

4 IMPLEMENTATION FRAMEWORK

4.1 PARTNERSHIPS

If the implementation of the WC REDS is to make a meaningful impact on the WC REDS Vision and Objectives, the WCDM will need to facilitate a number of internal and external partnership initiatives to leverage resources and expertise beyond the municipal budget.

Specific institutional partnerships need to be initiated in parallel to the WC REDS process in order to provide an institutional framework to maintain momentum in implementing the WC REDS. These institutional mechanisms will help to ensure that both private and public sector synergies and partnerships are maximized. The existence of such partnerships will help to enhance stakeholder relations, investor confidence, and leveraging of substantial resources

Key required partnerships include:

- **District Development Agency**
- **the West Coast District Skills Forum** (incl. FET and HE institutions as well as key industry representatives)
- **the West Coast District SMME Forum** (to include district business development service providers, sector departments, business chambers, associations and economic development officers from local municipalities and the district municipality)

The key roles of the District Council should be to:

- Facilitate, coordinate, and integrate strategic initiatives
- Program leverage and support partner to local councils

District Development Agency

A West Coast District Development Agency needs to be established as a matter of urgency to play a driving role in facilitating the implementation of the WC REDS.

The rationale for the Agency is two-fold:

- To provide a flexible, quick, responsive, unfettered by red tape implementation vehicle
- To provide a vehicle able to leverage public / private funds

The Focus area should be

- Investment Promotion
- Export Support
- Tourism Product Development
- Business Development

This Agency will help to enhance stakeholder relations, investor confidence, and leveraging of substantial resources.

A business plan and funding strategy must be developed for the Agency.

District Human Resources

The key to successful implementation of the WC REDS is people in the form of both leaders and doers. High level, knowledgeable, and experienced individuals both within WCDM and within its partners can provide the energy and focus to get the right things done.

The following critical WC District Municipal staffing requirements can be identified as key gaps which require resourcing:

- Business Development Manager
- Sector Development Manager

4.2 MONITORING AND EVALUATION SYSTEM

Monitoring should be both quantitative and qualitative. In the DPLG manual on WC REDS, the department identifies six types of indicators which are useful for measuring the results of WC REDS projects.

Measurement is easiest when clear objectives and indicators are developed at the time when the strategy or intervention is planned. It is important to agree on who will be responsible for monitoring and evaluation and on the institutional mechanisms. The partnership set up in the first step above is one such institutional mechanism for ongoing monitoring and evaluation to ensure that the strategy continues to lead to the achievement of the WC REDS targets.

The WC REDS strategy should be reviewed at least annually to ensure that it is still relevant. The WC REDS strategy should evolve continuously to respond to the ever-changing competitive environment (World Bank, 2002).

4.3 CONCLUSIONS AND WAY FORWARD

Bending the West Coast District's past negative economic development trends in a positive accelerated and shared growth trajectory will require strategic interventions and large injections of funds.

The WC REDS process has identified a number of opportunities have been identified to both enhance the WCD's global competitiveness and linkages as well as strengthen the local business environment and these promise to leverage substantial investment and business growth if successful. The future holds no guarantees and bold leadership from the WCDM is required to galvanise support behind the WCD's vision of a regional service centre which is globally competitive and has an excellent business environment and diversifying economy that contributes meaningfully towards sustainable job creation, poverty alleviation and quality of life.

The broad process for implementing the WC REDS is:

1. Alignment of WCDM departmental business plans with WC REDS to resource key initiatives;
2. Alignment between the WC REDS and B Municipality LED Strategies;

3. Alignment with national and provincial budget processes and departments;
4. Establishment and strengthening of key partnerships (especially with the private sector) and institutions.

5 APPENDICES

5.1 ROLE-PLAYERS INTERVIEWED

Issue/ Sector	Organisation	Representative
Agriculture	<ul style="list-style-type: none"> Provincial Government Agri Western Cape 	<ul style="list-style-type: none"> Dirk Trotsky
Tourism	<ul style="list-style-type: none"> Cape Town Routes Unlimited Local tourism Offices RAE ADD DARLING INTERVIEW 	<ul style="list-style-type: none">
Fishing	<ul style="list-style-type: none"> AMIEN 	<ul style="list-style-type: none">
Construction and Mining	<ul style="list-style-type: none"> District Municipality Department Mineral and Energy Nickel Mine at Kliprand under prospecting Angola America/ Namakwa Sands Massive Expansion Provincial DEAT Council for Geoscience 	<ul style="list-style-type: none"> Martin Langenhoven: Land-use planner Jan Brees (prospecting applications in WC) (021 419 6105) Nomtha Dilima at diliman@lehumo.co.za (nickel mine) Johan Boorman (Envtl Manager) (contact from Gerhard Gerber) Gerhard Gerber (021 483 2787/ gegerber@pgwc.gov.za)
Oil and Gas incl. Port	<ul style="list-style-type: none"> Wesgro SA Oil and Gas Alliance National Ports Authority Saldanha 	<ul style="list-style-type: none"> Carin Fouche Gary Schwabe Stefan Hrabar (chairperson) Johan Snyman Ayanda Canca
Logistics Infrastructure: Airports/ Rail/ Road	<ul style="list-style-type: none"> Provincial Government 	<ul style="list-style-type: none">
Business Development/ Municipal. Procurement	<ul style="list-style-type: none"> District and Municipal procurement managers 	<ul style="list-style-type: none"> District representative
District Skills Development Strategy	<ul style="list-style-type: none"> Service Provider to develop District skills strategy 	<ul style="list-style-type: none"> Advocate Charl Frank

5.2 WC REDS CONSULTATION WORKSHOP RECORDS

DATE OF WORKSHOP: 22February 2007, Berg river Municipality

AUTHOR: Jeffrey Kleinsmith

ATTENDANCE; See appendix

1. General Observations

There is no LED strategy for Berg River so this was the first of a meeting of this kind in the region. Politically the Council is in flux, and as a result of a number of factors none of the councillors attended the planned Council briefing session. The Deputy Mayor and a single official attended the business session.

2. Critical GENERAL / CROSS- CUTTING issues raised and implications for REDS

Cross-Cutting Theme	Key issues re Constraint / Opportunity
	<p>There is general concern that according to the Provincial plan, this region is not a priority area. As a result they have not been afforded any provincial or district attention with areas such as housing, infrastructure, schools and clinics required not being funded.</p> <p>It is the generally held view that without serious commitment and intervention by government and a reverse of this `status' the area will eventually implode, joblessness increase and disinvestment from the region.</p>

3. Key Issues Raised in Discussions and implications for strategy formulation

Value Chain	Key issues re Constraint / Opportunity
Tourism	<ul style="list-style-type: none"> • Key to tourism development in the area is the tarring of the many dirt roads to many of the tourism opportunities • Doring Bay has only the second best waves in the world after but need a quality road from the N7 to be accessed • This will encourage other much needed tourist investment in the region to support the surfing communities. It could be better than Jeffrey's bay.
Logistics Infrastructure	<ul style="list-style-type: none"> • An alternative route that will take large trucks and heavy vehicles off the N7 was researched by Jeffares and Green to take pressure off a crumbling N7. • No reliable transport for communities from or between small

	<p>villages and towns. No buses and taxis resulting in labour having difficulty in accessing opportunities.</p> <ul style="list-style-type: none"> • The lack of infrastructure is inhibiting transformation and growth in the region.
Agriculture	<ul style="list-style-type: none"> • Farming operations have diversified from solely wheat to export grapes. • The introduction of citrus crops could create all-year round employment.
Institutional	<ul style="list-style-type: none"> • locals lack the skill required by many of the business • There are not reliable or large enough/sufficiently skilled contractors for bigger businesses to engage and employ.
Fishing	<ul style="list-style-type: none"> • National policy around fishing, permits and quotas needs to be challenged.
Mining	<ul style="list-style-type: none"> • Salt mines could be expanded and included in the tourism routes
Oil & Gas	<ul style="list-style-type: none"> • The required skills for this industry need to be identified and labour in the region skilled up to meet that need or again all the labour will come from outside of this region as with Saldahna Steel.

4. Way Forward Implications and Other Issues

Cross-Cutting Theme	Key issues re Constraint / Opportunity
Infrastructure	<ul style="list-style-type: none"> • Government needs to revisit N& and invest in tarred roads off N7 to key sites. • Reliable transport via taxi or bus routes are needed and will create opportunities for entrepreneurs and give people access to employment opportunities and social services. • The re introduction of a rail link will have enormous benefit for the region. • Taking the load off the over-burden road system as farmers could move their goods to port and Cape Town via rail.
Environment	<ul style="list-style-type: none"> •
Institutional	<ul style="list-style-type: none"> • Locals need to be skilled with the skills required locally. Establishment of a regional FET satellite college will assist. • Procurement practises need to change. Local and provincial authorities should stop appointing Cape Town based contractors to build clinics, schools etc and empower and allocate work to locals. • A government business initiative such as Red Door should be located in the region to support local business and not only in other main centres. This will contribute to local development.

Value Chain	Key Opportunity
Tourism	<ul style="list-style-type: none"> • <i>Rail/ Train tourism routes: is anybody investigating options?</i>

	<ul style="list-style-type: none"> • <i>Developing `surf' tourism around Doring Bay</i> •
Institutional	<ul style="list-style-type: none"> • <i>Need rethink of status of region. Instil greater cooperation and integration of District. Council and the private sector.</i> • <i>Establish common platform for social integration – a central town hall.</i> • <i>Establish training institution for agri-business and future businesses like oil and gas industry.</i>
Logistics Infrastructure	<ul style="list-style-type: none"> • <i>Introducing a `Central Halfway house depots' infrastructure where companies from the north can drop their goods and companies from the south can collect and drop goods for the north.</i> • <i>This will reduce pressure on N7</i> • <i>Save millions in transport costs</i> • <i>Improve trading in the region.</i>
Agriculture	<ul style="list-style-type: none"> • <i>Mentorship's by farmers of local business, entrepreneurs and workers</i> • <i>Introduce citrus crops.</i> • <i>Introduce a market where farmers can bring and from where their products can be redistributed regionally.</i>

DATE OF WORKSHOP: Saldanha Business 220207

1. General Observations (regarding participation, stakeholder dynamics)

Good attendance. Only a few in tourism, mining, oil and gas and then related services. Covered white, coloured, and African businesses. Better linkages between role-players (seem to know each other), however, still lots of coordination and communication problems re who doing what.

Port gave useful input as well as Manager of Saldanha Tourism Info Centre.

2. Critical GENERAL / CROSS- CUTTING issues raised and implications for REDS

Cross-Cutting Theme	Key issues re Constraint / Opportunity
Skills development	<ul style="list-style-type: none"> • What is the role of local or district government in skills training?
Environment	<ul style="list-style-type: none"> • Pollution patrol needs more if tanker crashes etc. Is equipment in place must be maintained. SA part of international team on this. Are international resources available. Who presses red button when accident occurs. Harbour master can call in all forces. •
Institutional	<ul style="list-style-type: none"> • Strong feeling that Development Agency Needed. Apparently is recommended in Saldanha LED Strategy which is coming to council shortly for decision. No beneficiation is happening: Need committee to take forward. Role of Wesgro very weak for Saldanha Bay. Need local initiative. IDC economic development agency funding application to find money to sustain businesses. Need coordinating body to manage eco. Dev. Strategy. Saldanha LED strategy is going to Council and includes proposal for LED Strategy. • Everyone playing their own game. No coordination. Lots of strategies but nobody managing these strategies. • Local Government: needs a strategic committee to represent business • Strategy- Structure issue: May require top down direction re structures. Need resources from higher level possibly District. May be a need for guidance re local structures at a District level. What are their powers, legal structure.

3. Key Issues Raised in Breakaway Group Discussions by Value Chain and implications for strategy formulation (including March Strategy workshops) (to use and cross reference post it notes and flip chart records) (also to note key role-players to interview 1-1 or include in workshops).

Value Chain	Key issues re Constraint / Opportunity
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Agriculture	<ul style="list-style-type: none"> •
Fishing and aquaculture.	<ul style="list-style-type: none"> • Was big mussel farming initiative. Is proposal for another 80 HA being reviewed. Are expanding but existing operations not sustainable. So sustainability is important. Is huge potential but phytosanitary issues key (Herman knows. IS NB need to see what problems are. Small Bay is in a bad state so state of bay NB issue. Is big report on this. Water Quality Forum did it. Pollution. •
Tourism	<p>Input from Saldanha tourism info centre: Saldanha Tourism Info Organisation: Andre ? VISION Unique people and place experience Balance between development and uniqueness of area</p> <p>3 Goals:</p> <ul style="list-style-type: none"> • Development • Marketing is main area that needs work • Administration of tourism <p>Tourism Development</p> <ul style="list-style-type: none"> • Develop and sell products • E.g. Bird Route needed: busy with flamingo bird route start Cape Town to Paapendorp and looked at PDIs and said we need guides and given them specific training <p>Marketing:</p> <ul style="list-style-type: none"> • Region was not marketed before • Mosaic for region developed • Cape West Coast Peninsula using as branding name • Developing detailed web site to click to all towns in area • Attending various shows with RTO etc. <p>Seasonality :3 months as dead May, June, July and given a theme</p> <ul style="list-style-type: none"> • May arts and crafts • June holistic health • July Winter warmer month <p>Administration:</p> <ul style="list-style-type: none"> • Organisation run by part timers with own businesses • Need CEOs with CEO salary • Have 6 towns and need 6 tourism offices <p>Issues raised:</p> <ul style="list-style-type: none"> • Opportunities include: Eco tourism, Adventure tourism: have triathlon major event, Business tourism (but can't take visitors to industrial areas. Should be safe.) • Need township visits: another area needs development here.

	<ul style="list-style-type: none"> • Sea food side. Need to differentiate and evolve this for example, tourists go onto fishing boats as adventure experience. • Need more arts and crafts. • Info Office on R27 and Gateway on N7: underemphasise R27 and signage on R27 is very bad. Capacity of R27. Road problems in Southern Cape resulted in boom for West Coast and put extra pressure onto infrastructure.
Construction and Mining	<ul style="list-style-type: none"> • Sewage under capacity/ overflow in high season major problem. •
Oil and Gas and Steel	<ul style="list-style-type: none"> • Re beneficiation if steel availability and price is right then can downstream- may warrant investigation • Beneficiation Erwin was here and asked for opportunities and said he would do nothing that this is the private sector's job. Are we ready to take this up re port and water infrastructure capacity?? • Oil and Gas Committee not working well- no movement in Forums. Need Committee to drive. Difficult to access information. Municipality needs more fire or dynamite from business to get organised. Forums have no teeth or authority or powers.
Logistics Infrastructure	<ul style="list-style-type: none"> • Commercial airport seen as important area. Lots of people from Joburg have houses in Saldanha • Odd tourism train comes through re flower season Is local coaching capacity but not organised properly to take advantage • Parking for busses in smaller town needed Langebaan • Need to get rid of one day syndrome from Cape Town- people don't get to know the region • Saldanha Bay Waterfront Development is it still happening. 2-3 land owners own this. They want to take a share of the development. Marine and Coastal management looking at old fishing harbour and may be better waterfront opportunity. Waterfront development: Transnet tries to stay away from this. Envision light waterfront in part area. Is some tourism opportunity. Big wheel ship is being looked at for small craft harbour side. Lots of space fishing harbour. • <p>PORT:</p> <ul style="list-style-type: none"> • PORT Development Framework is available but Master Plan must be adopted by Transnet • Is a need for a Port Landside Spatial development framework to guide how development happens around the port. Municipality is reviewing spatial development framework. Must clarify if this will be dealt with there or not. May also be West Coast Spatial Dev. Framework issue

	<ul style="list-style-type: none">• Iron Ore expansion : go to 93 mil. Tonnes export by 2015 will need major infrastructure re berths on Langebaan side e.g. jetty and lots of dredging take place and concern re effect on bay and beaches.• Oil and Gas port wants to grow market to include fitting of FPSOs• Is growth with general cargo and MPTs and develop extra berths• Need buffer zone: soft activities and Port Logistics Park incl. offices, packing, warehousing, containers• Access into the port widen corridor to accommodate more road and rail freight.• Container terminal: is dependant on Cape Town. Maybe 5-10 years time consider• Is a possibility Port could handle containers in 5-15 years time depending on what happens at Cape Town. Need to see if this is reflected in port dev. Framework or whether feasibility study on this required. <p>Availability of land and where to place new energy infrastructure: not clear where to located.</p>
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4. **Way Forward Implications and Other Issues**

- REDS must explore if we have flagship development such as waterfront or harbour development which can be catalysts for tourism etc.?
- Rae to link CCDI to explore whether craft development outreach program with West Coast can be initiated. To link with Shahid's work on township/ community tourism (check if we invite CCDI to any of the tourism workshops?)
- Rae to get copy of Port Dev. Framework also for Amien
- Possible REDs initiative may be to support feasibility studies for strategic infrastructure especially:
 - Commercialisation of airport
 - Container potential at Saldanha
 - Dry dock facility at Saldanha
- Re port, need to explore if Local Port Forum is in place to coordinate development as in Cape Town. Rae has docs on this- to link with Amien.
- We must pull out West Coast District spatial dev. Eco dev linkage issues that have emerged- Rae will extract and summarise notes from workshop reports
- Need to link with Saldanha and clarify their thinking re Development Agency and whether this is supported and what function/ role. Rae done work in East London with Buffalo City Dev. Agency and knows IDS person managing Dev. Agencies. Also recommended Dev. Agency in Winelands and can get an update on where this is at. REDS may propose District Dev. Agency, but structures required must follow strategy.

DATE OF WORKSHOP: 22nd Saldanha: Municipality

1. General Observations (regarding participation, stakeholder dynamics)

Mayor and key Councillors attended. Very interesting dynamics. Seem to be unresolved tensions. Some say oil and gas initiative will not materialise. Others saying environmental constraints limit much future development such as extension of the port..

2. Critical GENERAL / CROSS- CUTTING issues raised and implications for REDS

Cross-Cutting Theme	Key issues re Constraint / Opportunity
Spatial development	<ul style="list-style-type: none"> • Saldanha is seen as national growth node by presidency. Are keen to learn from other growth nodes re how to ensure disadvantaged communities can access opportunities. • Key issue is can and how they get tourists to disadvantaged areas?
BBBEEE	<ul style="list-style-type: none"> • Lots of discussion on BBBEE with Municipality saying Mines and tourism companies are white owned and what can the municipality do to promote BBBEEE. REDS must link with national BBBEE initiatives re charters as well as tourism BBBEE initiatives and possibly explore a District BBBEE Matchmaking program to link white and black businesses (talk to Ivan van der Merwe in this regard- Rae or Shahid to do?). We must also talk to Provincial BEE eco. Dev. Official John van der Rheede re what province is doing to promote BBBEEE. •
Skills development	<ul style="list-style-type: none"> • Re-skilling of the labour force is a critical issue as industrialists are importing labour esp. re fishing industry and oil and gas industry. • Municipality recently met with office of Presidency. Will take all graduates and send to Dubai and India to get work experience. Will also take matriculants and give them courses in Welding. How is this all coordinated and rolled out? • Saldanha skills needs also manufacturing oriented re engineering etc. How are FET responding? Involve in Oil and Gas workshop.
Environment	<ul style="list-style-type: none"> • Impact on langebaan beach erosion may result in expansion of port to accommodate iron ore re more berths not happening. District Council has contributed funds and total of R45 million spent on langebaan beach replentishment/ managing erosion.

3. Key Issues Raised in Breakaway Group Discussions by Value Chain and implications for strategy formulation (including March Strategy workshops) (to use

and cross reference post it notes and flip chart records) (also to note key role-players to interview 1-1 or include in workshops).

Value Chain	Key issues re Constraint / Opportunity
Fishing and aquaculture.	<ul style="list-style-type: none"> Fishing factories are closing on a daily basis and key question is what can substitute for this that can make use of the available infrastructure/ factories/ equipment as well as skilled labour force? Re-skilling a critical issue.
Tourism	<ul style="list-style-type: none"> How to get tourists to disadvantaged areas?
Construction and Mining	<ul style="list-style-type: none"> Mining not seen to be as high a priority as it is in Matzikamma.
Oil and Gas and Steel	<ul style="list-style-type: none"> Feeling that they will be excluded as plan will be in operation in 18 Months even though Ferrostaal marine has commitment to make available 25% of procurement opps locally (note: need to get detail on exactly what opps are to be made available). Oil and gas initiative is fuelling migration and placing a strain on infrastructure budget re demand for housing and basic services. Oil and Gas and 25% how to access these service opportunities. Need to have skills in place as matter of urgency. Need to draw in national office of JIPSA to fast track oil and gas training. Is a District Skills Audit with advocate Charl Frank and Averil is in touch with Saldanha Pilot. Critical GDS issue. Need more interaction with role-players to avoid Saldanha Steel situation.
Logistics Infrastructure	<ul style="list-style-type: none"> Generally municipal budget not sufficient to maintain existing infrastructure. Want to build 5000 houses will cost R73 million and capital budget is only about R100 million. Migration to the area a major problem- don't have enough funds to handle it. Water supply is big issue. Options to look at include raising Misverstand Weir, making a catchment area for the winter rains – REDS must decide if this is an opportunity we push? Critical REDS issue is how B Munis/ District can access national funding for infrastructure needs of oil and Gas and migration and housing / social infrastructure needs of the area. Involves building the business case, getting provincial and political support etc.
Other (sectors)	<ul style="list-style-type: none"> Manufacturing growth limited in relation to environmental and health risks. Availability of land is also a constraint. Feeling that Cape Town is full and that overspill of manufacturing activity coming to Saldanha. Did not seem to be happy about this.

DATE OF WORKSHOP: 21 February 2007, Swartland Business Community

1. General Observations (regarding participation, stakeholder dynamics)

No big business present- not clear why. Dominated by small, informal type businesses some of whom have been operating for many decades in the area.

Generally business showed very low levels of entrepreneurial initiative and high levels of government dependency e.g. you tell us what the opportunities are. Many of the business are small and operate in isolation and have not explored forming joint ventures / cooperative with other businesses to overcoming the limits of small size (e.g. single truck operators).

2. Critical GENERAL / CROSS- CUTTING issues raised and implications for REDS

Cross-Cutting Theme	Key issues re Constraint / Opportunity
BBBEEE	<ul style="list-style-type: none"> • HDI businesses are trying to access municipal owned properties but find they need to link with other partners who have finance. According to Municipality, procurement and land policy does not prioritise financial considerations but also includes other criteria linked to sustainability such as a) poverty alleviation; b) BBBEE; c) community benefit. So in theory there is an opportunity but in practices still difficult to access. • Informal traders need trading structure/ premises that are well located. Municipal issue. REDS Proposal: District could introduce a model informal trading by law for others to adopt as happened in Winelands?
Skills development	<ul style="list-style-type: none"> • Are many single truck transport operators who can't compete on price and are under cut by larger operators. Possible applicability of cooperative model to allow small operators to pool resources may require investigation as part of Business Development Programme?
Institutional	<ul style="list-style-type: none"> • Rezoning process for BNB very costly (can be R15,000). Can anything be done at District level re municipal decision-making processes around development process? • Very low level of awareness of what municipal, provincial and national government support programs incl. incentives and financial support and mentorship exists for emerging farmers.

3. Key Issues Raised in Breakaway Group Discussions by Value Chain and implications for strategy formulation (including March Strategy workshops) (to use

and cross reference post it notes and flip chart records) (also to note key role-players to interview 1-1 or include in workshops).

Value Chain	Key issues re Constraint / Opportunity
Agriculture	<ul style="list-style-type: none"> • Emerging farmers are provided with very small farm sizes and can't be efficient/ competitive. Need support structures. Approach must be commercial agriculture approach and not poverty alleviation approach. REDS implication: Can we link Retail chains in District better with supply from emerging farmers? • Is a District Committee looking at land identification as part of Land Reform Strategy. This can also be a Spatial Dev. Framework issue re identifying areas for land reform/ small farming?
Tourism	<ul style="list-style-type: none"> • Zoning Regs expensive for BNBs • Should try and clarify actual tourism potential and be careful not to over-promise on potential • Is a need for township/ community tourism. Need clarity as to how township based businesses can access tourism opportunities. • Historical routes and markets may have tourism potential in Malmesbury.
Other (sectors)	<ul style="list-style-type: none"> • Many products produced in the area are of low quality and people seem to be happy with this. Need to change the mind sets to improve quality and encourage people to buy locally

DATE OF WORKSHOP: 21 February 2007, Swartland Municipality

1. General Observations (regarding participation, stakeholder dynamics)

There is general support for the District process. Key point is that the Local and District LED Strategies must complement each other. Not sure if it is understood that this works both ways. Point raised that ideally District REDs should be in place before LEDs.

Swartland LED Strategy has 5 pillars:

- Poverty
- Small Business Support
- Space Economy
- Sectors incl. Tourism
- Skills/ Training

Swartland IDP starts with an integrated view of key development issues and proposals which include strengthening the spatial links to Cape Town as well as the spatial links to the north to develop Malmesbury as Regional Centre.

2. Critical GENERAL / CROSS- CUTTING issues raised and implications for REDS

Cross-Cutting Theme	Key issues re Constraint / Opportunity
Spatial development	<ul style="list-style-type: none"> • Lots of residential development happening due to proximity to Cape Town. Need to look at what is required to accommodate this development both from a bulk infrastructure point of view as well as from a labour skills requirement.
Health	<ul style="list-style-type: none"> • HIV/ Aids/ TB big issues in smaller towns where large % of population affected impacts on survival of whole town.

3. Key Issues Raised in Breakaway Group Discussions by Value Chain and implications for strategy formulation (including March Strategy workshops) (to use and cross reference post it notes and flip chart records) (also to note key role-players to interview 1-1 or include in workshops).

Value Chain	Key issues re Constraint / Opportunity
Tourism	<ul style="list-style-type: none"> • If we want to increase share of CT tourism from 2% to 5% big question is can we accommodate increase in numbers (we must work out what numbers would mean re domestic and international with CTRU assistance). • Key would be to double the size of the N7 • Key challenge is to broaden BBBEE participation to the actual

	<p>community level as opposed to just individual empowerment</p> <ul style="list-style-type: none"> • Key initiative is Gateway initiatives X 2 on R27 and N7. Have been waiting for 3 years for District decision (on land). District has now realised must be built on public land. Not clear of B Muni now doing there own thing.. • Berchtwald made an interesting point that Tourism is not a District function and that this has shifted to the RTOs.
Logistics Infrastructure	<ul style="list-style-type: none"> • R27 is a critical route and requires more focus.

4. Way Forward Implications and Other Issues

Cross-Cutting Theme	Key issues re Constraint / Opportunity
Spatial development	<ul style="list-style-type: none"> • Re residential development happening due to proximity to Cape Town, <i>we must assess if more can be done for subcontractor development and explore in Construction/ mining workshop</i>
Infrastructure	<ul style="list-style-type: none"> • Amien to investigate proposed regional corridors with PGWC and see what thinking is behind them esp. N7 and R27. Rae can contact Jacqui Gooch as well as Neil Muller to set up meeting. • Amien to have discussion with Professor Trevor Gaunt at UCT regarding feasibility of renewable energy expansion on West Coast as well as ideas on how to maximise local spin-offs re commercial opportunities linked to this (could there be construction as well as equipment manufacturing opportunities which West Coast businesses can tap into?)
Environment	<ul style="list-style-type: none"> •
Institutional	<ul style="list-style-type: none"> • IDS needs to clarify what the District Economic growth target should be (based on assumptions for each sector's growth potential) as well as that the B Municipal areas growth rates should be as contribution towards District growth. Rae will develop scenario table for each Municipal area and sector stats and we can play with scenarios for sector growth in each B Area to develop the District growth figure from the bottom up. Important to look at time frames for example re how long it will take to restructure agriculture and to grow tourism as well as oil and gas etc. propose that we build this item into our strategy workshops re stakeholder input on growth assumptions and rates (we can put something on the table to kick around).

Value Chain	Key issues re Constraint / Opportunity
Tourism	<ul style="list-style-type: none"> • Institutional issues: Tourism is not a District function and that this has shifted to the RTOs. <i>We must explore this issue with respect to Tourism Infrastructure and product development (my</i>

	<p><i>understanding is that this still rests with B and District government). The Institutional arrangements re a) marketing/ b) product/ destination development./ infrastructure need to be clarified in the REDs.</i></p> <ul style="list-style-type: none">• <i>Rail/ Train tourism routes: is anybody investigating options?</i>
Logistics Infrastructure	<ul style="list-style-type: none">• energy: lots of scepticism as to the economic and financial feasibility of renewable energy. Not clear how much growth in renewable energy is feasible and how this will be financed and whether subsidies will be needed or whether investors can generate sufficient return on investment. Province apparently has a provincial target for renewable energy (in PSDF – we must ID this).

6 REFERENCES

Document Title	Date	Author
N Verstedelingsraamwerk Vir Die Weskus Streek	Dec-99	Bertie Van Zyl
Intergrated Development Plan 2006/2007	May-06	West Coast Region
Intergrated Transport Plan	Nov-05	Jeffares &Green
Interim Municipal Solid Waste Management Plan	Feb-01	Entech Consultants
Disaster Management Plans	Apr-06	Africon
Water Service Development Plan	Nov-05	Kwezi Engineers
Western Cape Strategic Infrastructure Plan		
Poverty Alleviations Strategy	Oct-06	Urban -Econ
Communication & Public Participation Strategy	Apr-03	PricewaterhouseCoopers
West Coast Economic Development Strategy	Apr-00	Urban -Econ
National Spatial Dev. Perspective		
Regional Industrial Development Strategy		
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