

Local Economic Development INFORMATION BOOKLET



Province of the
EASTERN CAPE
ECONOMIC DEVELOPMENT AND
ENVIRONMENTAL AFFAIRS



Ikamva eliqagambileyo!



Local Economic Development INFORMATION BOOKLET

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Message from the Honourable MEC: Mr. P. Masaulle



It is my pleasure to present this information booklet to our partners, stakeholders and citizens about the services of the Local Economic Development (LED) Unit within the Department of Economic Development and Environmental Affairs (DEDEA). The Department is striving towards providing leadership across the provincial government in delivering services and solutions that will enhance the Eastern Cape economic environment. Through its LED programmes, DEDEA strives to engage and harness the energies of local communities and stakeholders to take appropriate action to realise the potential of their indigenous assets and opportunities. This approach will further underpin the implementation of the various LED initiatives over the next years.

The purpose of LED is to create an enabling environment in which local people and institutions can make realistic and practical decisions to strengthen the local economy, create more jobs, promote new enterprises, including self employment, and to improve the quality and prospects of life for all. Within this context, the priority of the LED Unit within DEDEA is to promote socio-economic development and to create opportunities for sustainable and inclusive employment and increased economic activity.

DEDEA works closely with the Department of Local Government and Traditional Affairs and the Department of Agriculture in developing policies which create the space at local level for such actions. Our Department also works in partnership with municipalities and other local stakeholders to build capacity for effective local initiative needed to transform local economies. With these partners, DEDEA seeks to infuse a new bottom-up force for balanced development, inclusive growth and shared prosperity at local levels in every part of the Province.

Since 2006, the Department has worked with Thina Sinako (EU supported LED programme for the Eastern Cape) to develop new funding instruments for local economic development. Members of the LED Unit have been closely involved with Thina Sinako in promoting worthwhile and feasible projects and have been key players in the project selection, monitoring and evaluation process.

It is important now that we continue to improve the efficiency, effectiveness and accountability of the policy and funding arrangements for LED over the next years, particularly in anticipation of the end of the Thina Sinako programme in 2011. DEDEA is committed to ensuring that local communities can play a full and meaningful part in the common task of building the Province's economy for the prosperity and wellbeing of all its citizens.

Hon. MEC. Mr. P. Masaulle
Department of Economic Development and Environmental Affairs

Message from the Head of Department



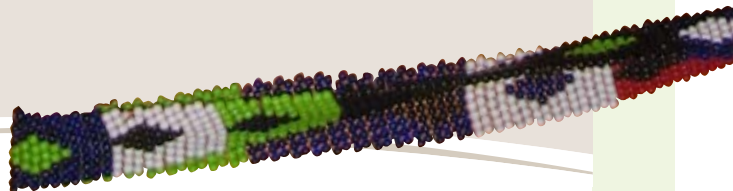
Local Economic Development is an integral part of the DEDEA strategy for turning around the economic fortunes of the Eastern Cape. It sits alongside and complements the other economic development objectives and functions of the Department, which are creating conditions for investment, modernising the economy of the Province, promoting enterprises and growing the economy to provide jobs and economic opportunities for all of its citizens.

In addition to the larger scale investments which are necessary to achieve these outcomes, through our Local Economic Development effort we can create the capacity across the Province for communities and institutions at local level to take the initiative and work together for growth and development. Over the last five years, the LED Unit in the Department has been supporting local groups which seek to undertake a wide and varied range of projects to improve the economic prospects of their local areas. These have created new jobs, secured jobs previously threatened, and have opened up new sources of employment and economic activity. Many of the projects supported have provided positive examples of what can be done at local level.

We shall increase the effort to promote a coordinated approach to LED at Provincial level. Our Department will work to ensure that provincial as well as local government and other institutions can work in a concerted manner to deliver LED. The Department, through its LED Unit, will seek to optimise the resources available for LED in the Province, but will, in return, be demanding ambitious and clearly demonstrable results and outcomes from the projects which it supports.

We look forward to continuing our close partnership with municipalities, the economic and social partners and with civil society to ensure the effective mobilisation of local economic development groups capable of taking the initiative to respond positively to local needs and opportunities.

Ms Mendo Dukada
Acting Head of Department



PURPOSE

This booklet, produced by the Department of Economic Development and Environmental Affairs, is intended to provide information on the LED Unit services within DEDEA and to showcase some of the Department's interventions in the local economies of the Eastern Cape through a series of case studies. It does not promise to be exhaustive, but rather to highlight what can be achieved through local initiative and to encourage other local groups to organise themselves for local economic development. It is planned to publish the results of local projects funded by the Department on a regular basis.

Goal of the Department of Economic Development and Environmental Affairs

To promote sustainable and shared economic growth and development

Strategic Objective of the Local Economic Development Unit

To promote economic growth and development of local economies in partnership with key stakeholders and by aligning LED initiatives with government programmes.

LED defined

Local economic development (LED) was originally a term that referred to deliberate intervention to promote economic development in a specific area that is not the national area – from a very small neighborhood through to fairly large sub-national region. Approaches to LED have developed and changed as local economies have had to respond to the changing local impacts of the global economy. The emphasis in LED has grown beyond a preoccupation with local self-sufficiency towards understanding, developing and exploiting economic linkages from district and national, through to the global level (Draft Provincial LED Guidelines 2008).

What drives LED?

The National Framework for Local Economic Development makes clear that local government *"does not create jobs"*¹. It goes on to point out that *"local economic development is about creating a platform and environment to engage stakeholders in implementing strategies and programmes"*². A critical part of local government's leadership role in the area of LED rests within its ability to draw other key stakeholders into the development process. Effective and sustainable local economic development has been associated with the emergence of strong local partnerships, bringing together key stakeholders – from both public and private sectors – along with local community interest groups. Such local partnerships bring a range of diverse perspectives and insights to the definition of local strategic priorities, strengthen consensus and commitment, and can contribute to the successful implementation of local development strategies and plans. LED managers should thus facilitate the mobilisation of such local coalitions or partnerships for active involvement throughout the strategy development and implementation process. (Draft Provincial LED Guidelines 2008).

LED In the Eastern Cape – the Problem Context

The Eastern Cape features regularly as the province in South Africa with a chronic accumulation of socio-economic disadvantages. It continues to be dependent on agriculture and food production, with some pockets of heavy industry (e.g. automotive in Port Elizabeth and Buffalo City, predominant to such an extent that it creates potential vulnerability and points to the need for policies promoting diversification). Other significant sectors are service related – transport, education, retail and the health sector, along with tourism. However, a large proportion of the jobs are in the low pay, semi-skilled sectors and many households are dependent on government grants.

The stark fact of the matter is that, even if the jobs were to become available today, the vast majority of the workforce of

¹ This reiterates a position initially set out in the White Paper on Local Government (1998).

² National Framework for Local Economic Development (LED) in South Africa, DPLG (2006, p10).

the Eastern Cape would lack either the necessary employment skills or the physical means to access those opportunities or both. Moreover, the lack of jobs and economic opportunity in the province today has been a major factor in the “brain drain”, as the more skilled move away in search of a better life, further diminishing its attractiveness for investors (McAlinden G, 2008).

These conditions are compounded by a deeply stratified economy and labour market with restricted opportunity for those outside the “mainstream” economy to enter on anything like equal terms. Not only is this a blight on the lives of millions, but has a totally adverse effect on the potential for growth of the economy of the Eastern Cape Province.

DEDEA – Driver of Local Economic Development in the Eastern Cape Province

DEDEA is the provincial institution with central responsibility for defining and driving Local Economic Development policy in the Eastern Cape Province.

“LED is a unique field of government policy that directly connects the programmes and resources of central government, both national and provincial, with the combined initiative and coordinated efforts of local institutions and communities working together to address their agreed priority needs and opportunities.” (MEC for DEDEA, 2008)

Key Priority Outcomes of the LED Unit within DEDEA

The priority outcomes of the unit are driven by national, provincial and local policy imperatives, such as the National Spatial Development Perspective (NSDP), Accelerated and Shared Growth Initiative of South Africa (ASGISA), Provincial Growth and Development Plan (PGDP), Provincial Industrial Development Strategy (PIDS) and the Integrated Development Plans (IDP's) among others. These priorities are aimed at:

- Fostering opportunities for economic development to create innovative and sustainable local economic development opportunities;
- Identifying and creating opportunities to expand the economy in terms of new sources of jobs and economic activities for local communities.

In order to achieve these priorities, it is the mandate of the LED Unit to promote and support the identification and generation of LED projects, to oversee the selection of projects, to ensure the disbursement of funds to municipalities, to assist municipalities and beneficiaries with project implementation, to monitor and evaluate the impact of these projects in the communities and to develop recommendations for further enhancement and improvement. The unit also has to ensure that there is a coordinated effort and will seek to leverage resources amongst key stakeholders where the delivery of LED initiatives is concerned. This is evidenced by the converging and coordinating efforts of the Department, Department of Local Government and Traditional Affairs (DLGTA), Department of Agriculture (DoA), the Office of the Premier (OTP) and the Provincial Treasury (PT) and the Thina Sinako Provincial LED programme. To ensure that those managing and delivering LED have the necessary skills, the unit organises in-house training from accredited institutions. 30 LED practitioners were trained on the fundamentals of LED and Managing Change and Innovation during 2007/08 financial year.



Participants in the Leadership, Innovation and Change Management Course in 2007

Training courses during 2008/09 included Advanced Project Management, LED related Negotiation and Contract Management and Monitoring and Evaluation. Targeted trainees include DEDEA and municipal personnel. The rationale for the latter is to ensure that all parties share a common understanding of the unique contribution of LED to local areas and the economy of the province – and to build skills and systems needed to improve delivery of LED. In addition, Departmental and municipal officials took part in a comprehensive programme of LED skills training organised by Thina Sinako.

The Department has developed a set of guidelines for local economic development and has prepared a standardised LED business plan to be introduced for the Municipal Support Grant Fund in the 2009–10 financial year. These will serve to assist LED project proposers to bring forward well thought-through applications which will increase their sustainability and overall impact in terms of generating new sources of economic opportunity and employment locally. Over the next year, the Department will take the lead in the elaboration of a comprehensive and integrated strategy for LED for the Eastern Cape.

Municipal Support Grant Fund (MSGF)

The Municipal Support Grant Fund (MSGF) is currently the key DEDEA funding instrument for LED in the Eastern Cape. This fund is provided to district municipalities and the Metro to facilitate delivery of projects identified in the local communities. The fund aims to improve economic independence amongst local people through planning and developing sustainable enterprises and development activities. All projects that are supported by DEDEA are in their respective municipality's IDP, adding add practical value to the municipality plan.

The Services of the LED Unit include:

- Provision of financial support to municipalities to develop and implement projects which promote employment and economic opportunities as well as help create conditions for such projects;
- Assistance and support (including training) to build capacity for LED within DEDEA, in local areas and across the province;
- LED policy development in line with provincial, national and international experience and best practice;
- Provision of technical support for project management;
- Representation on national, provincial and local LED forums, committees and working groups.

The LED Unit also delivers its services through developing partnerships with community organisations, institutions of higher learning, research institutes and the private sector. This networking, and convergence with other government institutions, promotes a more coordinated and joined-up effort for economic development on the part of all government and public agencies and avoids wasteful duplication and fragmentation. It also allows LED practitioners to gain insight into what others in the field are doing – and learn from the free exchange of experience and ideas.

Achieving our LED Objectives:

The LED Unit can demonstrate many examples of successful service delivery which have resulted in achievement of its priority objectives. The following short case studies are examples of service delivery and showcase some of the local success stories related to the LED Unit's priority goals.

LED Resourcing:

The table below outlines the department's contribution and support to the municipalities in 2006/07 to 2008/09

Financial years	Budget Allocation (R'000)	Number of Projects
2006 / 07	20,000	61
2007 / 08	30,000	16
2008 / 09	32,000	19
2009/10	33,000	To be determined by the selected proposals
Total	115,000	96

The table below illustrates the department's funding per sector in 2003/04 financial year to 2008/09 financial year

Municipality	Total projects per municipality in Manufacturing	Total projects per municipality in Agri-processing	Total projects per municipality in Tourism	Total number of Projects
Nelson Mandela Bay	1	3	1	5
Cacadu DM	3	8	1	12
Amathole DM	6	7	6	20
Chris Hani DM	6	11	4	23
Ukhahlamba DM	2	0	6	8
O.R. Tambo DM	9	4	5	15
Alfred Nzo DM	3	4	9	16
Total	30	40	32	102

Case Study: Micro-Manufacturing Centre in the Matabiele Local Municipality in the Alfred Nzo District Municipality (ANDM)

The project was funded by DEDEA for R140 000 in the 2006/07 financial year. The Project's core business is to manufacture pottery, crafts, and upholstery. Their products are displayed and sold in the local market. The project has 20 members from the community that has benefited from this initiative. Case Study: Siyadidiyela Maluti Arts and Craft in the Alfred Nzo District Municipality (ANDM)

Case Study: Siyadidiyela Maluti Arts and Craft in the Alfred Nzo District Municipality (ANDM)

The project is situated in Maluti Transido Complex in the Alfred Nzo Region. It was funded by DEDEA for R300 000 in the 2005/06 financial year. The main business of the project is mining of clay and the production of ornaments, tea sets, soup bowls, clay pots, etc. The project has created job opportunities for 2 disabled persons, 16 women and 7 youths.

Case Study: Amalinda Fish Farm in Amathole District Municipality (ADM)

The core business of the project is small-scale fish farming: growing and selling fresh water crayfish (Marron) and Koi fish. The enterprise is using the facilities of the existing fish research station, located in the Amalinda Nature Reserve in East London. The project consists of the following components, which are: upgrading the existing infrastructure, rehabilitating dams, building, hatching and fencing, stock breeding and fish farming, training on managing small businesses, environmental awareness, Marron and Koi fish farming and marketing. The project has created around 30 employment opportunities mostly for women and young people. The DEDEA funded the project for R300,000 in 2005/06 financial year and an additional R1, 359, 000 in 2008/09 financial year.



Case Study: Sivukile Furniture and Refurbishment Co-operative LTD in Amathole District Municipality (ADM)

Sivukile is a registered co-operative consisting of ten members: three women, seven men, of whom two disabled persons and one youth. The aim of the co-operative is to provide services towards the refurbishment of school furniture and manufacture new furniture for school and other institutions. The project received R300,000 in 2006/07 financial year and is still performing well.



Case Study: Walmer Hydroponics Project in the Nelson Mandela Bay Municipality (NMBM)

The project seeks to address food security, creation of job opportunities and Black Economic Empowerment. In the 2006/07 financial year, DEDEA funded the project with R400 000 and the produce is sold to local markets around Port Elizabeth. All 10 project beneficiaries are women and Walmer residents. With the assistance of the Nelson Mandela Bay Municipality, the project now has a project manager who is helping with marketing the products in the local markets. A future development here will be the establishment of a local sales point outside the project site where their produce will be sold.



DEDEA and Nelson Mandela Bay Municipality staff and one of the project beneficiaries



To promote sustainable and shared economic growth & development

Case Study: Longmore Flower Estate in Cacadu District Municipality (CDM)

The estate was funded by DEDEA in the 2005/06 financial year for an amount of R1 million. It now has satellite projects: Loerie (Kouga Municipality: R500 000), Woodlands (Kouga Municipality: R500 000), Tsitsikamma (Koukamma Municipality) and the Misty Mountain Flower project (Blue Crane Route Municipality; R290 000), which have also been funded by DEDEA through the Municipal Support Grant Fund (MSGF) during the 2005/2006 financial year. The estate ploughs 15 kinds of Proteas and Strelitzias (Madiba's Gold). These projects have developed networks with local, national and international markets.

Case Study: Umsobomvu Wool and Mohair Co-operative: Chris Hani District Municipality (CHDM)

A group of women responded to the call of Vukuzenzele and organized themselves to establish the project in the town of Middleburg at Inxuba Yethemba Local Municipality.

The main objective of the project is to process raw lambs-wool and mohair into finished, valuable material goods and products like wall mats, floor mats, jerseys and hats. The core business of Umsobomvu is spinning and weaving with sewing and knitting as a secondary business activity.

The financial years the project was funded by DEDEA are 2003/04 for R1 million, 2004/05 for R400 000, 2005/06 for R400 000 and 2006/07 for R200 000. The beneficiaries are 18 women and 1 man and they make approximately R20 000 per month which allows the project beneficiaries to earn a decent living income.



Case Study: EFATA/Sakhingomso Training and Development Project in O.R. Tambo District Municipality (ORTDM)

The project is located in the EFATA area in King Sabata Dalindyebo Local Municipality. The beneficiaries of the project are all disabled young people. It was allocated a budget of R150 000 in the 2006/07 financial year and it has managed to create 12 jobs in the following categories: four men and one woman in the cane weaving hive, two men and a woman in mohair weaving, and four men in the welding hive.



Picture of one of the beneficiaries at Efata and the Sakhingomso Project wares.



Case Study: Cistrans Chemical Project in the O.R. Tambo District Municipality (ORTDM)

The project has created eight employment opportunities for four young males and four young females. Their core business is to produce household chemicals and industrial products like wax polish and cleaning liquids. It is located in Zimbane A/A, King Sabata Dalindyebo Local Municipality. The funds allocated to the project were R150 000 in the 2006/07 financial year.



Chemicals produced at the Cistrans project site.

Case Study: J.L. De Bruin Tourism Resort Project in the Ukhahlamba District Municipality

The J.L. de Bruin Tourism Resort Project is situated in the Gariep Local Municipality. It was identified as a viable tourism attraction project during the public participation engagements. It was regarded as having the potential to stimulate local economic growth. It has been included in the Municipal Integrated Development Plan for 2008/2009–2010/2011 as an Anchor project. In the 2007/2008 financial year, DEDEA allocated an amount of R1,200,000 towards this project. Four chalets will be constructed. The project provides employment to six young men and five young women.

Case Study: Maletswai Waste and Recycling Project in the Ukhahlamba District Municipality

The Maletswai Waste and Recycling Project (MWRP) was established between July and October 2005 by members of the committee who are direct beneficiaries of the project. They had participated in the Citizen Leadership for Good Governance course, which was facilitated by IDASA (Institute for Democratic South Africa). MWRP has the vision of contributing to the small but emerging SMME entrepreneurial sector. The project has been established as a project of a public character with the purpose of conducting environmental awareness campaigns in the community and the separation of refuse and waste for income purposes. The project engages the recycling companies to assist in the removal of recycled waste from households. The project was funded in 2007/08 with an allocation of R265,000. With regard to job creation, ten people are employed, of whom half are young people. The project is evenly balanced between male and female.

Packed waste at the project site



Construction of Chalets at J.L. De Bruin Dam



LIST OF ACRONYMS

Accelerated and Shared Growth Initiative of South Africa	ASGISA
Department of Economic Development and Environmental Affairs	DEDEA
Department of Local Government and Traditional Affairs	DLGTA
Department of Provincial and Local Government	DPLG
Department of Agriculture	DoA
European Union	EU
Financial Innovation Fund	FIF
Higher Education Institution	HEI
Integrated Development Plan	IDP
Local Competitiveness Fund	LCF
Local Government Support Fund	LGSF
Local Economic Development	LED
Local Economic Development Agency	LEDA
Local Economic Development Unit	LEDU
Municipal Support Grant Fund	MSGF
National Spatial Development Perspective	NSDP
Office of the Premier	OTP
Provincial Growth and Development Plan	PGDP
Provincial Industrial Development Strategy	PIDS
Research Institute	RI
Regional Industrial Development Strategy	RIDS
South African Micro-Finance Apex Fund	SAMAF
Thina Sinako	TS



DEDEA: CORE CLIENTS/PARTNERS

DEDEA, through the LED Unit, delivers its services through a wide network of partner organisations, which include the following:

- Accelerated and Shared Growth Initiative of South Africa – Eastern Cape (ASGISA-EC)
- Alfred Nzo District Municipality (ANDM)
- Amathole District Municipality (ADM)
- Cacadu District Municipality (CDM)
- Chris Hani District Municipality (CHDM)
- Department of Agriculture (DoA)
- Department of Economic Development (DED) in KwaZulu-Natal (KZN)
- Department of Trade and Industry (“the dti”)
- Department of Local Government and Traditional Affairs (DLGTA)
- Department of Provincial and Local Government (DPLG)
- Development Bank of Southern Africa (DBSA)
- Eastern Cape Development Corporation (ECDC)
- Delegation of the European Commission in South Africa (DECSA)
- Gijima LED Support Programme (GLSP)
- Higher Education Institutions (HEIs)
- Independent Development Trust (IDT)
- Industrial Development Corporation (IDC)
- Learning, Monitoring and Research Facility (LMRF) in KZN
- Local Economic Development Agencies (LEDAs)
- Mesopartner – LED Summer Academy (Germany)
- Nelson Mandela Bay Municipality (NMBM)
- Office of the Premier (OTP)
- O.R. Tambo District Municipality (ORTDM)
- Provincial Treasury (PT)
- Research Institutes (RIs)
- Rural Livelihoods Programme (RuLivP)
- South African Micro-Finance Apex Fund (SAMAF)
- Thina Sinako LED Support Programme (TSLSP)
- Ukhahlamba District Municipality (UKDM)



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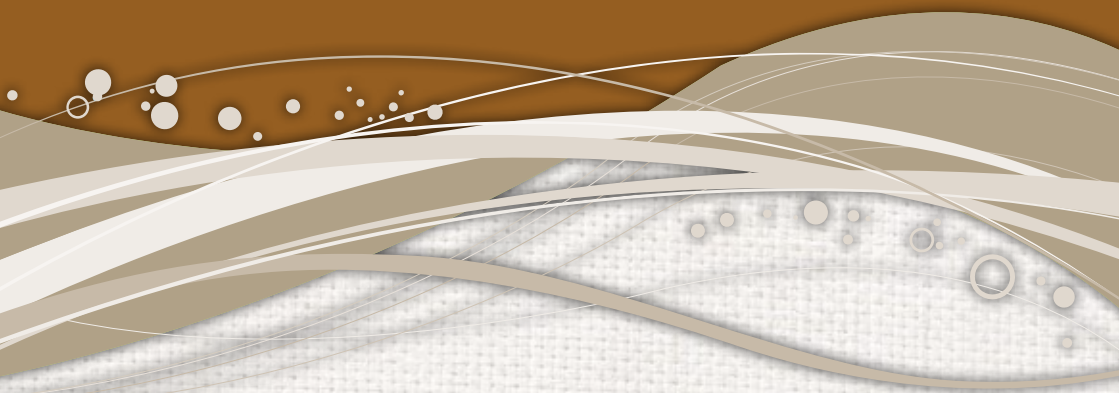
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Project name	Location	Project Value	Jobs created	Year funded
Longmore Flower Estate	Cacadu District Municipality	R1 000 000		2005/06
Walmer Hydroponics Project	Nelson Mandela Bay Municipality	R 400 000	10	2006/07
Micro-Manufacturing Centre	Matatiele Local Municipality	R 140 000	20	2006/07
Siyadityela Maluti Arts and Craft	Alfred Nzo District Municipality	R 300 000	25	2005/06
Umsobomvu Wool and Mohair Co-operative	Chris Hani District Municipality	R1 000 000 R 400 000 R 400 000 R 200 000	19	2003/04 2004/05 2005/06 2006/07
Sivukile Furniture and Refurbishment Co-operative LTD	Amathole District Municipality	R 300 000	20	2006/07
Amalinda Fish farm	Amathole District Municipality	R 300 000 R1 359 000	30	2005/06 2008/09
EFATA/Sakhangomso Training and Development Project	O.R. Tambo District Municipality	R 150 000	12	2006/07
Citrans Chemical Project	O.R. Tambo District Municipality	R 150 000	8	2006/07
J.L. De Bruin Tourism Resort Project	Ukahlamba District Municipality	R1 200 000	11	2007/08
Maletswai Waste and Recycling Project	Ukahlamba District Municipality	R 265 000	10	2007/08

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