer Support Unit in Napier ✓ Provide enterprise support to the emerging agri-enterprises indicated as catalytic projects of the Agri- Parks Master Business Plan
Transformation of the agriculture industry	<ul style="list-style-type: none"> ✓ Introduce the concept of Agri-villages to private farm owners
Emerging Farmer Development	<ul style="list-style-type: none"> ✓ Facilitate the conclusion of the process of organising small farmers into an a legal entity ✓ Agri - enterprise support and development in partnership with other stakeholders (SEFA, SEDA, DOA, Cassidra and DRDLR etc) ✓ Facilitate the acquisition of Vegetable tunnels for CRDP Area (Arniston and Struisbaai)

5.2 MARINE ENTERPRISES

It is quite evident that the diminishing marine resources and the limited allocation of fishing quotas are having a negative effect on the socio-economic fabric of such communities, especially in Arnsiton / Waenhuiskrans and Struisbaai. The Municipality in conjunction with other government departments, private sector and community organisations are constantly searching for alternative economic opportunities to sustain the livelihoods of those communities. A key challenge is supporting Small Scale Fishers to remain sustainable and the creation of value chain opportunities for their products.

The facilitation of the development of the Agri hub in Bredasdorp is catalytic in that it will also support the fisher communities of Struisbaai and Arniston.

TABLE 31: MARINE SECTOR INTERVENTIONS

INTERVENTION	DESCRIPTION
Facilitate the implementation of the	<ul style="list-style-type: none"> ✓ Facilitate the development of an Agri-hub in Bredasdorp to support the aqua industries of Struisbaai and Arniston

Agri - Park in the Municipal Area	<ul style="list-style-type: none"> ✓ Provide enterprise support to the emerging marine enterprises indicated as catalytic projects of the Agri parks master business plan
Alternative economic opportunities for fishing communities	<ul style="list-style-type: none"> ✓ Support and facilitate the establishment of financially viable aquaculture initiatives such as abalone and fresh fish farming as an alternative for the marine fishing industry ✓ Undertake the further investigations required in terms of the feasibility study for the Arniston Abalone Farm with a view to implementation
Marine fishing	<ul style="list-style-type: none"> ✓ Marine - enterprise support and development in partnership with other stakeholders (SEFA, SEDA, DOA, DWA, Cassidra and DRDLR etc) ✓ Facilitate participation into the sector by new applicants and applicants re-entering the Sector through the FRAP and Small Scale Fisher Process ✓ Facilitate the development of fish processing / marketing infrastructure

5.3 MANUFACTURING

One of the major challenges for the manufacturing industry particularly in the Cape Agulhas region is the steep increase in agriculturally based food prices. A study done by the World Trade Organisation (WTO) in 2006 confirmed that food manufacturing sectors such as canning, dairy, beverage & tobacco, distilleries & wineries, grain products and animal feeds are most likely to be negatively affected by price increases in the agricultural sector. Furthermore the results from the abovementioned study confirm that the price increases in primary agricultural products would contribute to higher cost of living, particularly for coloured and African households in rural areas. The reason for this is the commonly known fact that the lower income households spend more of their income on food (especially primary agricultural products).

The development of the Agri-park should also contribute to the sector, especially in terms of agro-processing opportunities.

TABLE 32: MANUFACTURING SECTOR INTERVENTIONS

INTERVENTION	DESCRIPTION
Investment and product promotion	<ul style="list-style-type: none"> ✓ Identify opportunities for innovative products that can be manufactured to address local demands instead of focussing on the export market ✓ Promote investment in the Manufacturing Sector in co-operation with the District Municipality

5.4 TOURISM

A team of consultants has drafted a comprehensive Integrated Tourism Development Plan in 2005. This tourism plan has highlighted the key tourism features within the municipal area and also suggests some initiatives on how to ensure the positive growth of the tourism industry. One of the distinctive tourist attractions which have the ability to become the single most branding item of the region is the southernmost tip of the African continent.

The following strategic interventions by all the relevant stakeholders in the tourism industry will ensure that the economic potential of this sector will be maximised and must be pursued to stimulate economic growth and their implementation must be included in the Strategic Plans of Cape Agulhas Tourism:

TABLE 33: TOURISM SECTOR INTERVENTIONS

INTERVENTION	DESCRIPTION
Tourism Development	<ul style="list-style-type: none"> ✓ Introduce an icon development at the southern-most point, which integrates with the lighthouse this development should create vibrancy for tourists with curio shops, local arts & craft market, informal vendors, live entertainment and adequate parking ✓ Assist with the obtaining of Whale watching licence(s) ✓ Improve standard of hospitality service in restaurants, shops and filling stations in the area through facilitating training ✓ Improve standard of roads infrastructure leading to major attractions such as – De Hoop, De Mond, Elim, etc. ✓ Explore the potential of agri-tourism by implementing the BKB agri-tourism route and a Wine route ✓ Encourage better networking between different tourism product owners ✓ Hospitality training for all employees and entrepreneurs in the tourism industry ✓ Review the land use planning policies of the municipality to make it easier for PDI entrepreneurs to enter the main stream tourism economy ✓ Establish an amazing Beach and Country Club as an anchor attraction for visitors at Struisbaai and Arniston. ✓ Grow eco-sea based tourism activities. ✓ Partner with motorbike clubs to develop outstanding 3-4 day routes.
Tourism Marketing	<ul style="list-style-type: none"> ✓ Engage with WESGRO to develop a destination marketing strategy ✓ Improved / Revised marketing destination campaign to position Overberg (and Cape Agulhas) as a number one destination for country and coastal lifestyle and activities. ✓ Support regional festivals ✓ Improve the road signage to strategic tourism destinations in Cape Agulhas

5.5 NATURAL RESOURCE ECONOMICS

Our biodiversity is a unique feature of this region, which can be utilised as a catalyst to stimulate the economic growth of the region. Properly managed eco-tourism holds great potential as an economic incentive for conservation, especially with regard to job creation.

This area is home to a large number of exceptional indigenous flora species of which fynbos and renosterveld are the most valuable. The biodiversity of the Agulhas Plain is not only restricted to terrestrial ecosystems, but the marine, estuarine, coastal and island biodiversity has also been identified as extremely conservation-worthy by SANparks. Certain threatened birds species such

as the Black Oystercatcher, *Hematopus moquini* and the Damara Tern, *Sterna balaenarum* are some of the notable unique species in this habitat.

However there are some serious challenges facing the natural ecosystems which include uncontrolled and sporadic agricultural practises, alien plant invasion (Australian wattles) and coastal resorts as well as urban developments in ecologically sensitive areas. Most of the land is currently under private ownership and is mainly utilised for commercial agricultural purposes and also fairly expensive should SANParks wish to buy this land for conservation.

One of the greater economic benefits of the natural resources on the Agulhas Plain is the abundant variety of wildflower species. Until 1938 there were no restrictions on picking fynbos flowers from the veld and in those days it was mainly sold to flower sellers of Cape Town. International markets then opened for this industry in the 1970's and a small group of about 20 entrepreneurial farmers in the Western Cape took advantage of this export opportunity. In 1989 it was estimated that the wildflower industry was worth R30million and provided jobs to approximately 12 000 people. The most recent estimates indicate that the industry is worth R149million and employs approximately 25 000 people. This boom has actually brought another dimension to the equation that wild flowers are now being cultivated as an agricultural commodity with much stricter quality standards being applied to improve the competitiveness on the international market. The cut flower industry will also benefit significantly from the Agri-Park.

TABLE 34: NATURAL RESOURCE SECTOR INTERVENTIONS

INTERVENTION	DESCRIPTION
Cut flowers	✓ Explore the potential for increasing the export of cut and dried fynbos flowers
Natural Resource Conservation	<ul style="list-style-type: none"> ✓ Upgrade and optimal utilisation of Heuningberg Nature Reserve ✓ Conservation of the Agulhas National Park ✓ Conservation of the natural resources through facilitation of Alien Clearing projects etc

5.6 CONSTRUCTION

The one factor that needs to be addressed is the skills shortages that exist in this sector. Most of the construction workers are low skilled or semi-skilled and very little skills are available particularly in this region in the highly skilled management level of construction. Construction companies will be the first ones complaining about the limited training that is being conducted in the construction industry. The other challenge is that if a bricklayer for instance has been sufficiently qualified, no further training is being done or being refreshed after a number of years to keep track of the new methodologies in building technology and alternative building materials. Very little incentives for companies are available for training provided to their employees. The relevant councillors have already engaged with local construction contractors to refrain from employing foreigners from other African countries to the detriment of local labour.

CAM has started dialogue to ensure that the municipality provide sufficient access to business opportunities for local contractors within its procurement capabilities. This will ensure that the playing field will be levelled to compete for procurement opportunities from the municipality or other government departments.

TABLE 35: CONSTRUCTION SECTOR INTERVENTIONS

INTERVENTION	DESCRIPTION
Support emerging contractors	<ul style="list-style-type: none"> ✓ Assist construction contractors in the area to organise themselves into a contractors forum ✓ Assist emerging contractors to register their businesses ✓ Facilitate training of emerging contractors ✓ Encourage local procurement through the annual revision of the Municipality’s Supply Chain Policy

5.7 SMME / INFORMAL ENTERPRISE DEVELOPMENT

Cape Agulhas already has a vibrant SMME sector, which is an important component of any regional economy because it employs local labour and increases the local buying power. Around the world, small businesses are a big part of the global economy. In developed countries small businesses contribute up to 60% to GDP but in South Africa it only contributes about 25% to GDP. Part of the reason for this is that compared to many similar developing countries like Brazil and India, the survival rate of small businesses in South Africa has been relatively low. So has the culture of entrepreneurship.

CAM has already identified serious capacity constraints amongst entrepreneurs and NGO’s that want to enter into a business venture or an LED project, but do not have the capacity to write their own business plans or project proposals.

Another aspect of enterprise development is the prevalence of informal trading in the 2nd economy. The type of activities that forms part of the informal economy includes:

- * hawkers
- * spaza shops
- * shebeens

TABLE 36: ENTERPRISE DEVELOPMENT INTERVENTIONS

INTERVENTION	DESCRIPTION
Informal Traders	<ul style="list-style-type: none"> ✓ Assist the stakeholders in the informal trading to organise themselves in a hawkers forum ✓ Address challenges with the issuing of informal trading permits and sites ✓ Effective law enforcement
SMME Development	<ul style="list-style-type: none"> ✓ Assist SMME’s to register their businesses ✓ Facilitate training of SMME’s

5.8 RENEWABLE AND ALTERNATIVE ENERGY

Cape Agulhas Municipality has already pledged its support to the principles of sustainable development and illustrated its sensitivity towards the conservation of the environment. Although there is not currently an official within the municipality assigned the responsibility of environmental management, most of the officials try to conduct all developments and projects in a sustainable manner, which would either enhance or minimise the impact on the natural resources of the area.

TABLE 37: RENEWABLE ENERGY INTERVENTIONS

INTERVENTION	DESCRIPTION
Investigate the potential of using alternative energy methods	✓ Finalise the process of utilising sewage waste from large urban plants in a manner that releases a net energy output

5.9 ECONOMIC INFRASTRUCTURE

Economic infrastructure development is a vital to economic growth. Developing infrastructure enhances a Municipality's productivity, which can make local businesses more competitive and in so doing also contribute to job creation. Not only does infrastructure in itself enhance the efficiency of production, transportation, and communication, but it also helps provide economic incentives to public and private sector participants. The accessibility and quality of infrastructure in a Municipal Area will can determines the area's attractiveness to foreign investors. Another dimension is the opportunity it provides to persons participating in the second economy to develop and sustain their enterprises.

The reality of these types of interventions is that they require financial resources or liaison with other organs of state or both, and will not be completed during the duration of this strategy. It is however important that the processes be commenced / picked up where they left off.

TABLE 38: ECONOMIC INFRASTRUCTURE INTERVENTIONS

INTERVENTION	DESCRIPTION
Improve transport systems	✓ Facilitate Improvements to the public transport system (taxi ranks etc)
	✓ Accelerate the development of the airport at the Overberg Airforce Base
Facilitate the development of economic infrastructure facilities	✓ Participate in the redevelopment of the harbour Precincts in Struisbaai and Arniston – establish Task Team
	✓ Develop economic infrastructure required for trading (market spaces)

6 INSTITUTIONAL STRATEGIC INTERVENTIONS

As can be seen from the LED Maturity Assessment, a strong institutional framework is required to drive LED. Much of this begins with the formulation of the strategic direction that LED must take based on the Integrated Development Plan.

LED success depends to a large extent to which it is mainstreamed into the institutional framework of the Municipality. LED should not be viewed as a separate function of the Municipality but rather be mainstreamed as a consideration in all planning and development.

LED success is also highly dependent on the local community who are in essence the drivers of the local economy. Collaboration and the establishment of networks is critical to the successful implementation of this plan, and the Municipality needs to focus more attention on the development of sustainable partnerships.

Capacity needs to be developed amongst all stakeholders, knowledge co-produced and shared, and valuable experience developed around successful LED.

TABLE 39: INSTITUTIONAL INTERVENTIONS

INTERVENTION	DESCRIPTION
Develop Internal Capacity to drive LED	<ul style="list-style-type: none"> ✓ Develop an Inter-departmental Charter to define roles and responsibilities in respect of LED ✓ Review the structure of the CAM LED Unit to ensure improved LED outcomes and implementation of catalytic projects.
Enhance strategic decision making	<ul style="list-style-type: none"> ✓ Develop a policy on the selection and allocation of resources to LED projects in line with the Agri Parks concept
Monitoring and evaluation of LED	<ul style="list-style-type: none"> ✓ Develop M&E Framework – to measure outcomes and impact of LED Initiatives
Build sustainable partnerships	<ul style="list-style-type: none"> ✓ Facilitate the development of economic development forums (per town / whole municipality) to get private sector involvement in growing and developing the economy. Eg improving the appearance of towns. ✓ Take the Small town regeneration process to other towns in the Municipal Area ✓ Facilitate a safe and secure environment for potential investors and to ensure the safety of tourists visiting our region

7 IMPLEMENTATION FRAMEWORK

7.1 TOWN BASED STRATEGIC INTERVENTIONS

TABLE 40: IMPLEMENTATION: TOWN BASED STRATEGIC INTERVENTIONS

DESCRIPTION	TOWN / AREA	IMPLEMENTING AGENTS	ALIGNMENT	16/17	17/18	18/19
Convert station premises into a multi-purpose business development centre	Bredasdorp	DPW	2009 / 2013 Strategy	Ongoing	Ongoing	Ongoing
Provide infrastructure for informal trading in CBD	Bredasdorp	CAM / Private Sector	2009 / 2013 Strategy Council Directive / Budget	–	√	Ongoing
Golf course development	Bredasdorp	Private Sector	2009 / 2013 Strategy	Ongoing	Ongoing	Ongoing
Provide light industrial sites in industrial area for warehouses, public garages, transport enterprises, service stations and industrial buildings (only storage place for wholesalers, retailers must go to central business area)	Bredasdorp	CAM	2009 / 2013 Strategy	Refer to 2017/18 Budget	–	–
Establishing of a business hive (Multi- Purpose Centre) on Erven 501&502	Arniston	COS / DRDL / CAM	CRDP	Ongoing	Ongoing	Ongoing
Promote integration of communities with sensible infill residential development	Arniston	CAM	2009 / 2013 Strategy	Ongoing	Ongoing	Ongoing
Optimise the tourism potential of this historical fishing village by the proposed Fish House Centre, a visitors' centre and an asset for the Arniston community.	Arniston	CAT / Private sector	2009 / 2013 Strategy	Ongoing	Ongoing	Ongoing
Improve the access to the beach front and Waenhuiskrans cavern by means of pedestrian walkways	Arniston	Cape Nature	2009 / 2013 Strategy	Ongoing	Ongoing	Ongoing
Kiosk development linked to upgraded ablution facilities for tourists	Arniston	Private Sector	2009 / 2013 Strategy	Ongoing	Ongoing	Ongoing
Development of recreational facility at beachfront which includes a tidal pool and boardwalks to the beach	L'Agulhas	CAM / Private Sector	2009 / 2013 Strategy	Ongoing	Ongoing	Ongoing
Boat launching pad for private boat owners	L'Agulhas	DEADP / CAM	2009 / 2013 Strategy	Ongoing	Ongoing	Ongoing
Accelerate the Golf Estate Development and brand it as most southern golf course on African continent	L'Agulhas	Private Sector	2009 / 2013 Strategy	Ongoing	Ongoing	Ongoing
Integrating the North Struisbaai community with the town area	Struisbaai	CAM	2009 / 2013 Strategy	Ongoing	Ongoing	Ongoing

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DESCRIPTION	TOWN / AREA	IMPLEMENTING AGENTS	ALIGNMENT	16/17	17/18	18/19
Development of tourism oriented facilities such as a boutique hotel and other recreational facilities	Struisbaai	Private Sector	2009 / 2013 Strategy	Ongoing	Ongoing	Ongoing
Promote retail development in the CBD	Struisbaai	Private Sector	2009 / 2013 Strategy	Ongoing	Ongoing	Ongoing
Upgrade beachfront as main tourist attraction with blue drop status.	Struisbaai	CAM	2009 / 2013 Strategy	Ongoing	Ongoing	Ongoing
Support the activities and potential expansion of Hot-Agterklip farmstall project	Struisbaai	CAM / Private Sector	2009 / 2013 Strategy	Ongoing	Ongoing	Ongoing
Struisbaai square	Struisbaai	COS / DRDL / CAM	CRDP	Ongoing	Ongoing	Ongoing
Establishing of a Multi-purpose centre next to the day clinic	Struisbaai	COS / DRDL / CAM	CRDP	Ongoing	Ongoing	Ongoing
Promote the cultural historic heritage as a tourism attraction	Napier	2009 / 2013 Strategy	2009 / 2013 Strategy	Ongoing	Ongoing	Ongoing
Urban renewal strategy of the CBD	Napier	2009 / 2013 Strategy	2009 / 2013 Strategy	Ongoing	Ongoing	Ongoing
Infrastructure for informal trading in CBD	Napier	2009 / 2013 Strategy	2009 / 2013 Strategy	Ongoing	Ongoing	Ongoing
Development of retirement villages	Napier	2009 / 2013 Strategy	2009 / 2013 Strategy	Ongoing	Ongoing	Ongoing
Development of arts & craft centre	Napier	2009 / 2013 Strategy	2009 / 2013 Strategy	Ongoing	Ongoing	Ongoing
Development of country estate (high income development)	Napier	2009 / 2013 Strategy	2009 / 2013 Strategy	Ongoing	Ongoing	Ongoing
Establish local weekend market infrastructure	Napier	To be determined	Napier STR Strategy	Ongoing	Ongoing	Ongoing
Small scale textile fabrication initiative – provision of facility and start production	Napier	To be determined	Napier STR Strategy	Ongoing	Ongoing	Ongoing
Scaling of the “Patatfees” Festival	Napier	To be determined	Napier STR Strategy	Ongoing	Ongoing	Ongoing
Identify the provision or creation of a an artisan / entrepreneur-ship development facility / hub	Napier	To be determined	Napier STR Strategy	Ongoing	Ongoing	Ongoing
Develop Tourism consciousness among local businesses	Napier	To be determined	Napier STR Strategy	Ongoing	Ongoing	Ongoing

CAPE AGULHAS MUNICIPALITY: LOCAL ECONOMIC DEVELOPMENT STRATEGY REVISION 2016

DESCRIPTION	TOWN / AREA	IMPLEMENTING AGENTS	ALIGNMENT	16/17	17/18	18/19
Capitalise on the National Heritage Buildings in Napier as Tourist attractions	Napier	To be determined	Napier STR Strategy	Ongoing	Ongoing	Ongoing
Package existing Tourism products to capitalise on Napier as the 'gateway to Cape Agulhas'	Napier	To be determined	Napier STR Strategy	Ongoing	Ongoing	Ongoing
Recreational activities for youth (especially sport)	Napier	To be determined	Napier STR Strategy	Ongoing	Ongoing	Ongoing
Alien clearing project/s	Napier	To be determined	Napier STR Strategy	Ongoing	Ongoing	Ongoing
Community safety structures	Napier	To be determined	Napier STR Strategy	Ongoing	Ongoing	Ongoing
Napier Clinic and public health services	Napier	To be determined	Napier STR Strategy	Ongoing	Ongoing	Ongoing
Access to dormant / unoccupied buildings owned by Public Institutions	Napier	To be determined	Napier STR Strategy	Ongoing	Ongoing	Ongoing
Develop local skills & employment opportunities in the 'care economy'	Napier	2009 / 2013 Strategy	2009 / 2013 Strategy	Ongoing	Ongoing	Ongoing
Improved integration of Elim community with the rest of Cape Agulhas	Elim	2009 / 2013 Strategy	2009 / 2013 Strategy	Ongoing	Ongoing	Ongoing
Upgrading of the basic infrastructure and services	Elim	2009 / 2013 Strategy	2009 / 2013 Strategy	Ongoing	Ongoing	Ongoing
Optimal cultivation of community gardens	Elim	2009 / 2013 Strategy	2009 / 2013 Strategy	Ongoing	Ongoing	Ongoing
Optimal utilisation of the abundance of fynbos and other wildflower species as economic commodities	Elim	2009 / 2013 Strategy	2009 / 2013 Strategy	Ongoing	Ongoing	Ongoing
Optimising the tourism potential of cultural heritage of Elim (e.g. repairing and marketing of the unique wooden waterwheel)	Elim	2009 / 2013 Strategy	2009 / 2013 Strategy	Ongoing	Ongoing	Ongoing
Retaining of the rural historic character of the town	Elim	2009 / 2013 Strategy	2009 / 2013 Strategy	Ongoing	Ongoing	Ongoing
Optimising the agricultural potential of the available land	Elim	2009 / 2013 Strategy	2009 / 2013 Strategy	Ongoing	Ongoing	Ongoing
Introduce feasible viticulture (wine producing)	Elim	2009 / 2013 Strategy	2009 / 2013 Strategy	Ongoing	Ongoing	Ongoing

CAPE AGULHAS MUNICIPALITY: LOCAL ECONOMIC DEVELOPMENT STRATEGY REVISION 2016

DESCRIPTION	TOWN / AREA	IMPLEMENTING AGENTS	ALIGNMENT	16/17	17/18	18/19
Re-establishment of charcoal manufacturing plant	Elim	2009 / 2013 Strategy	2009 / 2013 Strategy	Ongoing	Ongoing	Ongoing
Revive LED projects such as Dairy project, Womens sowing project, Mushroom project, etc	Elim	2009 / 2013 Strategy	2009 / 2013 Strategy	Ongoing	Ongoing	Ongoing
Introduce periodic markets linked to mobile government services	Klipdale Proteem	2009 / 2013 Strategy	2009 / 2013 Strategy	Ongoing	Ongoing	Ongoing
Implementation plan for Napier Regeneration Strategy to be finalised						

7.2 SECTOR BASED STRATEGIC INTERVENTIONS
TABLE 41: IMPLEMENTATION: SECTOR BASED STRATEGIC INTERVENTIONS

INTERVENTION	DESCRIPTION	TOWN / AREA	SECTOR	IMPLEMENTING AGENTS	ALIGNMENT	16/17	17/18	18/19
Facilitate the implementation of the Agri - Park in the Municipal Area	Facilitate the development of an Agri-hub in Bredasdorp (which will also support Fisher Community)	Bredasdorp	Agriculture / Marine	DRDLR / ODM / CAM and other Sector Depts	Agri Parks Business Plan CAM /ODM PACA	√	√	–
	Facilitate the development of a Farmer Support Unit in Napier	Napier	Agriculture	DRDLR / ODM / CAM and other Sector Depts	Agri Parks Business Plan CAM /ODM PACA	√	√	–
	Provide enterprise support to the emerging enterprises indicated as catalytic projects of the Agri- Parks Master Business Plan	All	Agriculture	DRDLR / DOA / CAM	Agri Parks Business Plan CAM PACA	Ongoing	Ongoing	Ongoing
Transformation of the agriculture industry	Introduce the concept of Agri-villages to private farm owners	All	Agriculture	DRDLR / DOA / CAM	2009 / 2013 Strategy	–	Ongoing	Ongoing
Emerging Farmer Development	Compile a strategic plan to guide, support, monitor and evaluate small farmer development in the Municipal Area, especially farmers utilising Municipal Commonage.	All	Agriculture	CAM LED	2009 / 2013 Strategy Agri Parks Business Plan LED Maturity Assessment	√	–	–
	Facilitate the conclusion of the process of organising small farmers into an a legal entity	All	Agriculture	CAM LED	Departmental	√	–	–
	Co-operative support and development in partnership with other stakeholders (SEFA, SEDA, DOA, Cassidra and DRDLR etc)	All	Agriculture	CAM LED	Agri Parks Business Plan	Ongoing	Ongoing	Ongoing
	Facilitate the acquisition of Vegetable tunnels for CRDP		Agriculture	DOA	CRDP	Ongoing	Ongoing	Ongoing

CAPE AGULHAS MUNICIPALITY: LOCAL ECONOMIC DEVELOPMENT STRATEGY REVISION 2016

INTERVENTION	DESCRIPTION	TOWN / AREA	SECTOR	IMPLEMENTING AGENTS	ALIGNMENT	16/17	17/18	18/19
	Area (Arniston and Struisbaai)							
Alternative economic opportunities for fishing communities	Support and facilitate the establishment of financially viable aquaculture initiatives such as abalone and fresh fish farming as an alternative for the marine fishing industry	Arniston / Struisbaai	Marine	DRDL / DOA / Private Sector	CAM / ODM PACA CRDP 2009 / 2013 Strategy	Ongoing	Ongoing	Ongoing
	Undertake the further investigations required in terms of the feasibility study for the Arniston Abalone Farm with a view to implementation	Arniston	Marine	DOA/ DWA /CAM / COS	CAM / ODM PACA CRDP 2009 / 2013 Strategy	√	-	-
Marine fishing	Marine - enterprise support and development in partnership with other stakeholders (SEFA, SEDA, DOA, DWA, Cassidra and DRDLR etc)	All	Marine	SEFA, SEDA, DOA, DWA, Cassidra and DRDLR etc	Agri Parks Business Plan	Ongoing	Ongoing	Ongoing
	Facilitate participation into the sector by new applicants and applicants re-entering the Sector through the FRAP and Small Scale Fisher Process	Arniston / Struisbaai	Marine	DOA / CAM	Agri Parks Business Plan	Ongoing	Ongoing	Ongoing
	Facilitate the development of fish processing / marketing infrastructure	Arniston / Struisbaai	Marine	COS / DOA /DRDL	CRDP	√	-	-
Investment and product promotion	Identify opportunities for innovative products that can be manufactured to address local demands instead of focussing on the export market	All	Manufacturing	Private Sector / CAM	2009 / 2013 Strategy	Ongoing	Ongoing	Ongoing
	Promote investment in the Manufacturing Sector in co-operation with the District Municipality	All	Manufacturing	ODM / CAM	ODM PACA	Ongoing	Ongoing	Ongoing

CAPE AGULHAS MUNICIPALITY: LOCAL ECONOMIC DEVELOPMENT STRATEGY REVISION 2016

INTERVENTION	DESCRIPTION	TOWN / AREA	SECTOR	IMPLEMENTING AGENTS	ALIGNMENT	16/17	17/18	18/19
Tourism Development	Introduce an icon development at the southern-most point, which integrates with the lighthouse this development should create vibrancy for tourists with curio shops, local arts & craft market, informal vendors, live entertainment and adequate parking	L-Agulhas	Tourism	CAT / ODM / CAM / SANPARKS	ODM and CAM PACA	Ongoing	Ongoing	Ongoing
	Assist with the obtaining of Whale watching licence(s)	Struisbaai / Arniston	Tourism	CAM LED / CAT	CAM PACA	Ongoing	Ongoing	Ongoing
	Improve standard of hospitality service in restaurants, shops and filling stations in the area through facilitating training	All	Tourism	CAT	2009 / 2013 Strategy	Ongoing	Ongoing	Ongoing
	Improve standard of roads infrastructure leading to major attractions such as – De Hoop, De Mond, Elim, etc.	All	Tourism	DPW / CAT / CAM	2009 / 2013 Strategy	Ongoing	Ongoing	Ongoing
	Explore the potential of agri-tourism by implementing the BKB agri-tourism route and a Wine route	All	Tourism	CAT	2009 / 2013 Strategy	Ongoing	Ongoing	Ongoing
	Encourage better networking between different tourism product owners	All	Tourism	CAT	2009 / 2013 Strategy	Ongoing	Ongoing	Ongoing
	Hospitality training for all employees and entrepreneurs in the tourism industry	All	Tourism	CAT	2009 / 2013 Strategy	Ongoing	Ongoing	Ongoing
	Review the land use planning policies of the municipality to make it easier for PDI entrepreneurs to enter the	All	Tourism	CAM	2009 / 2013 Strategy	√	–	–

CAPE AGULHAS MUNICIPALITY: LOCAL ECONOMIC DEVELOPMENT STRATEGY REVISION 2016

INTERVENTION	DESCRIPTION	TOWN / AREA	SECTOR	IMPLEMENTING AGENTS	ALIGNMENT	16/17	17/18	18/19
	main stream tourism economy							
	Establish an amazing Beach and Country Club as an anchor attraction for visitors at Struisbaai and Arniston.	Struisbaai / Arniston	Tourism	CAT / Private Sector	CAM PACA	Ongoing	Ongoing	Ongoing
	Grow eco-sea based tourism activities.	Struisbaai / Arniston	Tourism	CAT / Private Sector	CAM PACA	Ongoing	Ongoing	Ongoing
	Partner with motorbike clubs to develop outstanding 3-4 day routes.	All	Tourism	CAT / Private Sector	ODM PACA	Ongoing	Ongoing	Ongoing
Tourism Marketing	Engage with WESGRO to develop a destination marketing strategy	All	Tourism	CAT / ODM	ODM PACA	Ongoing	Ongoing	Ongoing
	Improved / Revised marketing destination campaign to position Overberg (and Cape Agulhas) as a number one destination for country and coastal lifestyle and activities.	All	Tourism	CAT	ODM PACA	Ongoing	Ongoing	Ongoing
	Support regional festivals	All	Tourism	CAT	2009 / 2013 Strategy	Ongoing	Ongoing	Ongoing
	Improve the road signage to strategic tourism destinations in Cape Agulhas	All	Tourism	DPW / CAT	2009 / 2013 Strategy	Ongoing	Ongoing	Ongoing
Cut flowers	Explore the potential for increasing the export of cut and dried fynbos flowers	All	Natural Resources	CAM / DOA / DRDLR / Private Sector	2009 / 2013 Strategy	Ongoing	Ongoing	Ongoing
Natural Resource Conservation	Upgrade and optimal utilisation of Heuningberg Nature Reserve	Bredasdorp	Natural Resources		2009 / 2013 Strategy	Pending funding opportunity		
	Conservation of the Agulhas National Park	L-Agulhas	Natural Resources	SANPARKS	2009 / 2013 Strategy	Ongoing	Ongoing	Ongoing
	Conservation of the natural resources through facilitation of Alien Clearing projects etc	All	Natural Resources	Various private and government	2009 / 2013 Strategy	Ongoing	Ongoing	Ongoing
Support emerging contractors	Assist construction contractors in the area to	All	Construction	CAM LED	2009 / 2013 Strategy	√	-	-

CAPE AGULHAS MUNICIPALITY: LOCAL ECONOMIC DEVELOPMENT STRATEGY REVISION 2016

INTERVENTION	DESCRIPTION	TOWN / AREA	SECTOR	IMPLEMENTING AGENTS	ALIGNMENT	16/17	17/18	18/19
	organise themselves into a contractors forum							
	Assist emerging contractors to register their businesses	All	Construction	CAM LED	2009 / 2013 Strategy	Ongoing	Ongoing	Ongoing
	Facilitate training of emerging contractors	All	Construction	CAM LED	2009 / 2013 Strategy	Ongoing	Ongoing	Ongoing
	Encourage local procurement through the annual revision of the Municipality's Supply Chain Policy	All	Construction	CAM SCM	2009 / 2013 Strategy	√	√	√
Investigate the potential of using alternative energy methods	Finalise the process of utilising sewage waste from large urban plants in a manner that releases a net energy output	Bredasdorp	Renewable Energy	CAM - Technical	2009 / 2013 Strategy	√	-	-
Improve transport systems	Facilitate Improvements to the public transport system (taxi ranks etc)	All	Economic Infrastructure	CAM - Technical	2009 / 2013 Strategy	Ongoing	Ongoing	Ongoing
	Accelerate the development of the airport at the Overberg Airforce Base	All	Economic Infrastructure	CAM - MM / ODM	2009 / 2013 Strategy Agri Parks Business Plan Council Directive	Ongoing	Ongoing	Ongoing
Facilitate the development of economic infrastructure facilities	Participate in the redevelopment of the harbour Precincts in Struisbaai and Arniston – establish Task Team	Struisbaai / Arniston	Economic Infrastructure	CAM / DPW	2009 / 2013 Strategy Harbour SEDF Council Directive	Ongoing	Ongoing	Ongoing
	Develop economic infrastructure required for trading (market spaces)	Bredasdorp	Economic Infrastructure	CAM LED	2009 / 2013 Strategy Council Directive	√	-	-

7.3 INSTITUTIONAL STRATEGIC INTERVENTIONS

TABLE 42: IMPLEMENTATION: INSTITUTIONAL STRATEGIC INTERVENTIONS

INTERVENTION	DESCRIPTION	TOWN / AREA	IMPLEMENTING AGENTS	ALIGNMENT	16/17	17/18	18/19
Develop Internal Capacity to drive LED	Develop an Inter-departmental Charter to define roles and responsibilities in respect of LED	All	CAM LED	LED Maturity Assessment	√	–	–
	Review the structure of the CAM LED Unit to ensure improved LED outcomes and implementation of catalytic projects.	All	CAM LED	LED Maturity Assessment	√	–	–
Enhance strategic decision making	Develop a policy on the selection and allocation of resources to LED projects in line with the Agri Parks concept	All	CAM LED	Agri Parks Master Business Plan	√	–	–
Monitoring and evaluation of LED	Develop M&E Framework – to measure outcomes and impact of LED Initiatives	All	CAM LED	LED Maturity Assessment	√	–	–
Build sustainable partnerships	Facilitate the development of economic development forums (per town / whole municipality) to get private sector involvement in growing and developing the economy. Eg improving the appearance of towns.	All	CAM LED	CAM / ODM PACA	Ongoing	Ongoing	Ongoing
	Take the Small town regeneration process to other towns in the Municipal Area	All	CAM LED	–	–	√	√
	Facilitate a safe and secure environment for potential investors and to ensure the safety of tourists visiting our region	All	CAM Community Services / SAPS / Private Sector	2009 / 2013 Strategy	Ongoing	Ongoing	Ongoing

1. Lawson J; Guiding principles for good LED practice 2012
 2. National Framework for Local Economic Development (LED) in South Africa (2006 – 2011)
 3. Cape Agulhas Municipality PACA Process (2014)
 4. Comprehensive Rural Development Programme (2013)
 5. Napier Small Town Re-generation Strategy (2016)
 6. Cape Agulhas Municipality LED Maturity Assessment (2015)
 7. Overberg District Municipality PACA Process (2014)
 8. Overberg Agri Parks Master Business Plan (2016)
 9. Harbours Spatial and Economic Development Framework (2014)
 10. 2015 MERO
 11. Cape Agulhas Municipality LED Strategy (2009)
 12. Cape Agulhas Municipality draft LED Strategy (2013)
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ANNEXURE B: ABBREVIATIONS AND ACCRONYMS

ACCRONYMS AND ABBREVIATIONS	
CAM	Cape Agulhas Municipality
CAT	Cape Agulhas Tourism
CBD	Central Business District
COS	Council of Stakeholders
CRDP	Comprehensive Rural Development Programme
DEADP	Department of Environmental Affairs and Development Planning
DOA	Department of Agriculture
DPW	Department of Public Works
DRDLR	Department of Rural Development and Land Reform
DTI	Department of Trade and Industry
FET	Further Education and Training
FSU	Farmer Support Unit
GDP	Gross Domestic Product
GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit
IDP	Integrated Development Plan
LED	Local Economic Development
MERO	Municipal Economic Review
ODM	Overberg District Municipality
PACA	Participatory Appraisal of Competitive Advantage
REID	Department Rural Enterprise & Infrastructure Development
SALGA	South African Local Government Association
SARS	South African Revenue Services
SDF	Spatial Development Framework
SEDF	Spatial Economic Development Framework
SMME	Small, Medium and Micro Enterprises
SONA	State of the nation Address
STR	Small Town regeneration