EASTERN CAPE RURAL DEVELOPMENT STRATEGY

"Ilima Labantu"

IMPLEMENTATION FRAMEWORK & PLAN

Province of the
EASTERN CAPE
REPUBLIC OF SOUTH AFRICA

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1. Introduction

The Eastern Cape Rural Development Strategy (RDS) aims at bringing about sustainable growth and development in order to improve the quality of life for all, particularly the rural poor. It identifies the transformation of the rural as well as institutional development as critical to the ultimate target to be pursued through a programme covering the creation of the enabling environment; land reform; agrarian transformation & food security; non-farm rural economic development; infrastructure development; and social & human development.

The RDS highlights key principles that should not only guide the understanding of rural development but should also underpin the implementation of its programmes, namely:

-rural development is everybody's concern;
-conscientisation, mobilisation and organisation of rural people;
-sustainable utilisation of available natural resources;
-integration and coordination of government programmes; and
-long term planning

This Implementation Framework and Plan should be read with the Strategy. It is neither prescriptive nor exhaustive, but it seeks to guide the process of implementation of the RDS.

IMPLEMENTATION FRAMEWORK

2. Critical RDS Success Factors

1. All Government planning must reflect the essence and substance of the Rural Development Strategy;
2. The implementation of the Strategy must be based on a well coordinated, properly aligned and fully integrated plans and programmes intended to advance the Strategy.
3. Critical indicators for rural development must be informed by the five pillars of the Strategy to ensure effective monitoring, evaluation and reporting.
4. Institutionalization of the RDS must reflect the transversal nature of rural development.

3. Critical RDS Implementation Milestones

The following preliminary set of implementation milestones has been identified highlighting flagship programmes that cover all pillars of the RDS, commencing in 2010/2011 financial year.

3.1 Enabling Environment

A. Institution Building

i) ECDARD's Rural Development Branch operational by 1 April 2010.
ii) Social mobilization strategy and plan by 31st May 2010
iii) Rural Development oversight structures phased in by 1st April 2010
iv) Change Management Strategy by June 2010
v) Institutionalization of the Rural Development Agency by 1st April 2011

B. Skills Development

i) A skills development programme aligned to the Human Resource Development Strategy of the Province developed by 30th September 2010
ii) Strategy to harness indigenous knowledge and community skills by 31st December 2010
iii) Plan to improve access to financial assistance for learners in the rural areas developed by August 2010, in preparation for the 2011 calendar year.
iv) Agricultural schools close to areas of agricultural intensity established, the first school operational by 1st January 2011
v) Plan to support existing agricultural institutions developed by 30th June 2010

vi) Skills development for the rehabilitation and maintenance of existing infrastructure, particularly:
   a. Agricultural infrastructure
   b. Municipal infrastructure

C. Funding

A. Rural Development Fund
   i. Rural Development Fund launched by 31 March 2010
   ii. Rural Development Fund Sustainability Plan by 30th June 2010

B. Private Sector Investment
   i. Audit of current levels of private sector investment in the rural economy by 31st May 2010.
   ii. Investment Policy / Strategy by 30th June 2010

C. Departmental Programmes & Budgets
   i. Departments' programmes and budgets consolidated & spatially referenced by 30th June 2010.
   ii. Plan to localize 5-Year Strategic Plans in Integrated Development Plans by 30th June 2010.

D. Provincial disaster relief budget by 1st April 2010

3.2 Land Reform

i. Land reform support institutionalised by April 2010, and plan developed by June 2010
ii. Land audit conducted by December 2010
iii. A plan to improve access to land by women, youth and disabled people by 1st April 2010
iv. Settlement of 800 outstanding land claims and betterment claims facilitated by 2014
v. Plan to mobilise funds to acquire white-owned agricultural land using Area Based Plans by June 2010

3.3 Agrarian Transformation and Food Security

i. A plan to improve agricultural productivity by 1st April 2010
   a. EPWP jobs through land rehabilitation and soil pH balancing programmes
   b. Agricultural irrigation schemes resuscitated
   c. Agro-ecological mapping
   d. Farmer support and entrepreneurial development
   e. Agricultural infrastructure development
   f. Access to finance and market

ii. Provincial integrated food security Strategy by 30th June 2010

iii. Sustained back- to -land campaign Programme by 31st May 2010

3.4 Non-farm Rural Economic Development

i. Plan to increase the intensity and impact of EPWP initiatives in rural areas by 31st March 2010
ii. A strategy for incorporation of rural areas into the Tourism main stream activities by 30th June 2010
iii. A strategy for the development of alternative energy solutions by 31st October 2010
iv. A plan for increased participation by rural SMME and Co-operatives in the economy by 31st October 2010
v. An Agro-industrial Development Strategy by 31st December 2010
    a. Milling plants establishment
    b. Agri-parks establishment
vi. Timber and Forestry Sector Plan is implemented by March 2012

3.5 Infrastructure Development

i. Rural infrastructure backlogs quantified and prioritized by 30th September 2010
ii. Provincial infrastructure recovery fund established by April 2011
iii. A comprehensive provincial infrastructure development plan by 30th September 2010
iv. A comprehensive water resources development plan by 31st December 2010
v. Plan to enhance institutional capacity in Roads & Public Works and municipalities by 30th June 2010
vi. Provincial Road Maintenance Plan developed by December 2010

3.6 Social and Human Development

i. Plans to improve access by rural communities to quality education, health, social services, rural safety, basic services and rural housing by 1st April 2010
ii. Plan to improve disaster management & rapid response capacity by 30th June 2010
iii. Plan to facilitate cultural development by December 2010

4. Rolling out the RDS Implementation

The RDS implementation and roll out will be informed by the following:

i) The existing pilot (Mhlontlo LM) is properly conceptualized & anchored by 30th June 2010.
ii) Identification of rollout sites based on need & potential by 31st March 2010.
iii) Community profiling & resource mapping by 31st July 2010.

The RDS programmes will be packaged for implementation in the short term, medium term as well as long term.

4.1 Short-Term (up to 2 years)

In the short term of the RDS implementation, high impact and labour intensive projects will be packaged and focussing on the Mhlontlo LM pilot site; the Eleven Poorest Municipalities (see table below); ISRDP nodes; Agro-Ecological Zones; and Areas with High Agricultural Potential.

District Municipalities	**Eleven Poorest Local Municipalities**	**Municipalities to be prioritised**
Alfred Nzo	Umzimvubu	Umzimvubu
Amathole	Mbashe, Mnquma, Ngqushwa	Mbhashe
Chris Hani	Intsika Yethu, Engcobo	Engcobo
OR Tambo	Mbizana, Ntabankulu, Nyandeni, Ngquza Hill	Mhlontlo and Ntabankulu
Ukhahlamba	Elundini	Elundini
Cacadu	None	Ikwezi

4.2 Medium-Term (1 to 10 years)

In the medium term, RDS implementation will expand to all local municipalities & rural towns; farm areas; peri-urban areas; and areas of tourist attraction.

4.3 Long-Term (10 to 30 years)

In the long term, RDS implementation will further expand to cover all rural Eastern Cape.

IMPLEMENTATION PLAN[1]

[1] The information contained in Section 5 will be improved further in consultation with the relevant departments and/ or entities. The objective is to arrange the information such that it speaks to key programmes that will be packaged as part of the implementation of the RDS.

5. Implementation Plan

LAND REFORM

Pillar	**Land Reform**			
Strategic Objective 1	**Facilitate the acceleration of land redistribution for sustainable rural development;**			
Priority Programmes	**Activities**	**Deliverables / Outcomes**	**Responsibility**	**Time Frames**
LRAD PLAS SPLAG SLAG Commonage LASS	• Develop database for land acquisition applicants	• Reliable date of applicants	DRDLR	June 2010
	• Develop database for farms on the market	• Reliable data of farms on sale	DRDLR	June 2010
	• Develop selection criteria for suitable beneficiaries	• Suitable (right beneficiaries) placed on right farms	DRDLR	June 2010
	• Fast track transfer of land to individuals	• Registered full titles	DRDLR	June 2010
CASP & other Post Settlement Programmes	• Provision of infrastructure	• Infrastructure that match production	DARD & DRDLR	Ongoing
	• Build capacity to beneficiaries	• Capacitated beneficiaries	DARD & DRDLR	Ongoing
	• Social Facilitation & Mobilisation	• Organised farmers	DARD & DRDLR	Ongoing

Strategic Objective 2	Facilitate access to tenure security that creates socio-economic opportunities for people living and working on farms and in communal areas			
Priority Programmes	**Activities**	**Deliverables / Outcomes**	**Responsibility**	**Time Frames**
Land Rights Management Facility	Provide legal support	Legal representation	DRDLR	June 2010
	Provide emergency relief	Temporal facilities	DRDLR	June 2010
	Create awareness on rights	Reduced illegal evictions	DRDLR	June 2010
	Accessible emergency line	Reduced illegal evictions	DRDLR	June 2010

Strategic Objective 3.	Facilitate access to rights in land, including land ownership and sustainable development			
Priority Programmes	**Activities**	**Deliverables / Outcomes**	**Responsibility**	**Time Frames**
Land Audit	Conduct a Deeds Search	Updated land audit	Deeds Office (DRDLR)	May 2010
	Consolidate existing reports from Municipalities, DPW,DRDLR		OTP	June 2010
	Consultation with Municipalities regarding buy in on the ABP	Consolidation of ABP to IDP	DRDLR & Municipalities	May 2010

Strategic Objective 4	Provide efficient state land management that supports social and economic development;			
Priority Programmes	**Activities**	**Deliverables / Outcomes**	**Responsibility**	**Time Frames**
Legislative review	Influence reviewing all existing legislations	Amended legislation & delegations given to Municipalities	OTP	
	Facilitate formation of Rural Development Desk at Municipal level	Land Reform desks	DARD	November 2010
	Develop MoU's between the Municipalities and affected Departments	Signed MoU's	OTP	August 2010

Strategic Objective 4	Provide efficient state land management that supports social and economic development;			
Priority Programmes	**Activities**	**Deliverables / Outcomes**	**Responsibility**	**Time Frames**
Agrarian Reform Programme	Resource Planning	Resource Use Plan	DARD	Ongoing
	Finalization of the Land Use Management Bill	Land Use Management Act	DRDLR	December 2012
	Community consultation - Create awareness amongst communities on the importance of land use	Productive & Sustainable Use of land	DARD	Ongoing
	Fast tracking of surveying unsurveyed land	Surveyed land	DRDLR	December 2010

Strategic Objective 5	Facilitate provision of equitable redress to victims of racial land dispossession			
Priority Programmes	**Activities**	**Deliverables / Outcomes**	**Responsibility**	**Time Frames**
"High Drive"	Establish Claim Resolution Forum	Functional Claims Resolution Forum	OTP	February 20101
	Fast track settlement of claims	Settled claims	RLCC	2014
	Regular feedback on status of claims (claimants & all stakeholders	Quarterly reports	RLCC	Ongoing
	Develop alternative approaches to acquire land (Expropriation/ PLAS)	Settled claims	DRDLR	Ongoing
CASP Facilitate	Provision of infrastructure	Infrastructure	All Sectors	
Post Settlement Programmes	Build capacity of beneficiaries & mechanisms to implement programmes (productive & management)	Partnerships Agricultural finance Agro-processing Sustained projects Project management skills	DARD DRDLR	June 2010
	Develop methodologies			
Betterment redress	Fast-track the parliamentary & legal process	Settlement of betterment claims	DRDLR	November 2010
		Process endorsed by Parliament	DRDLR	November 2010

Strategic Objective 6	Strengthen IGR			
Priority Programmes	**Activities**	**Deliverables / Outcomes**	**Responsibility**	**Time Frames**
IGR Act	Co-ordinated planning	Co-ordinated Planning & Ownership	OTP	Immediately
	Co-ordinated reporting			
	Develop penalties for non-complying Departments			
	Revive Districts Forums			
	Re-introduce the IGR to various stakeholders			

AGRARIAN TRANSFORMATION AND FOOD SECURITY

Pillar/Goal	Agrarian Transformation and Food Security			
Strategic Objective 1	Ensure household food security			
Priority Programmes	**Activities**	**Deliverables / Outcomes**	**Responsibility**	**Time Frames**
Food security	• Design a sustained back to land campaign • Engaging institutions of higher learning.	• Social cohesion (collective • Consciousness) • People's mindset changed to tilling of the land.	• ECDARD • House of Rural • Development • Local Government • NGO Coalition • Institution of higher • Learning • Envisaged Rural • Development Agency • Religious leaders • Farmers	3 months
	• Mobilise rural communities to utilize their crop fields /gardens • Extension advisory engagements.	• Productive • household lands • Increased food • availability	• ECDARD • House of Rural • Development • Institution of higher • Learning • Envisaged Rural	6 months

Pillar/Goal	Agrarian Transformation and Food Security			
Strategic Objective 1	Ensure household food security			
Priority Programmes	**Activities**	**Deliverables / Outcomes**	**Responsibility**	**Time Frames**
	(Own indigenous knowledge is having academic knowledge point of convergence: speak the ills of food insecurity (land is lying fallow, not eating nutritional food, refusal to afford use of unused land).		• Development Agency	
Skills development programme	• Reviewable of current syllabus	• Involvement of young people at primary level in agricultural activities. (4-H agricultural Clubs)	• Department of Education • ECDARD	6 months
	• Development of outreach programme.	• Expansion to rural communities	• ECDARD	6 months
Siyazondla programme	• Review the implementation model.	• More resources • More impact • More reach by the needy • Expanded programme • More by-in	• ECDARD	3 months
Access to productive and arable land	• Facilitate the development of instruments to enable release of land for productive utilisation.	• Increase women's access to land • Active farmers with secured access to land. • Improve security of	• DLRRD • ECDARD • Local Government	6 months

Pillar/Goal	Agrarian Transformation and Food Security			
Strategic Objective 1	Ensure household food security			
Priority Programmes	**Activities**	**Deliverables / Outcomes**	**Responsibility**	**Time Frames**
		tenure.		
	• Develop proper land use plans	• Proper utilisation of arable land • Rehabilitation of degraded land • More productive land allocate for agricultural development. • Land audit • Land use plan development at village level	• ECDARD	ASAP
	• Commission research to audit land with clear terms of reference	• Better utilisation of lands • Equitable allocation of land	• DLRRD	3 months

Pillar/Goal	Agrarian Transformation and Food Security			
Strategic Objective 2	Accelerate participation, equity and productivity in agricultural development			
Priority Programmes	**Activities**	**Deliverables / Outcomes**	**Responsibility**	**Time Frames**
Resource mapping	• Agro-ecological mapping • Clustering of various agricultural activities • Feasibility studies and Business plans	• Optimum utilisation of • Resources • Bankable plans and • Projects • Substantial increases in • Productivity. • Increase incomes and • Jobs. • Inform IDP, Syllabus. • Development of • Appropriate farm plans.	• ECDARD • AGENCIES • Local government • House of traditional • Leaders. • Institutions of higher • Learning.	One year
Co-operative development	• Sustained educational & awareness. • Facilitate establishment of viable cooperatives • Mobilise resources for • Funding. • Research on best practices and approaches.	• Improve understanding and adoption of • Sustainable cooperatives. • Improved level of Economic activities. • Broadening economic participation	• DLRRD • ECDARD • Local Government	One year
Dedicated ring-fenced Fund	• Package bankable • Proposals aligned to IDP's. • Funding model (inclusive of communication and disbursement strategy)	• Integrated, coordinated • Funding. • Funded priority projects.	• DLRRD • DEDEA • ECDARD • Local Government • Envisaged Rural Development Agency	3-6 months

Pillar/Goal	Agrarian Transformation and Food Security			
Strategic Objective 2	Accelerate participation, equity and productivity in agricultural development			
Priority Programmes	**Activities**	**Deliverables / Outcomes**	**Responsibility**	**Time Frames**
Research and Development	• Identify specific priority research areas • Identify and mainstream existing appropriate • Technologies. • Coordinate various • Research activities. • Identify outreach and /or • Extension research.	• Clearly scientific Research programme. • Researched solutions to real life problems • Research outcomes in Information practices. • Knowledge production and management of • Technology sharing and transfer	• Higher Education • Research institutions • Department of education	3 months
Beneficiation	• Map value chain linkages in each identify commodity. • Identify downstream opportunities • Throughout the value chain. • Bankable business plan develop.	• Diversified and integrated Agricultural sector. • Increase in manufacturing activity • New entrants (entrepreneurs).	• ECDARD • DEDEA • SEDA • Envisaged Rural Development Agency	One year
Farmer Support and Entrepreneurial Development	• Review existing support programmes • Develop new “Blue print” programmes.	• Map/ data base of existing support services • Design of dedicated and coordinated support.		One year

Pillar/Goal	Agrarian Transformation and Food Security			
Strategic Objective 2	Accelerate participation, equity and productivity in agricultural development			
Priority Programmes	**Activities**	**Deliverables / Outcomes**	**Responsibility**	**Time Frames**
	• Develop mechanism for coordination of support mechanism	• Knowledge sharing		

Pillar/Goal	Agrarian Transformation and Food Security			
Strategic Objective 3	Facilitate and support access to markets and distribution channels for rural farmers			
Priority Programmes	**Activities**	**Deliverables / Outcomes**	**Responsibility**	**Time Frames**
Logistics network development	• Review and develop logistics	• Improved logistics network • Competitive agriculture	• DEDEA • ECDARD • Roads and transport • DPW	One year
Agricultural infrastructural development	• Audit existing infrastructure • Linked to resource potential, develop appropriate infrastructure support • Develop appropriate • funding models	• Improved agricultural development • Competitive agricultural sector	• DEDEA • ECDARD • Roads and transport • DPW	One year
Market research	• Develop market research study • Continuous evaluation and monitoring.	• Ongoing market research	• ECDARD • Market research institutions	Ongoing

INFRASTRUCTURE DEVELOPMENT

Pillar/Goal	**Infrastructure Development**			
Strategic Objective 1	**Improve rural roads, transport and logistics network**			
Priority Programmes	**Activities**	**Deliverables / Outcomes**	**Responsibility**	**Time Frames**
Road classification system	Finalisation of processes	• Develop effective maintenance programs • Identifying priorities and planning • Mobilisation of funding • Develop system to direct queries regarding transport infrastructure • Implementation of deliverables will have skills/resource requirements – ensure strategy are	• DRT fully responsible • Soliciting information from DPW, District and Local Municipalities, HEIs, Traditional Leaders and other affected stakeholders	31 March 2010
Identify areas that need urgent attention [Link to RDS and baseline]	• Develop intervention plan coordinated by DRT • Identify roads with high economic impact • Lobby for additional funding from National Treasury/DBSA to deal with infrastructure backlogs, • Amendment of formulae calculating development of road infrastructure per km in province	• Improved connectivity and accessibility of roads and areas • Improved road maintenance	• DRT fully responsible • Soliciting information from DPW, District and Local Municipalities, Traditional Leaders and other affected stakeholders	• 31 March 2011
Energising	• Expansion of	• Job creation for households	• DRT fully	• 31

Pillar/Goal	Infrastructure Development			
Strategic Objective 1	Improve rural roads, transport and logistics network			
Priority Programmes	**Activities**	**Deliverables / Outcomes**	**Responsibility**	**Time Frames**
Vukuzakhe	programme • Identify weaknesses and strengthen management of household contractors involving municipalities	• Improved connectivity, accessibility and maintenance of roads	responsible • Soliciting information from DPW, District and Local Municipalities, Traditional Leaders and other affected stakeholders	March 2011
Identifying rural urban linkages to improve market access and production	• Develop strategy and revisit identification of corridors	• Ensure viability of corridors	• DRT fully responsible • Soliciting information from DPW, District and Local Municipalities, Traditional Leaders and other affected stakeholders	• 30 June 2010

Pillar/Goal	Infrastructure Development			
Strategic Objective 2	Provide water and sanitation infrastructure to rural areas			
Priority Programmes	**Activities**	**Deliverables / Outcomes**	**Responsibility**	**Time Frames**
Strengthening of district municipalities as WSA and in developing WSP	• Strengthen technical capacity of municipalities • Review of powers and functions • Improve relations between DWAE and municipalities • Subsidisation for beneficiaries unable to pay for water	• Fully functional WSAs • WSAs able to collect and receive revenue for services rendered	• DWAE, District Municipalities (WSAs) and other Local municipalities where responsible for water supply	• 31 March 2011

Pillar/Goal	Infrastructure Development			
Strategic Objective 2	Provide water and sanitation infrastructure to rural areas			
Priority Programmes	**Activities**	**Deliverables / Outcomes**	**Responsibility**	**Time Frames**
Location of backlogs	• Mobilisation of funding and lobbying for additional funds • Identifying areas needing urgent interventions	• Provision of adequate water supply to communities	• DWAE, District Municipalities (WSAs) and other Local municipalities where responsible for water supply	• 30 June 2010 and ongoing support • Deadline for backlogs 2014
Provision of energy to non-electrified areas	• Identify areas needing electrification but constrained by lack of bulk infrastructure • Identify additional electricity needed for rural development and what grid development improvements necessary • Subsidization of electricity for rural development	• Supply of electricity • Funding of electrification for rural development	• Dept of Energy, Eskom, Nersa • District Municipalities and other Local municipalities	• Backlogs deadline 2014
Rejuvenation of rural towns as service centres	• Improving the provision of government services and upgrading where necessary • Intensify lobbying for national neighbourhood development grant for rural towns •	• Rural towns accessing grant to improve services	• DPLG, DoH, DPW, Provincial Treasury	•

Pillar/Goal	Infrastructure Development			
Strategic Objective 2	Provide communication infrastructure to rural areas			
Priority Programmes	**Activities**	**Deliverables / Outcomes**	**Responsibility**	**Time Frames**
Rollout of provincial ICT strategy	• Plan to roll out strategy • Engage relevant stakeholders • Mobilise funding • Participation of Departments and other government agencies • Ensure land availability for cell-phone masts and communication towers rollout but ensure environmental safety	• Improved ICT accessibility • Connecting Eastern Cape	• OTP, SITA, Provincial University, Dept of Communications, Meraka Institute, Dept Rural Development and Land Reform, Private sector service providers (MTN, Vodacom, Cell C, Virgin Mobile etc)	• 24 months?
Strengthening of audio, visual, communication and other related technologies	• Encourage business initiatives in area	• Improved accessibility of ICT in audio, visual, communication and related technologies • Well informed communities	• ECDC, HEIs,	• 31 March 2011
Roll out of Thusong Centres, Ward offices	• Ensure viability of Thusong Centres • Assign responsibility of Thusong Centres to municipalities • Ensure payment for services rendered	• Improved accessibility to government services • Improved service delivery	• OTP, District and Local municipalities, DPW	• 31 March 2010

Pillar/Goal	Infrastructure Development			
Strategic Objective 3	Facilitate accelerated access to energy			
Priority Programmes	**Activities**	**Deliverables / Outcomes**	**Responsibility**	**Time Frames**
Off grid power supply	• Improve incentives for alternative energy generation • Promote integrated energy usage	• Provision of electricity to rural households where grid is not able to reach • Less stress on grid	• Dept of Energy, DPLG Unit responsible for energy, Municipalities ,	• 31 March 2010 for development of plan
Usage of natural resources for power generation	• Improve incentives for alternative energy generation • Mainstreaming sources of alternative energy i.e. solar and geothermal energy etc. • Developing a strategy and team able to trade carbon credits •	• End of load shedding, • Non use of nuclear or coal based power generation • Raising finance for development projects • Enhancement of SMME emergence within rural areas • Creating platform for localised processing and manufacturing • Diversification of economic base for region and rural urban linkages developed	• Dept of Energy, Municipalities , ECATU, Eskom, Provincial HEIs	• Research – 2 years

NON FARM RURAL ECONOMY

Pillar/Goal 1	**Non-Farm Rural Economy**				
Strategic Objective 1	**Create economic opportunities for sustainable livelihoods**				
Priority Programmes	**Activities**	**Deliverables / Outcomes**	**Responsibility**	**Time Frames**	**Risk/ Assumption**
• Agro-processing	• Mobilise resources • Develop skills to support sub-sectors • Resuscitate existing industrial/ commercial infrastructure • Facilitate access to markets • Mobilise partnerships • Enterprise development	• Developed value chain (upstream and downstream) that benefits rural people through e.g. ○ Tannery ○ Abattoir ○ Meat processing factory ○ Wool and mohair ○ Canning ○ Gaming	• ECDARD • ECDC	December 2012	• Availability of stock • Commercialisation of livestock
	• Revive existing infrastructure • Identify areas that have a deficit • Facilitate access to markets • Mobilise partnerships • Enterprise development	• Developed value chain that benefits rural people through e.g. ○ Mills ○ Silos ○ Agri-Parks (processing – juicing, jams, canning, vegetable drying) ○ Canning ○ Gaming ○ Medicinal plants	• ECDARD • ECDC • ASGISA-EC • DEDEA	February 2012	• Availability of crops • Availability of infrastructure for processing and primary production • Conducive climate • Proper environmental management

Pillar/Goal 1	Non-Farm Rural Economy				
Strategic Objective 1	Create economic opportunities for sustainable livelihoods				
Priority Programmes	**Activities**	**Deliverables / Outcomes**	**Responsibility**	**Time Frames**	**Risk/ Assumption**
		○ Essential oils ○ Timber processing			
Tourism development	• Develop business plans • Develop skills to advance tourism development • Mobilise resources • Enterprise development • Marketing • PPP operated along co-management principles	• Diversified tourism opportunities, with positive environmental spin-off and are pro-poor ○ Cultural industries ○ Heritage ○ Academic ○ Sports ○ Agri-tourism ○ Adventure ○ Ecological	• ECTB • DEDEA • ECDARD	December 2011	• Proper environmental management • Safety and security • Exploitation of local communities
Renewable energy	• Conduct research and development • Pilot the initiatives • Identification of existing pilots • Business planning • Marketing • Spatial targeting	• Climatic imperatives addressed through business ventures that can be run at small, medium and large scale ○ Wind ○ Biomass ○ Solar ○ Bio fuel ○ Hydro ○ Ocean ○ Tidal ○ Currency	• DEDEA • ECATU • ECDC	February 2012	• Bio fuel from marginal land only • Bio fuels not food crops
Marine and Aqua-culture processing	• Conduct research and development • Piloting • Identification	• Improved involvement of rural people in the sector • Fresh Water • Processing facility	• ECDARD • ECDC • ASGISA-EC • DEDEA	February 2010	• Availability of water and infrastructure

Pillar/Goal 1	Non-Farm Rural Economy				
Strategic Objective 1	Create economic opportunities for sustainable livelihoods				
Priority Programmes	**Activities**	**Deliverables / Outcomes**	**Responsibility**	**Time Frames**	**Risk/ Assumption**
	of existing pilots • Business planning • Marketing • Spatial targeting	▪ Tilapia • Cat fish • Marine • Licensing and quotas			
Other LED and small-scale industry	• Conduct research and development • Piloting • Identification of existing pilots • Business planning • Marketing • Spatial targeting	• Induced impact from other sectors ○ Mining ○ Transport ○ Creative industries ○ Construction ○ Small scale manufacturing (jewellery)	• ECDARD • ECDC • ASGISA-EC • DEDEA • Local Government and Traditional Affairs	February 2011	• Community participation • Poor research • Planning expertise

SOCIAL AND HUMAN DEVELOPMENT

Pillar/Goal	**Social and Human Development**			
Strategic Objective 1	**Co-ordinate and ensure access to quality services**			
Priority Programmes	**Activities**	**Deliverables / Outcomes**	**Responsibility**	**Time Frames**
Education: • Improving the quality of teaching and learning.	• Complete the development of norms and standards for schools infrastructure. • Establish a special bursary scheme for Maths and Science teachers. • Payment of incentives to all teachers in rural schools. • Provide reliable and safe learner transport as per policy. • Expanding school nutrition to poor secondary schools. • Improving mother tongue based instruction	• Improved results in all school exit points. • Improved teaching and learning of Maths & Science • Eradication of mud schools	DOE	December 2010
• Address skills shortage in rural areas.	• Marketing and mobilisation of youth to enrol in FET colleges. • Speed up the recapitalisation of FET colleges	• Double the enrolment to FETs • Well equipped FET colleges.	DOE	2012
• Security in schools	• Fencing of schools. • Appointment of	• A secure learning and teaching environment.	DOE	2011

Pillar/Goal	Social and Human Development			
Strategic Objective 1	**Co-ordinate and ensure access to quality services**			
Priority Programmes	**Activities**	**Deliverables / Outcomes**	**Responsibility**	**Time Frames**
	security personnel in all schools.			
• Reduce high rates of dropout in our school system.	• Expanding school nutrition to poor secondary schools. • Develop a meaningful career guidance and life skills programme.- monitor school statistics on a half-year basis and report causes for drop-out.	• A half yearly & end of the year reports on the number and reasons for leaving school. • Reduction school drop-out rate.	DOE	2010
Social security • Improve rate of registration at birth.	• Ensure births get registered at the point of birth- hospital	• More deserving children accessing social grant	SASSA & Home Affairs	2011
• Review requirements for access to social grants.	• Develop a means test that takes into consideration the entire family	• Enrol more beneficiaries into the programme	SASSA	2012
• Programmes to cater for those that outgrow the grant age.	• Maximum utilisation of the Programme that Links social grants to sustainable livelihoods. • Entrepreneurial skills training.	• Ex-beneficiaries of social grant more self-reliant. • Productive youth.	Dept of Social Dev. ,SASSA & DEDEA	2011
Housing and settlements • Development of rural housing demand	• Finalisation of the rural housing policy • Development of rural housing	• A pilot for rural housing	Housing & Human settlements	2010

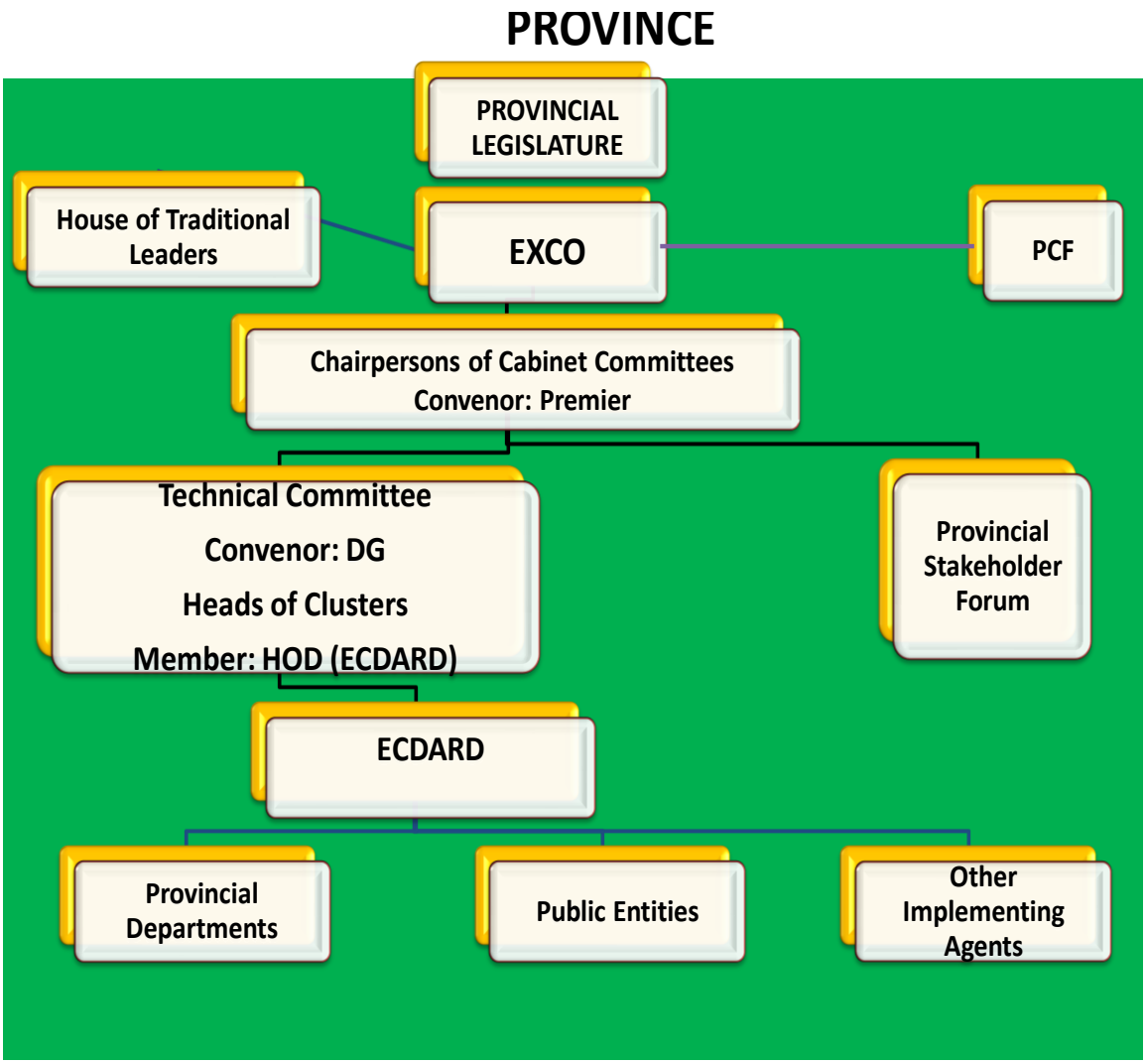
Pillar/Goal	Social and Human Development			
Strategic Objective 1	**Co-ordinate and ensure access to quality services**			
Priority Programmes	**Activities**	**Deliverables / Outcomes**	**Responsibility**	**Time Frames**
database.	database • Promotion & recognition of indigenous knowledge systems • Developing a communal housing subsidy			
Free basic services • Lack of bulk infrastructure.	• finalise the state of the provincial infrastructure report • Expedite the development of Mzimvubu dam • Establish the provincial infrastructure & engineering support centre. • Develop a plan for alternative energy for the province	• State of the Provincial Infrastructure report. • Business plan for Umzimvubu Dam. • Plan to support municipal infrastructure development programmes. • Provincial Strategy for alternative energy.	OTP, Public Works, DLGTA, Prov. Treasury ASGISA-EC, ECDARD DLGTA, OTP & Public Works DLGTA, OTP & Public Works	February 2010 December 2010 December 2010

Pillar/Goal	**Social and Human Development**			
Strategic Objective 2	**Build vibrant, caring and cohesive communities that embrace cultural and moral values**			
Social and cultural activities • Development social amenities, like community halls.	• Expand and operationalise Thusong centres	• Critical services brought nearer to communities. • one Thusong centre per municipality	OTP, GCIS, DPSA	December 2012
• Literacy and a culture of reading	• Build more libraries, at one per municipality. • Provide mobile libraries • Each school to establish a library	• Improved culture of reading. • illiteracy rate decreased	DESRAC, DOE	2012
• Moral regeneration.	• Resuscitate the moral regeneration programme for the province • A focused campaign against forced marriages "Ukuthwalwa"	• Reduced teenage pregnancy. • Reduced number of forced marriages	OTP	2011
Rural safety and policing • Rural safety program	• Establish village policing forums. Investigate the establishment traditional courts	• Reduced crime levels	Safety and Community Liaison	2011

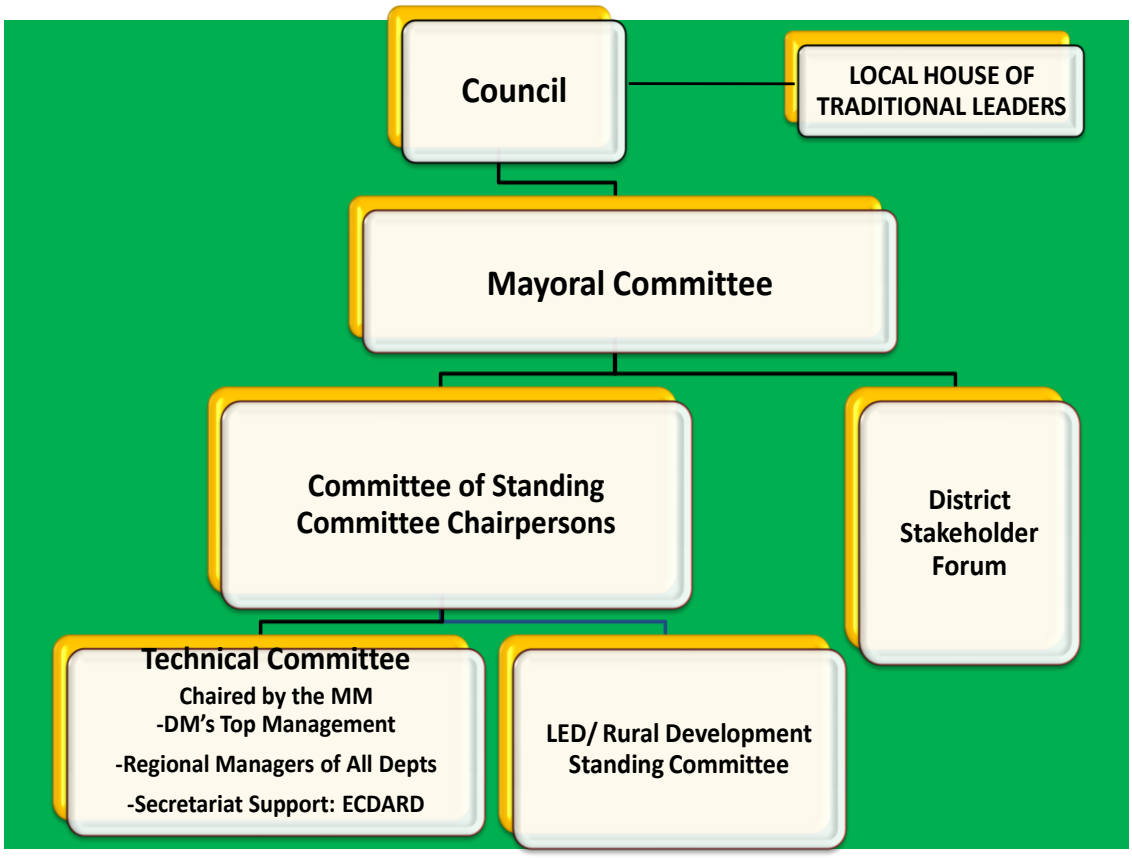
INSTITUTIONAL ARRANGMENTS

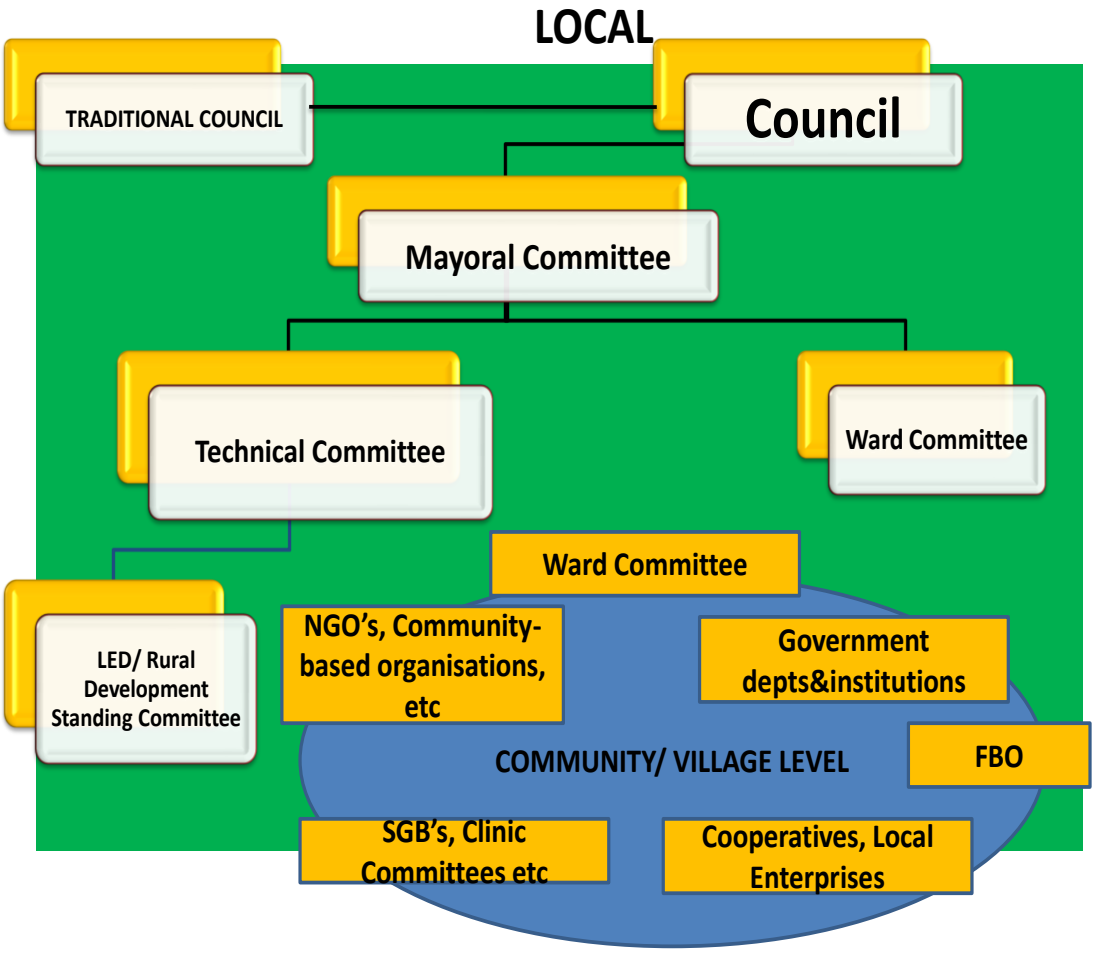
6. Institutional Arrangements-Provincial, District and Local Sphere of Government

Implementation of the RDS will be anchored in the different spheres of government (Province, District and Local sphere of government). At each sphere, institutional configuration is such that it reflects the role players and how they should interface in implementing and/ or monitoring the implementation of the RDS. Government and its social partners become therefore key in the implementation of the RDS. The main aim with the institutional arrangement outlined below is not to proliferate institutions but to work with relevant institutions whilst ensuring that representation is not compromised.



DISTRICT


Council
LOCAL HOUSE OF TRADITIONAL LEADERS
Mayoral Committee
Committee of Standing Committee Chairpersons
District Stakeholder Forum
Technical Committee
Chaired by the MM
-DM's Top Management
-Regional Managers of All Depts
-Secretariat Support: ECDARD
LED/ Rural Development Standing Committee


LOCAL
TRADITIONAL COUNCIL
Council
Mayoral Committee
Technical Committee
Ward Committee
Ward Committee
LED/ Rural Development Standing Committee
NGO's, Community-based organisations, etc
Government depts&institutions
COMMUNITY/ VILLAGE LEVEL
FBO
SGB's, Clinic Committees etc
Cooperatives, Local Enterprises