



LOCAL ECONOMIC DEVELOPMENT PLAN HAMBURG, SOUTH AFRICA 2011



Local Economic Development Plan

Hamburg

VERSION 1

Caveat

The current document is a work in progress. Many people contributed to its production by way of field trips, and through providing diverse information or other input. Most importantly, the local communities and stakeholders gave extensive input through open community meetings as well as more specific planning sessions. The document provides a solid foundation on which to base further planning and implementation, as it captures the needs and aspirations of the local community. The document is not perfect and can be expected to evolve as circumstances change and more parties become involved, and make further changes to it. That is why it is labelled “Version 1”.

Vision for Hamburg

The Vision for Hamburg was developed during the course of a public meeting, 190 individual interviews and a series of meetings and engagements with different stakeholder groups in Hamburg. The vision presents the collective view of the inhabitants of the community, as to where they would like to see their village and themselves one day. In this sense, the Vision functions as a guiding light on the road into the future, with the Local Economic Development Plan serving as the road map. The draft vision was presented for feedback to the community in a public meeting and was approved by the community as:

“We envision Hamburg to be more developed with housing, good road infrastructure, shopping and bank facilities, art projects, education for all and importantly more job opportunities. We also want the Hamburg community to have access to the coastal and marine resources.”

Umbono nge Hamburg

Umbono wase Hamburg wathi wenziwa ngethuba ekwakubanjwe intlanganiso yomntu wonke, udliwano ndlebe lwabantu abayi 190 kwakunye nezinye intlanganiso ezathi zabanjwa namaqela ohlukeneyo. Lombono uchaza umbono wabahlali ngendawo yabo, nohlobo lokuba bafuna ukuzibona bendawoni bona nelali yabo ngelinye ilanga. Lombono kwakunye necebo lokuphuhlisa ezilalini usebenza njengomkhomba ndlela kwikamva lelani yase Hamburg. Umbono nge Hamburg wathi waboniswa abahlali entlanganisweni ngenjongo yokuba babenecebiso okanye bafune ukwenza utshintsho kuwo, kodwa ke abahlali bawamkela kwaye boneliseka ngumbono zange bafune kwenza ntshintsho. Umbono ongoluhlobo lulandelayo:

“Sinombono wokuba i Hamburg iphuhliswe ngezindlu, kubekho ulwakhiwo lwendlela, izitolo, izixhobo zokufaka imali ezinje ngebhanki, iprojecki zezandla, imfundo kumntu wonke kwakunye namathuba emisebenzi. Sikwafuna ukubona iHamburg ikwazi ukufumane iziqhamo zaselwandle.”

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List of Acronyms

ASCLME	Agulhas and Somali Current Large Marine Ecosystems
CIC	Community Information Centre
CSR	Corporate Social Responsibility
DLIST	Distance Learning and Information Sharing Tool
HIV	Human Immunodeficiency Virus
ICM	Integrated Coastal Management
LED	Local Economic Development
MCM	Marine and Coastal Management
MDGs	Millennium Development Goals
M&E	Monitoring and Evaluation
NGOs	Non-Governmental Organisations
NSDP	National Spatial Development Perspective
PhD	A Doctorate of Philosophy
SA	Situational Analysis
SAR	Situational Analyses Report
SDF	Spatial Development Framework
SIP	Strategy and Implementation Plan
SRF	Social Responsibility Funding
SWOT	Strengths, Weaknesses, Opportunities, and Threats
RDP	Reconstruction and Development Programme
UNDP	United Nations Development Programme
UNESCO	United Nations Educational, Scientific and Cultural Organisation

Executive Summary

In April 2010, the DLIST team visited Hamburg for the first time. Hamburg had been chosen as the South African demonstration site for the DLIST ASCLME Project due to its location in the Eastern Cape, the high level of dependency on the marine and coastal resources among the people in the area and the need for community initiatives. As in the other DLIST demonstration sites in the Western Indian Ocean region and along the East African coastline, the DLIST team followed the Local Economic Development (LED) approach for planning with the community in Hamburg.

The community in Hamburg are highly dependent on the natural resources through small scale farming and fishing. The community is situated along the western shores, and next to the mouth of the Keiskamma River where the estuary is stated in the South African Coastal Green Paper as a place of high importance with marshes that are still able to filter water naturally. The vast majority of community members in Hamburg are poor and marginalised and they have taken great interest in participating in the LED planning process. They all see the need for planning to achieve positive change in the area. The LED process has also had fantastic support from local and national Government, which was highlighted by the presence of the Deputy Minister of Water and Environmental Affairs at the first community meeting. Other groups in Hamburg, such as the Keiskamma Trust and ASPIRE have also supported the planning process.

In a nutshell:

- a. The Local Economic Development plan is considered as an important instrument that will help to guide development that will lead to an improved quality of life in Hamburg, and the surrounding area.
- b. The LED planning approach was initiated as part of the DLIST ASCLME Project, where Hamburg has been selected as the demonstration site. It has been developed through extensive community engagement and consultations with other stakeholders and local as well as national government.
- c. The community gave input to the plan by public meetings, stakeholder group planning and visioning sessions, and individual interviews.
- d. A LED planning committee, consisting of 5 community members, has been selected to interact closely with the DLIST team during the development of this plan.
- e. A vision has been created, based on the input from the community and this vision will function as the road map for development in Hamburg;

“We envision Hamburg to be more developed with housing, good road infrastructure, shopping and bank facilities, art projects, education for all and importantly more job opportunities. We also want the Hamburg community to have access to the coastal and marine resources.”

- f. The LED Plan for Hamburg contains four sections. The first section is an introduction with background information about the area and the reason for the plan etc.
- g. The second part explains the methodology used. This includes engagement with the community, as well as information collected through other research.
- h. The third part presents the results from the planning process.
- i. The fourth part gives a strategy and an implementation plan.

Areas of concern or interest identified through the consultations

A number of issues and or areas of concern or interest were identified through the consultative process. They include: i) lack of communication and access to information; ii) lack of sustainable employment opportunities; iii) lack of education; iv) lack of general development and infrastructure such as roads, sewerage etc.; v) unreliable electricity supply; vi) lack of tourism opportunities and activities for the community; vii) lack of agricultural equipment; viii) land issues including limited availability of state land for development and agriculture and issues of buying buildings/houses on state land; ix) low access to specialist health care for HIV/Aids patients; and x) limited opening hours at the existing clinic. Residents also expressed concern about unclear and/or conflicting government department interactions and roles, the lack of delivery from government and poor community cohesion. The limited recreational facilities, technical schools and equipment for youth as well as the lack of transport facilities for children to the schools (in Ntilini) were raised as issues that hinder good development. Additional concerns included the lack of advertisement of local traditional medicines, the long and expensive transport options to East London, restricted access to the use of coastal and marine resources (subsistence fisheries permits), exploitation of marine resources by outsiders, and the need for a Marine and Coastal Management office in Hamburg.

Priority areas of intervention include:

- a. *An Abalone/fishing cooperative* that could apply for subsistence fisheries permits and apply for funds to set up a fish processing/storing plant would improve access to the marine and coastal resources¹.

¹ A business plan has been developed for this intervention and this plan is attached in Annex 5 of this report

- b. *A Community Nature/Information Centre* with computers, internet, information about the nature reserve and information for tourists has been identified as an effective way to advertise Hamburg and address issues of lack of access to information and lack of community involvement in the nature reserve².
- c. *Nature Trails with guide training* will increase opportunities for participation in tourism, enjoyment of the nature reserve and employment by community members.
- d. *A fish/seafood processing facility* with cold storage and ice production for improving the quality of fishing products from Hamburg.
- e. *A Community Guesthouse/B&B* with a traditional restaurant and bakery operated by community group/cooperative that are given basic hospitality training, will support sustainable business development and community involvement in tourism.
- f. *Improved health care facilities* closer to the centre of the community is essential for improving the well-being of residents.
- g. *Agricultural equipment and training* to establish a community group/cooperative will encourage modern agriculture and create employment.
- h. *A Youth Centre* equipped with entertainment facilities will help to improve activities for youth and create job opportunities.
- i. *A Technical Training Centre* will increase capacity and education and improve the skill-sets and employability of residents.
- j. *Infrastructure development* including improved electricity supply and school transport facilities and rehabilitation of the road between Hamburg and East London will encourage more development in this area.
- k. *Land accessibility* is an important cross cutting issue that will assist the community in development activities such as improved agriculture. Improved land access must be closely linked with issues of improved land use planning.

The purpose of local economic development (LED) is to build up the economic capacity of a local area in such a way that its economic future can be improved, with a positive impact on the quality of life for all inhabitants. It is a process by which public, business and non-

² This intervention has been picked up by ASPIRE and included in their town upgrade project which has received funding and will be implemented in 2012.

governmental sector partners work collectively to create better conditions for economic growth and employment generation³.

The Hamburg community is well aware that their community has a great potential for tourism. Residents care very much about their village and the way of life, and there is a strong sense of community. They are willing to play an important role in the process of developing their village. Residents are eager to see things happening in their village to improve their livelihood and develop the community. They are willing to collaborate with government and other partners in developing and improving Hamburg and are aware of the key environmental problems, both along the coast and in the river and the sea.

Guidelines for development in Hamburg:

Development in Hamburg should take the following points into consideration to ensure long-term sustainable development:

- a. Training and human resource development of community members and ongoing community engagement;
- b. Promoting and supporting local businesses as far as possible;
- c. Equity in ownership of business enterprises whereby community members represent shareholders; and
- d. Social responsibility.

The LED Plan is a vehicle to guide both local and national government when designing projects around Hamburg. It can inform donor funding and private sector involvement and most importantly, the LED Plan can help to coordinate the multi-sector efforts at making Hamburg a better place to live while safeguarding the traditions of the community. Above all, the LED Plan reminds the Hamburg inhabitants and different interest groups of what they strive towards collectively, as a local community who has a key role to play in the implementation of their plan. The LED Plan crystallizes the ground level agenda and at a country level, has the potential to become a remarkable example of a 'top down, bottom up' approach to local economic development.

³This is the World Bank definition of Local Economic Development

Ushwankathelo

Ngo April ngonyaka ka 2010, iqela le DLIST lathi lavakashela i Hamburg. I Hamburg yayonyulwe njengeziko lokuvavanya emzantsi Afrika kwi Projekti eyi DLIST ASCLME ngenxa yesiphaluka efumaneka kuyo empumakoloni, nokuxhomekeka kakhulu kwabahlali kwiziqhamo zaselwandle nangenxa yemfuneko yenxaso kubahlali. Njengamanye amaziko okuvavanya kunxweme lwe Western Indian Ocean ngakulwandle lwase East Afrika, iqela le DLIST lathi lenza icebo lokuphuhlisa ezilalini ngokuplana nabahlali base Hamburg. Abahlali base Hamburg baxhomekeke kakhulu kwiziqhamo zaselwandle ngokuloba intlanzi nangokulima. Ilali yase Hamburg ifumaneka kunxweme lwasentshona,ecaleni komlomo womlambo obizwa ngokuba yi Keiskamma River apho unxweme lubonokala kwiphepha oluhlaza lolwandle lomzantsi Afrika njengendawo ebalulekileyo kwizityalo ezifuna ukufunxa amanzi. Uninzi lwabahlali base Hamburg bayahlupheka, kwaye bathabatha inxaxheba ekwenziweni kwecebo lokuphuhlisa ilali. Bonke bayayibona imfuneko yokuplana khona ukuze kubekho iziphumo ezinothi zenze utshintsho elalini. Icebo lokuphuhlisa ilali lunenxaso esuka kurhulumente, eyathi yacaciswa nguMphathiswa wezendalo kwaRhulumente kwintlanganiso eyayibanjwe nabahlali. Namanye amaqela e Hamburg afana ne Keiskamma Trust ne ASPIRE aye axhasa kuplano lwecebo lokuphuhlisa ilali.

Inkcazelo ngokufutshane:

- j. Icebo Lokuphuhlisa ezilalini lithathwa njengesixhobo esibalulekileyo esincedayo ekugadeni uphuhliso elinokuthi lenze utshintsho kwimpilo yase Hamburg nakwindawo eziyingqongileyo.
- k. Uplano lwecebo lokuphuhlisa ezilalini lathi lenziwa njengenxalenye ye Projekti eyi DLIST ASCLME, apho i Hamburg yathi yonyulwa njengeziko lokuvavanya. Oluplano lwecebo lokuphuhlisa ezilalini lwathi lwenziwa ngokunxebelelana kakhulu nabahlali, namaqela ahlukeneyo kwakunye norhulumente.
- l. Abahlali bathi benza ugalelo ekuplaneni ngokubakho kwintlanganiso yabahlali, kwintlanganiso zamaqela, ngokubakho ngethuba kwakusenzinwa umbono nge Hamburg, nangokwenza udliwano ndlebe komntu ngamnye.
- m. Ikomiti yecebo lokuphuhlisa ezilalini ingabahlali abahlanu, abathi bonyulwa ukuze basebenzisane neqela le DLIST ekuplaneni.
- n. Umbono nge Hamburg wathi wenziwa ngokwegalelo elisuka ebahlalini, lombono uzoba ngumkhomba ndlela ekuphuhliseni i Hamburg:

“Sinombono wokuba i Hamburg iphuhliswe ngezindlu, kubekho ulwakhiwo lwendlela, izitolo, izixhobo zokufaka imali ezinje ngebhanki, iprojecki zezandla, imfundo kumntu

wonke kwakunye namathuba emisebenzi. Sikwafuna ukubona IHamburg ikwazi ifumane iziqhamo zaselwandle.”

- o. Iplani yecebo lokuphuhlisa e Hamburg inamabakala amane. Ibakala lokuqala yinkcazelo echaza ulwazi malunga nendawo yaseHamburg, nesizathu sokwenziwa kwe plani njalo njalo.
- p. Ibakala lesibini lichaza indlela ethe yathatyathwa xa bekusenziwa iplani yecebo lokuphuhlisa. Yoquka unxebelelwano nabahlali, kwakunye nolwazi oluthe lwafumaneka ngophando.
- q. Ibakala lesithathu lichaza iziphumo ezisuka ekuplaneni.
- r. Ibakala lesine lichaza uhlobo/indlela ekuzothi kwenziwe ngayo iplani.

Imiba enika umdla ethe yachazwa ngenxa yonxebelelwana

Uninzi lwemiba ethe yachazwa ngenxa yonxebelelwano inje ngale ilandelayo. Iquka: i) ukunqongophala kokufumana ulwazi; ii) Ukunqongophala kokufumana amathuba emisebenzi asisigxina; iii) Ukunqongophala kwenfundo ; iv) unqongophalo lophuhliso nolwakhiwo olunje nge ngendlela, izindlu zangasese njalo njalo. ; v) umbane ongagxininisanga osuke amke maxa onke; vi) ukunqongophala kwamathuba ozokhenketho, nemisebenzi yezokhenketho kubahlali; vii) Ukunqongophala kwezixhobo zokulima; viii) kwakunye nemicimbi yozolimo ekuqaleni ukungafumaneki komhlaba wokulima, nokwakha izindlu; ix) ukungafumaneki konyango lwezempilo lwezigulo ezinje nge HIV/Aids; kwakunye x) nokuvulwa kweklinik amaxesha amancinane, umzekelo ikliniki ivula phakathi ekekini ngempela veki ayivuli. Abahlali bathe bachaza nomcimbi wokungacaci kwezikhundla kuRhulumente, umzekelo xa benengxaki malunga nezinto zaselwandle abayazi uba mabaxelele bani, abahlali bathi kunqongophele ukuba uRhulumente abenegalelo lokuncedisa kubahlali abahluphekileyo okanye abangathathi ntweni. Ukubambalwa kwendawo zodlalela, ukunqongophala kwezinala zokufunda amabanga aphezulu, ukunqongophala kwezixhobo zokwenza umsebenzi wezandla zolutsha, ukunqongophala kwezizithuthi zokusa abantwana ezikolweni umzekelo abantwana basentilini, lowo ngumba owathi waphakanyiswa ovalela uphuhliso. Eminye imiba iquka ukunqongophala kopapasho lwamayeza esintu afumaneka eHamburg, ukuba kude komgama nokudura kwexabiso lwezithuthi eziya e Monti, ukungakwazi ukufumana iziqhamo zaselwandle, ukubiwa/ukusetyenziswa kakhulu kweziziqhamo zaselwandle ngabantu bangaphandle kwe Hamburg, kwakunye nemfuneko ye ofisi yokujonga iziqhamo zaselwandle eHamburg.

Amacebo ophuhliso aplaniweyo aquka:

- l. *Iqela le Abhaloni okanye intlanzi* elinokuthi licele amaphepha mvume okuloba, bacele noncediso ngemali ekwenzeni indawo yokugcina nokuthengisa intlanzi, lonto ingathi yenze kube lula ukufumana iziqhamo zaselwandle.
- m. *Indawo yokufumana ulwazi nge Hamburg okanye ngezendalo* ezakuthi ibekhomputha, intanethi, kwakunye ibenolwazi ngezendalo nange Hamburg kubakhenkethi oko kuthe kwachazwa njengendlela enothi ipapashe iHamburg kwezinye, kwaye izothi isombulule ingxaki zokungakwazi ukufumana iziqhamo zaselwandle, nonqongophalo lokunxebelelwano Phakathi kwabahlali nezogcino lwendalo.
- n. *Ulwakhiwo lwendlela yokuhamba engaselwandle* apho kuzobakho abantu basekuhlaleli abazothi baqeqeshwe baqashwe bahambe nabakhenkethi bebabonisa iindawo, lonto iyothi yenze amathuba emisebenzi kwezokhenketho kubahlali.
- o. *Isixhobo sogcina intlanzi* sibenezikhencezisi ezibandayo ukuze imeko yentlanzi ezisuka eHamburg ibentle kwaye ithengiseke.
- p. *Indawo yokugcina indwendwe okanye izivakashi* ezoba nendawo yotywa kwesixhosa, neyokubhakela izothi yenziwe liqela labahlali abazothi bafumane uqeqesho ngezokupheka, ngalondlela bazothi baxhase ubukho kwabahlali kwezokhenketho kwakunye noshishino olusisigxina e Hamburg.
- q. *Indawo yezempilo* eyothi ibekufutshane kubahlali, iyimfuneko ekwenzeni bhetele impilo yabahlali.
- r. *Izixhobo zezolimo* kwakunye noqeqesho oluyothi lunikwe iqela labahlali abazokhuthaza ezolimo, kwaye badale amathuba emsebenzi.
- s. *Indawo yabatsha* ezoba nezixhoba zokonwabisa abatsha, ibancede ekufumaneni namathuba emisebenzi.
- t. *Indawo yokufundisa umsebenzi wezandla* izokonyusa umgangatho wemfundo, kwaye inike amathuba emisebenzi, nesakhona sokwenza umsebenzi wezandla kubahlali.
- u. *Uphuhliso lolwakhiwo* kuquka ukufakelwa kombane osisigxina ongemkiyo okoko kwakunye nezithuthi zokuthutha sabantwana esikolweni, nokungcwaba indlela ephakathi kwe Hamburg ne East London lonto ingathi ikhuthaze uphuhliso ekuhlaleni.
- v. *Ukufumaneka komhlaba* ngowona mba ubalulekileyo ukugqitha yonke eminye eminye imiba, isisombululo salomba ungathi uncede abahlali ekuphuhliseni

umzekelo ekulimeni. Ukufumaneka komhlaba kufuneka kwayamaniswe nokusetyenziswa komhlaba kwindawo ewufaneleyo.

Injongo yecebo lokuphuhliso ezilalini kukwakha ezemali kwindawo ezincinane ngendlela yokuba ngengomso ezemali kwindawo ezincinane ibebhetele, ngeziphumo ezintle kwimpilo yabahlali bonke. Icebo lokuphuhlisa ezilalini yindlela apho umphakathi, osomashishini, nenkampani ezingenguye urhulumente zisebenza kunye ukwenza imeko ibebhetele ekukhuleni kwezemali, namathuba emisibenzi ezilalini.

Ilali yase Hamburg yaziwa ngokuba namathuba ezokhenketho. Abahlali bakhona bakhathala kakhulu ngelali yabo, nangohlobo elulo. Bayafuna udlala indima ebalulekileyo kakhulu ekuphuhliseni ilali yabo. Abahlali banomdla wokubona izinto ziqhubeka elalini yabo ukwenzeni bhetele impilo yabo nasekuphuhliseni indawo yabo. Bayafuna ukusebenzisana norhulumente namanye amaqela ekwakheni, nasekuphuculeni i Hamburg, kwaye bayazazi ingxaki ezikhoyo emphakathini, elwandle kwakunye nasemlanjeni.

Imigaqo siseko ekwenzeni uphuhliso e Hamburg

Uphuhliso lwase Hamburg kufuneka luthathe ingqalelo lama nqanaba alandelayo ukuqinisekisa uphuhliso olude noluzimeleyo okanye oluqhubekakayo:

- e. Uqeqesho lwabahlali nokunxebelelana nabahlali ngamaxesha onke;
- f. Unyuso nokuxhasa amashishini asekuhlaleni kangangoko kunako;
- g. Ukulingana kwabahlali belali ekumeleni amashishini ; kwakunye
- h. nenxaso ngokwasekuhlaleni.

Iplani yecebo lokuphuhlisa ezilalini yinqwelo egada uRhulumente xa efuna ukwenza i projekti e Hamburg, kwaye Ikwabonisa abanikezi bezemali kwakunye namanye amaqela anothi akwazi ukunceda. Icebo lokuphuhlisa ezilalini linganceda ekuphuculeni iHamburg ibeyindawo ebhetele yokuhlala kwananjalo igcine izinto zemveli ezikhoyo elalini. Kuko konke esele kutshiwo, icebo lokuphuhlisa ezilalini likwakhumbuza abahlali base Hamburg namanye amaqela ohlukeneyo ngokuba yintoni abayifunayo bebonke, njengokuba abahlali bezokuba ngundoqo xa kusekwenziwa izinto eziplaniwe nge Hamburg. Icebo lokuphuhlisa ezilalini likhuphula izinto ezithethwa ngabahlali ezilalini zisiwe elizweni okanye kubantu abasezihlalweni eziphezulu, lonto yenza ukuba zikwazi ukuqatshelwa njengokuba zibonisa uqhagamisholwano Phakathi kwabantu abasezantsi nabakwizihlalo eziphezulu ekwenzeni icebiso lokuphuhlisa ilali.

Section 1: Introduction

1.1 Hamburg

Hamburg is a small coastal community with around 3,000 inhabitants located approximately 35 km south west of East London in the Eastern Cape, South Africa. The town was founded in 1857 and the society is comprised of a mixture between British descendents, German



Map 1: An overview of the Hamburg landscape and the ecological features as well as settlements in the area

settlers and isiXhosa people. At first glance of the dramatic Hamburg landscape, the Keiskamma River estuary divides the white sands of the coast and empties into the Indian Ocean. The community borders the mouth of the Keiskamma River on the north east side, the beach and the Indian Ocean on the south east side and the rural areas of the Eastern

Cape to the west (see Map 1). It is one of the least developed coastal areas in South Africa with vast areas of pristine green pastoral landscape of particular significance for tourism and to the people of Hamburg. The village consists mainly of the local isiXhosa farm houses (see Figure 1), while the area closest to the river estuary has been built up with more exclusive houses that are generally used as holiday homes for wealthier people from the urban areas.



Figure 1: Typical farm house in Hamburg

The estuary is noted in the Coastal Policy Green Paper as a place of high importance with marshes that are still able to filter water naturally and a place of high biodiversity (see Figure 2). An aerial perspective reveals that the community uses a significant part of the landscape near the oceans and the river. Different components of land-use are separated by clearly defined lines. Some of the activities common in the area include artisanal and recreational



Figure 2: The Keiskamma River estuary in Hamburg

fishing and subsistence farming, including animal husbandry. Hamburg is currently vastly under-utilised from an economical development perspective, partly due to circumstances caused by South Africa's apartheid era policies, but also due to lack of marketing of the area. As a result, employment opportunities, services and infrastructure are severely lacking. Recent years have however, seen positive changes with the collaboration of local communities on new local tourism development strategies. These include ideas for implementing tourism activities such as fishing, horse riding on the beach, angling and other water sports, as well as bird watching.

The economy of Hamburg today, is mainly grounded on cattle herding and small-scale agriculture. The isiXhosa population are impoverished and without many livelihood options



Figure 3: An isiXhosa lady with some home grown maize by her house in Hamburg

(see Figure 3). There is a culture of men seeking work in nearby cities. Coupled with a rampant HIV infection rate, life in Hamburg is challenging for the vast majority of the population. The Hamburg community relies heavily on the natural resources through activities such as artisanal use of living marine resources in the intertidal zone. The illegal harvesting of Abalone was also mentioned as an activity that is undertaken to support families. In addition to the artisanal use of marine resources, the Keiskamma estuary is also host to a commercial oyster farming operation.

Hamburg is the recipient of a large influx of tourists during the holiday season who either stay in privately-owned holiday houses, one of the few guesthouses or at the river side campsite. The predominant tourism

past time is fishing on the river Hamburg has a reputation for producing some large trophy fish. Hamburg has one restaurant and one village shop and most people travel to East London or Peddie to purchase goods at a cheaper price. Hamburg does however, have great potential to develop with the support of initiatives such as the Keiskamma Trust art project (see Figure 4), local tourism ventures and other initiatives.



Figure 4: The Keiskamma Trust Art Project in Hamburg

The area is ideal for community and eco-tourism and if these were explored further the area could offer promising economic opportunities to the local population, as well as to the region at large. This Local Economic Development Plan was developed as a tool to enhance the preservation of the traditional culture of the Hamburg residents, and to optimise economic opportunities for the village.

1.2 Background to the Project

The Local Economic Development Plan aims to foster and maintain a higher quality of life in Hamburg village and the surrounding area by unlocking local economic development opportunities.

A good LED Plan typically calls for:

- Improved infrastructure and services;
- The creation of sustainable business opportunities based on the strengths and potential of the area; and
- Employment that is related to opportunities that may exist or could be developed in the area.

According to the World Bank “the purpose of local economic development (LED) is to build up the economic capacity of a local area to improve its economic future and quality of life for all. It is a process by which public, business and non-government sector partners work collectively to create better conditions for economic growth and employment”.

A well defined LED Plan that addresses short-term, as well as long-term development opportunities will help to secure and steer sustainable development at the local level in a way that will also benefit the region and the country at large (such as promoting diversification of the tourism industry). Priorities identified in the LED Plan can also provide guidance in terms of Corporate Social Responsibility (CSR) contributions, government infrastructure, and social spending. The LED

Plan may also inform certain private sector initiatives. A good LED Plan can also assist to unlock donor-funded interventions. Without a LED Plan, development at the local level runs the risk of ending up consisting mostly of *ad hoc* interventions.

Crafting the LED Plan requires a collective Vision formulated by the local communities. The Vision defines a point somewhere in the future to which the community aspires. The Vision provides the guiding light for the development of strategies that are rooted in a situational analysis of the economic potential that exists locally. Ground level realities and the specificities of the area have to be taken into account to ensure that plans and expectations are realistic. The LED Plan harnesses the input from the local community, government, regional authorities, and other role players into a set of strategies and guidelines aimed at creating a suitable climate for economic growth.

Sustainable development is a development that meets the needs of the present without compromising the ability of future generation to meet their own needs. It is generally accepted that a balance between Economic, Environmental and Social dimensions have to be achieved in the pursuit of sustainability. UNESCO adds a fourth pillar, namely Culture.

The LED Plan also identifies 'quick wins' for immediate contributions towards reducing poverty. The current LED Plan embraces local values and strikes a clear balance between the socio-cultural, environmental and economic issues of Hamburg.

1.3 Purpose of the LED Plan

The LED Plan for Hamburg was developed through the DLIST ASCLME project. Hamburg was identified as the demonstration site of the ASCLME project through an established selection process for all nine participating countries. The purpose of the DLIST ASCLME Project was to collect input from the demonstration site beneficiary communities for communication to the Strategic Action Programme of the ASCLME Project⁴ and to inform implementation activities in the region for many years to come. The same socio-economic data concerning issues and opportunities related to community development were used to formulate a Local Economic Development Plan. The LED tool is used as a strategy to assist the communities that were part of that planning process more directly by unlocking economic growth potential in Hamburg, by:

⁴The ASCLME Project is funded by the Global Environment Facility, through UNDP, and comprises 9 countries in the Western Indian Ocean and Eastern and Southern Africa. The main focus of the project is to gather information about the ocean currents in the region, to document threats to the environment and to develop a Strategic Action Programme for how the partner countries can deal with these threats and to achieve sustainable management of the marine and coastal resources in this vast region. The project is in its planning phase until 2012. For more information, please visit www.asclme.org.

- i. Producing a Situational Analysis (SA) of existing weaknesses and opportunities in Hamburg as well as economic drivers, potential obstacles, existing capacity, and capacity needs;
- ii. Developing a LED Plan in a participatory manner involving all stakeholders, including local residents and other beneficiaries, as well as entities that can contribute to the implementation of the LED Plan;
- iii. Providing suggestions for a budget that may help to assist Government expenditure in relation to LED, as well as funding from other parties such as donors; and
- iv. Trying to leverage funding from local and outside sources/donors to diversify and improve the economy and quality of life of people in the area.

The LED Plan document includes a Situational Analysis of Hamburg, based on socio-economic interviews and other research and proposed interventions on different time scales; one and five years respectively. The LED also includes a strategy and an implementation plan with initial budget notes and suggestions of relevant partners.

Information in this document is presented in a succinct manner that is easy to understand and plots a clear way forward. The intended audience consists of Government, the villagers themselves who take centre stage in the LED Plan, and parties that can participate and contribute to the unfolding of the LED Plan. Such parties include different levels of Government, the private sector, NGOs and donor agencies. From the outset it was agreed that the plan will be short and written in simple language for local consumption, and that copies would be made available to the local community and other stakeholders for continuous input. Planning is after all a continuous process; hence this is *Version 1* of the LED Plan for Hamburg.

Section 2: Local Economic Development Planning Methodology

2.1 The Process

The Local Economic Development methodology is used for community planning activities in all the DLIST demonstration sites⁵. The LED approach is accepted as an efficient method for community participation in planning processes and was therefore chosen as one of the tools to be implemented in these sites. EcoAfrica Environmental Consultants was selected as a

⁵Nine demonstration sites were selected for the DLIST ASCLME Project (www,dlist-asclme.org), one in each country in South Africa, Mozambique, Kenya, Seychelles, Comoros, Madagascar and Mauritius and two sites in Tanzania.

partner to the ASCLME project, to implement the DLIST activities and facilitate and coordinate the process of developing an Economic Development Plan for the demonstration site communities, including Hamburg. The Deputy Minister of Water and Environmental Affairs, Ms Rejoice Mabudafasi, and the Chief Director of the Integrated Coastal Management Unit, Ms Razena Omar, supported the process and the DLIST approach from the beginning and attended the first site visit to Hamburg in April 2010 (see Figure 5). During that first visit, a public meeting was held with the community to introduce the project and ensure their willingness to participate in the planning process. A special planning committee with members from the community was also selected during this meeting. The purpose of this committee is to follow the LED development process closely and facilitate community ownership of the plan throughout the process. After the public meeting, the consultants met with the Local Planning Committee to explain the LED process in detail and address any questions from the local planning committee. Strengths and weaknesses, as well as opportunities and obstacles to local development were discussed in a participatory manner. A third meeting was held with the local planning committee to identify more strengths, weaknesses and possible projects for the community.



Figure 5: The local councillor with the Deputy Minister of Water and Environmental Affairs and the Peddie Mayor.

During the second trip, which was conducted in June 2010, one hundred and ninety individual interviews were conducted to get input for the Vision, and to identify weaknesses of and opportunities for Hamburg. Visioning exercises with different stakeholder groups were also conducted to collect input from stakeholder groups for their vision about the future, to rank weaknesses and opportunities, and to identify possible interventions and alternative livelihood options. A special meeting was held with the local planning committee to elaborate details of the plan, with input from additional research. This collaborative process of drafting the plan was essential to strengthening community ownership of the plan which will serve as a guiding tool for future development of Hamburg.

The final public meeting was held in December 2010, to present the draft vision and main findings through the LED development. The main purpose of this last public meeting was to get community input and approval on the Vision and suggestions in the Draft LED in order to finalise the plan. During this last meeting it was also agreed that the final version of the plan will be provided to as many interest groups as possible and spread widely (to community

members, local and national Government, donors, the private sector, NGOs etc.). A summary version of the plan will be translated to IsiXhosa and be available in Hamburg for easy access by the community members.

The flowchart in Figure 6 below shows the methodology adapted for development of the LED plan for Hamburg community. Each blue box illustrates a public meeting. From the flowchart it is also clear how other input was collected and how this information was used to form the draft Vision and draft plan. The establishment of the Planning Committee is also indicated. This body will most likely also function as the Steering Committee for implementation of the Plan, with some expert input where needed.

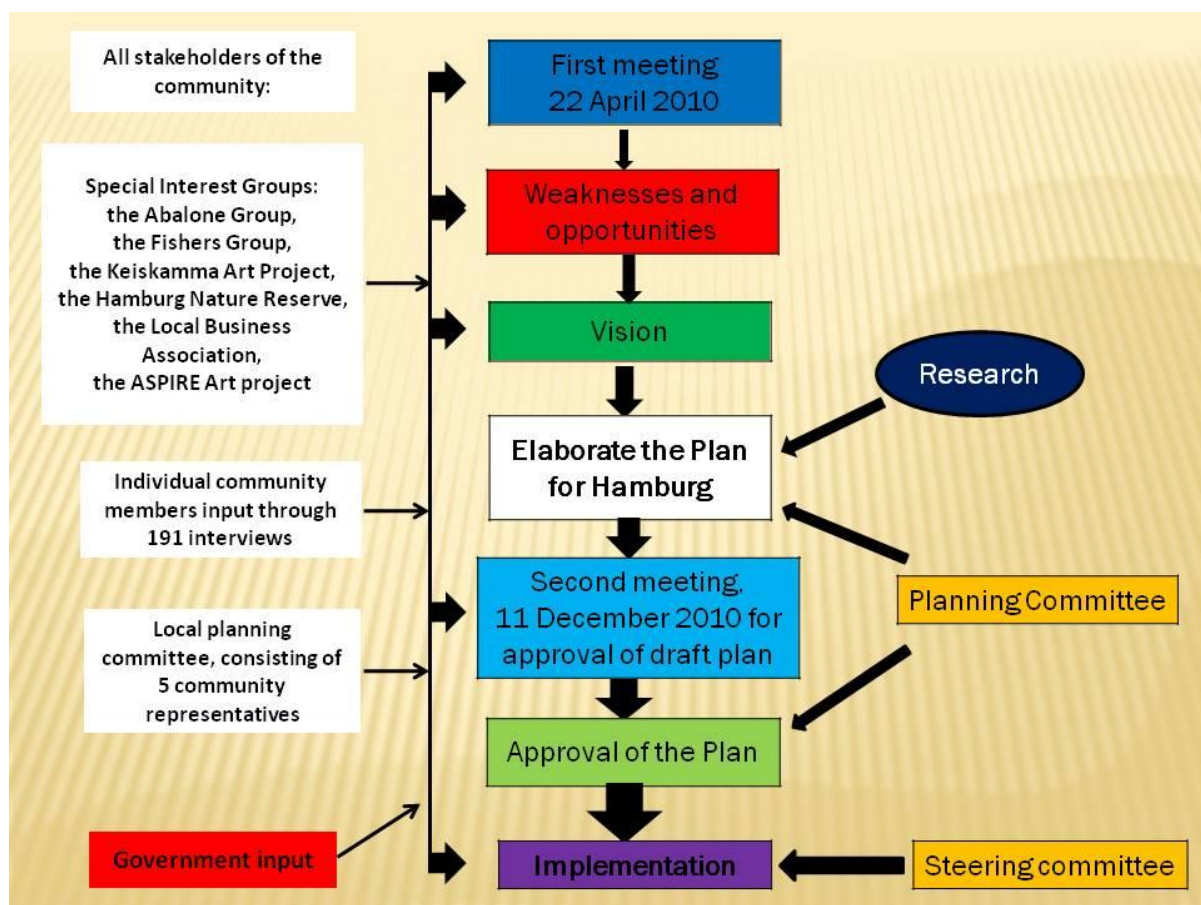


Figure 6: LED planning flow chart.

The continuous involvement of community members ensures that capacity is transferred along the way, and that the process remained transparent. The LED planning process for Hamburg has required a multi-sectoral engagement. This will strengthen implementation as many stakeholders are already familiar with the contents of the LED Plan. Financial support for implementation will hopefully be obtained from Government using Social Responsibility Funding and from other institutions and donors.

2.2 Participatory Planning

During the development of the LED Plan, the consultants met with the Hamburg community, the Deputy Minister of Water and Environmental Affairs, the Chief Director of Integrated Coastal Management (ICM) and other ministry officials, as well as the Peddie Mayor and the Local Councillor in a public meeting on 23rd April 2010. This public meeting in Hamburg was arranged to introduce the ASCLME project and DLIST component, and to gauge the willingness of the community and stakeholders to engage in a LED process (see Figure 7). This was the first time that people started to give preliminary input on weaknesses and opportunities. It

was also during this public meeting that the community selected five representatives to represent them in a Planning Committee. The Planning Committee consists of five community members who volunteered to engage closely with consultants for the purpose of this project. The names are: Ms Veronica Bethani, Mrs Nozimasile Makhubalo, Mr Vukile Hobani, Mr Thami Ngalo and Mrs Lee Sumption.



Figure 7: Hamburg community member at the first public meeting in April 2010.

The consultation and engagement with the mentioned parties prior to the commencement of the actual LED planning process was critical. Furthermore, these engagements were imperative for all parties to acquire a mutual understanding of the process, as well as the proposed methodology and aims of the LED Plan.

2.3 Local stakeholder consultation

Local stakeholder consultation involved a number of participatory meetings:

1. The aim of the first meeting with local planning committee in April 2010 was to build a mutual understanding of the process to develop the LED and to identify weaknesses and opportunities for sustainable development for Hamburg. The meeting also served as an opportunity for the consultants to learn more from the Hamburg community, including their needs, problems, visions and solutions to improve their situation.

2. A second meeting was held in April 2010 with the Manager of the Hamburg Nature Reserve. The meeting provided opportunity for the Nature Reserve to input into the process, and to discuss the weaknesses and opportunities of Hamburg related to the Nature Reserve. Discussions were held on the use of marine and coastal resources, coastal activities in the area and the problems and solutions associated with illegal resource use impacts threatening the sustainability of the reserve.
3. Additional stakeholder group and key informer meetings were arranged to collect input to the LED Plan including:
 - i. The Abalone Group;
 - ii. The Fishers Group; and
 - iii. The Local Business Association.

2.4 Consultation with other stakeholders

Additional meetings were arranged with stakeholders in the broader area to collect additional input to the LED for Hamburg. These include meetings with the ASPIRE⁶ (Amathole Economic Development Agency) head office in East London, and Carol Baker, the founder of the Keiskamma Trust (www.keiskamma.org). It is foreseen that the implementation of the LED Plan for Hamburg will be supported by both the Keiskamma Trust and ASPIRE. Key issues emphasised in these meetings included the lack of education, and skills and the complex land ownership issues whereby land is generally owned by the State and not by the Municipality. It is also clear that the work carried out by the Keiskamma Trust has put Hamburg on the map as a centre for community involvement in art activities. ASPIRE is now supporting this endeavour by constructing an art colony in Hamburg. The construction of this art colony started in 2010 and it is hoped that this



Figure 8: The ASPIRE Art Colony under construction in Hamburg in December 2010.

⁶ASPIRE is a proprietary limited company established in September 2005, wholly owned by the Amathole District Municipality, with the mission to stimulate locality development, with the objective of regenerating small town economies in the Amathole District Municipality. Hamburg is one of the areas where ASPIRE are active. More information on www.aspire.org.za.

initiative will create job opportunities for people from the community as well to provide further art training opportunities (see Figure 8). The Consultations with ASPIRE and the Keiskamma Trust provided further guidance on how the LED plan could be integrated into the development plans earmarked for the region.

Dedicated consultations with the Local Councillor, the Mayor from Peddie, representatives from East London Marine and Coastal Management (MCM) and the Peddie Tourism Manager were conducted during the development of the LED Plan. Engaging with local authorities and district authorities helped to create a platform for identification of further development needs in Hamburg and to support the continuation of Local economic development processes.

2.5 Research

A socio-economic survey was conducted in the village of Hamburg. The survey sought to investigate: (i) socio-demographic trends; (ii) level of education; (iii) the business environment; (iv) infrastructure; (v) existing livelihoods and the potential creation of new ones; (vi) quality of life, leisure and community facilities; and (viii) use of coastal and marine resources. The socio-economic survey was undertaken using 191 questionnaire-based interviews. The survey was carried out in collaboration with some of the members of the LED Planning Committee as well as local inhabitants. Annex 1 represents the questionnaire that was used for the survey.

Other research involved interviews with the two local businesses and hotels operating in Hamburg. The results of the survey are presented in Section 3 below. The team also reviewed and consulted previous studies and reports related to Hamburg.

2.6 Presentation of the findings and approval the draft LED Plan



A meeting was held with the local planning committee in December, prior the public feedback meeting. The aim was to present the draft report and the initial findings of the LED planning process and to get the input for the final plan form the planning committee. The local planning committee agreed with the findings and approved the plan.

Figure 9: Community feedback meeting in December 2010.

The progress of the LED planning process and initial findings, as well as the draft vision and the proposed interventions were presented to the community during the second public meeting held in December 2010 (see Figure 9). The draft Vision, crafted from input of the first public meeting and subsequent consultations with various stakeholder groups, was presented and discussed. The Vision and other results and findings in the draft LED plan were approved by the community as they are presented in this Version 1 of the Hamburg LED Plan.

2.7 LED Plan submission, approval and next steps

The Draft LED Plan was presented to the Hamburg community for inputs in December 2010. The community gave comments to and approved the vision and the findings. Minor comments and input were received and incorporated into this final version of the plan.

Following the LED planning 'best practise', a summary of the DRAFT LED Plan has been translated into IsiXhosa and made available to the Local Planning Committee. The LED Plan will also be sent to the Village Councillor, the Mayor, the Tourism Manager in Peddie, the Keiskamma Trust, ASPIRE, Marine and Coastal Management (East London), the Hamburg Nature Reserve, the Deputy Minister of Water and Environmental Affairs, and other institutions that may have an interest in the implementation of the Plan. DLIST ASCLME will also try to identify opportunities for implementing the plan and for securing funding for some of the proposed interventions.

Section 3: Outcomes

3.1 Results from community meetings and group discussions

Discussions with different stakeholder groups in the community yielded a number of weaknesses/issues that hinder good development in Hamburg. The following list outlines some of the key issues raised:

1. Poor municipal infrastructure and services;
2. Unclear and or conflicting government department interactions and roles;
3. Illegal marine resource use and compliance monitoring problems;
4. Lack of subsistence fisheries permits;
5. Lack of tourism facilities and community involvement;
6. Lack of tourism opportunities and activities.
7. Lack of local businesses to serve community needs;
8. Land Issues;
 - 8.1 Availability of state land for development;
 - 8.2 The issue of buying buildings/houses on state land;

- 8.3 Availability of state land for agriculture;
 9. Lack of resources (marine and coastal as well as forest); and
 10. Poor community cohesion.

3.2 Results of the Socio-Economic survey (individual interviews)

Interviews followed an open format style. Questions were designed to encourage participants to speak freely and add whatever information they felt may be relevant to the socio-economic profile of the village or the development of an LED Plan. The purpose of the questionnaires was not to obtain reliable broad trends (rather than a detailed analysis of all aspects of the community) and to find out how the LED Plan could contribute to specific aspects to their lives.

3.2.1 Socio-economic and demographic trends

Age and gender

The people interviewed were randomly selected from the 3,000 odd inhabitants of Hamburg. The age of the interviewees ranged from the ages of 20 to 85. Figure 10 shows that: i) almost $\frac{1}{4}$ of the interviewed people were between 20-29 years old; ii) a further $\frac{1}{4}$ were between 30-39 years old; and iii) a $\frac{1}{4}$ were between 40-49 years old.

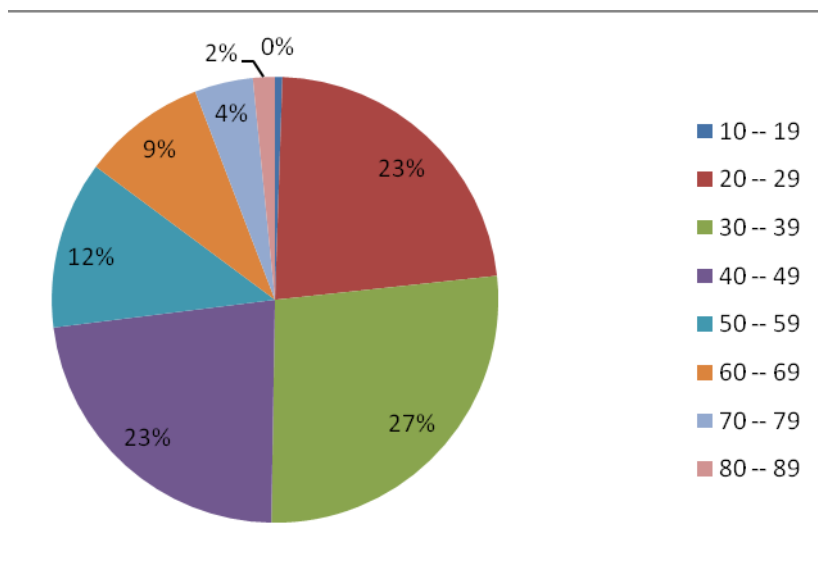


Figure 10: The age composition of the interviewed participants in Hamburg.

Level of education

The level of formal education in Hamburg is fair, but there are high numbers of secondary education drop-outs. Very few residents have obtained a post-secondary education (see Figure 11). Nevertheless more than 50% of participants have at least entered and reached secondary education.

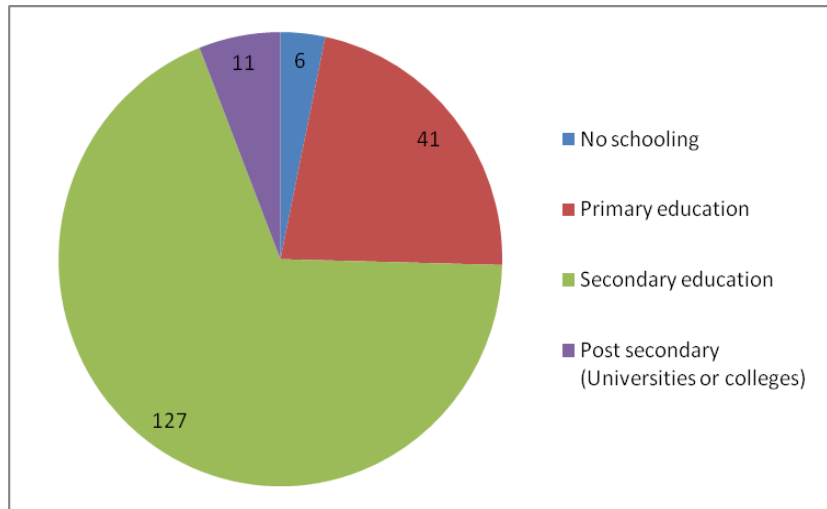


Figure 11: The level of formal education in Hamburg.

Source of income and employment

A number of different sources of income exist among the community members in Hamburg (see Figure 12). A total of 23 different sources were mentioned, the most common of which were: i) recipients of social grants; ii) fishing; iii) domestic work; and iv) gardening. Many interviewees were unemployed and had no means of income.

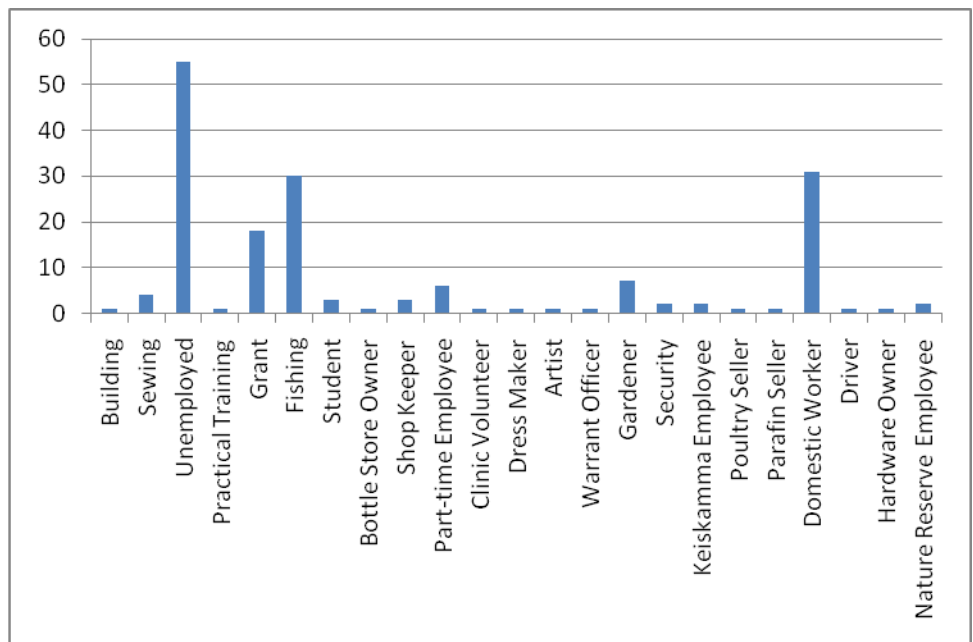


Figure 12: Different sources of income among participants in the study

3.2.2 Alternative activities

Interviewees mentioned the following alternative activities when work is scarce, or when it was not possible to continue their primary income generating activities: i) fishing; ii) sewing; iii) volunteering in the clinic; iv) sports; and v) gardening. Not all of these activities are income generating. Other interviewees indicated that they had no alternative income generating activities.

3.2.3 Weaknesses and Opportunities

As part of the socio-economic survey, the interviewees were asked to give input into what they thought were the main weaknesses and challenges in Hamburg as well as the key opportunities and general comments. Table 1 provides an overview of all listed points. As an overall comment, the Hamburg community feels strongly that they should be included in the decision-making processes for Hamburg. They expressed an interest in being more involved in planning of the future of Hamburg village.

Table 1: The table lists weaknesses, opportunities and suggestions from the socio-economic survey in Hamburg.

Category	Weaknesses /issues	Opportunities	Remarks/Suggestions
Business environment	Lack of sustainable jobs and/or employment opportunities. Lack of access to finance. Poverty	Developments of different projects such as art projects, toilet construction projects, and a livestock farming project.	There is a need to find donors to finance such initiatives. Government funds could also be sought.
Communication and/or information	Lack of communication between government and local community. Lack of access to information.	The communication between government and community could be improved through monthly visit of individuals from government to the community.	Consultation and engagement with the community before decision making on issues relating to the community is very important. The Keiskamma Trust is in the process of

		A Marine and Coastal Management office in Hamburg would be helpful to address issues of lack of access to information. This could be combined with an internet café.	renovating a building to make an internet café. The ASPIRE Town Development Plan includes ideas on a Nature Information Centre.
Natural Resources	Lack of access to use of coastal and marine resources. No fish processing factory available in the area. Lack of land accessibility and ownership	Marine and coastal resources are available and have a high development potential for their use for community livelihoods. Increased access to these resources for the community, may lead to an opportunity for a fish processing plant. Many people want access and ownership of land to develop agriculture.	Access to fishing permits is currently difficult for the local community. This process must be facilitated to allow at least subsistence and possibly community based commercial fishing and harvesting of coastal resources. If done correctly, this could even contribute to reduce poaching as the community would be present in the coastal area. This should be investigated with MCM. Land ownership issues must be discussed with the Government.
Facilities and infrastructure	The community need better and closer healthcare facilities with more opening hours.	The need for improved health care facilities is critical to the community well-	Developments of clinic close to the community with HIV/AIDS specialist because majority of local people are located far from the existing

	<p>Lack of access to specialist health care for HIV/Aids patients.</p> <p>There are too few hotels and guesthouses.</p> <p>Poor and efficient electricity supply.</p> <p>Need for more schools or better school transport system.</p> <p>Need for a better road to East London and street lights in the village.</p> <p>Lack of agricultural equipments.</p> <p>Need for community facilities such as a fuel station, a super market and a bank.</p> <p>Need for further housing development.</p>	<p>being.</p> <p>Development of more hotels and/or guesthouses would encourage tourism in Hamburg, which would give more employment opportunities.</p> <p>Improved electricity supply would facilitate all development.</p> <p>Improved school transport or a new school would encourage children to complete the schooling.</p> <p>A better road would encourage development.</p> <p>Modern agricultural equipment would improve efficiency.</p> <p>Improved facilities such as a fuel station and a bank would encourage tourism.</p> <p>Development of housing would accommodate people in need of proper housing.</p>	<p>health care facility.</p> <p>People see tourism as a great opportunity for Hamburg, but one has to be careful not to build too many establishments</p> <p>All children want to go to school and every effort should be made to facilitate for them to complete their studies.</p> <p>The current road must be upgraded.</p> <p>The community has extensive agricultural skills and better agricultural equipment will be very beneficial.</p> <p>Development of more facilities is not an easy issue as one has to take into account that there are only 3000 people living in Hamburg.</p> <p>Proper housing is needed.</p>
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Safety	<p>Crime is a problem.</p> <p>Lack of trust from the community towards the outsiders that come to Hamburg.</p>	<p>Crime suppresses development and must be dealt with forcefully.</p>	<p>There should be more police officers in Hamburg and they should be more active to protect the community.</p>
Leisure facilities	<p>Lack of recreational facilities for the youth.</p> <p>Alcohol abuse is common.</p>	<p>Improved facilities will encourage the youth to develop their skills.</p> <p>If there are proper facilities, people will not turn to alcohol and drugs.</p>	<p>A community cafe, a recreational park and playing grounds for kids and a youth centre have been identified.</p>
Education and capacity building	<p>Many people drop out of school and get poor results.</p> <p>Lack of education and other training opportunities for youth and women.</p>	<p>Capacity building will quickly improve the human resource and immediately contribute to positive development in Hamburg.</p>	<p>Improved transport to school will contribute, but also other training initiatives are needed.</p> <p>This can be developed with the Keiskamma Trust and other partners.</p>
Tourism	<p>Lack of marketing of Hamburg as a destination.</p> <p>Lack of community involvement in</p>	<p>Hamburg has a high potential for tourism with attractions such as the Art Project, the beaches, bird watching, canoeing etc.</p> <p>If Hamburg was marketed as a community interaction/eco-</p>	<p>Marketing of Hamburg could be done through flyers, a website on the internet and notice boards in the Hamburg town centre.</p> <p>Some training will be needed to increase capacity of the</p>

	tourism.	tourism destination there is great potential for community development.	community members to participate fully and benefit from increased tourism.
Environment	Exploitation of marine resources by outsiders. Improper waste management in some areas in the village.	The marine and coastal resources are rich and could benefit the community if used properly. The community realise the problem and want to do something about the situation. They need support from the Municipality.	There is a need for the Marine and Coastal Management office to be more visible and active in Hamburg to work with the community and share information. Waste dumps can be a health and environmental hazard and reduces the tourism potential of Hamburg.

3.2.4 NGO/Programmes/Projects active in the community

The NGO/Programmes/Projects that are active in the community are the Keiskamma Trust; the 72540 Washington DC (a college); and ASPIRE. The most active in the community according to 154 interviewees, is the Keiskamma Trust (see Figure 13). The contributions and achievements of the NGOs/ Programmes/ Projects that are active in the community are seen as positive by the community. As listed by the community members in the interviews (see Figure 14), the contributions and achievements provide employment opportunities, assist in the completion of secondary education, increase computer and art skills, provide health care facilities, contribute to the development of the heritage site, and provide other general assistance to the local community of Hamburg.

More than 80 participants have benefited from art skills, more than 60 participants have benefited from health care facilities, and over 60 participants have gained employment opportunities through these

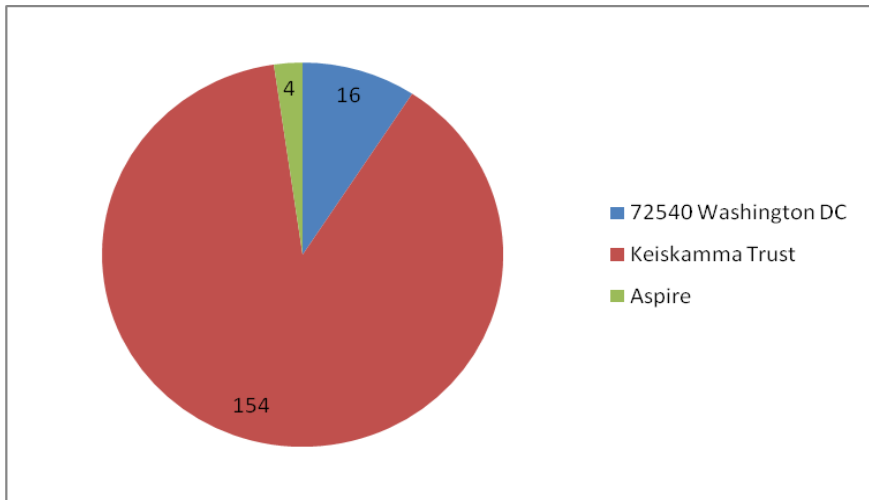


Figure 13: Number of participants that mentioned the different NGOs/projects that have been active in Hamburg

NGOs/Programmes/Projects in the community. Many others point out

that they have benefited by the assistance in the completion of secondary education, provision of computer skills training and general assistance. Overall the local community feel they have also benefited from the development of the heritage site in the community.

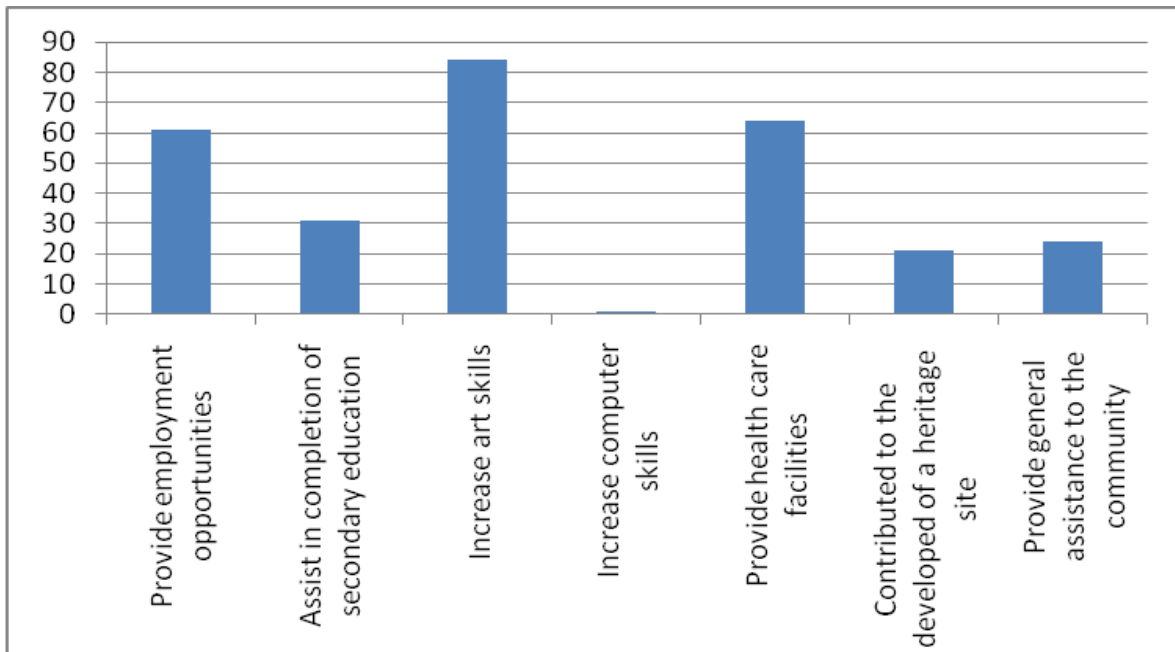
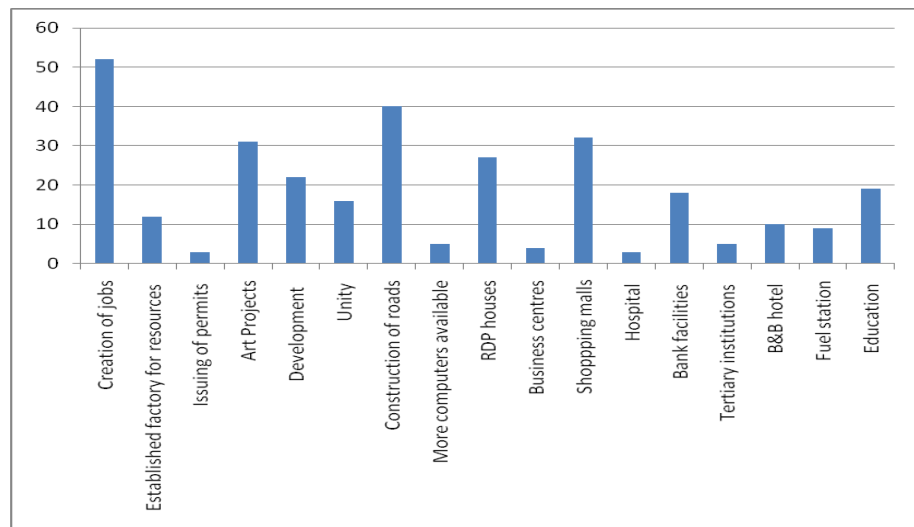


Figure 14: Categories of how the community has benefitted from NGO/Project activity in Hamburg.

3.2.5 Future vision

When interviewees were asked about their vision for the future, almost all interviewed people listed greater employment opportunities as an important point to achieve for the future. As seen in Figure 15, an upgrade



of the road has also been given high priority, as has RDP housing construction, access to shopping and banking facilities. Art Projects have also been mentioned by many of the community members, which is most likely a result of the general positive development associated with the Keiskamma Trust activities in the community.

Figure 15: Main areas of intervention that are important to address in the vision for the future of the Hamburg community.

Figure 15: Main areas of intervention that are important to address in the vision for the future of the Hamburg community.

3.2.6 Conservation of Resources

The Hamburg community have clearly communicated that the natural resources are central to their livelihoods and that they suffer from lack of access to these resources. A number of questions related to the state of the resources and the way people are using them were therefore included in the survey form.

Most of the interviewees recognise the assistance provided the Nature Reserve. A total of 138 interviewees indicated that the Nature Reserve supported the community of Hamburg, while 51 interviewees believe there were no benefits while 5 interviewees were unsure. Overall, the village residents have a positive attitude towards the Nature Reserve.

The main positive references to the Hamburg Nature Reserve related to its protection of the natural resources and attraction of tourists. Negative references were associated with enforcement issues and the restrictions on the resources preventing access and use by community members to the living marine resources. Additional complaints related to the lack of job provision by the reserve for the local community.

The main areas of attraction for tourists according to the Hamburg community are the beach, the Keiskamma River, the Mtana River and view point, the museum (an old German house), Mthawalanga (The HIV hospice centre), the good fishing areas, the caravan park by the river, the Keiskamma Art project, the Heritage site, and the guesthouses. The new art centre under construction by ASPIRE is seen as having great potential as a tourism attraction.

3.2.7 Threats to the environment

Many interviewees failed to identify any threats to the environment. Others recognised pollution, solid waste, land degradation, over exploitation linked to fishing and sea weed extraction, veld⁷ fires, drought, the removal of trees, soil erosion, and the poaching of seafood as threats to the environment (see Figure 16).



Figure 16: A waste dump in Hamburg village

According to some community members, key environmental changes are associated with the formation and disappearance of sand dunes by the river mouths, the removal of forests due to the cutting of trees and bush, a decline in fish, oysters and black mussel populations, a change in weather such as increased drought, the decrease in wild animal populations caused by hunting, and a decline in food available to livestock due to low rainfall. The reduction in fish and seafood availability was seen to negatively affect the food security of the community of Hamburg.

3.2.8 Communication and Governance

Information is disseminated in the Hamburg community in many different ways (see Figure 17). The most common being via a government car with a loud speaker. Almost 100 participants indicated this method as the primary means by which information is spread in Hamburg. Other information sharing methods include the use of notice boards, general meetings and information spread through the Councillor. The survey also included a question on where and how people report problem and the community listed that the following people are approached when problems are reported:

⁷Veld is the local name for the grass and bush covered hill that surrounds Hamburg and is common in the Eastern Cape

- a. Nature Reserve/conservation office;
- b. Police station;
- c. Marine Inspectors of fisheries in Hamburg (from MCM in East London); and
- d. Marine and coastal management offices in East London.

It should also be noted that some residents feel that they cannot rely on anyone to address the community problems. There is a general

feeling within the community that no-one listens to them when they try to report issues.

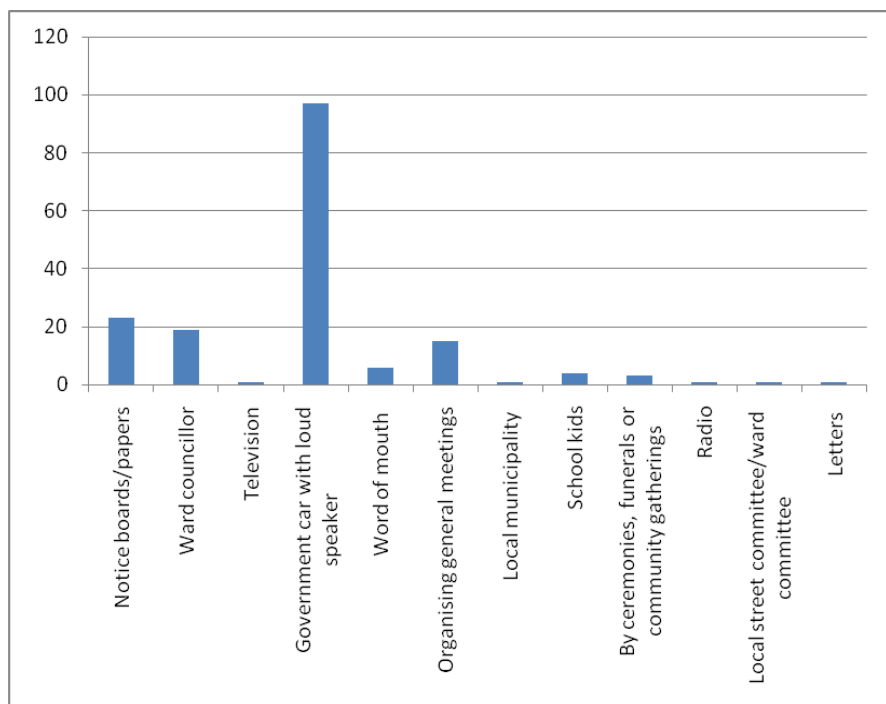


Figure 17: Means of communication and information sharing in Hamburg

3.3 Other research

Research undertaken by Serge Raemaekers towards a PhD thesis at Rhodes University (2009)⁸ identifies Hamburg village as one of the communities in Eastern Cape that experiences lack of access to coastal and marine resources. The research revealed that Hamburg community members were first granted legal access to collect abalone in April 2001. At this time, 137 community members received individual abalone harvesting permits for three abalone per day, during weekdays only. Additional regulations set by MCM included a minimum legal size limit of 100 mm shell width and a fishing zone extending between the Chalumna and the Great Fish Rivers. Permit holders were required to harvest the abalone themselves, which they did by wading from the shore at spring low tides, as they did not possess any diving equipment or skills. Marine Conservation Inspectors from the East London and Port Alfred-based MCM Compliance/Control Inspectorate were tasked with monitoring of the permit holders and ensuring compliance. The Abalone fishing season was subsequently closed at the end of May 2004 and since then, no abalone permits have

⁸Rethinking South Africa's Small-scale Fisheries Management Paradigm and Governance Approach: Evidence from the Eastern Cape, Rhodes University, Faculty of Science, Department of Ichthyology and Fisheries Science. February 2009.

been issued to the community due to significant resource decline (S. Raemaekers, 2003, 75-78). The issue of Abalone fishing as a community livelihoods activity is something that the community members are very eager to address. They feel that if community harvesting permits could be reinstated, less poaching would occur in the area, as the community could assist with monitoring.

In 2010 ASPIRE conducted a High Level Feasibility Study for a Regeneration Programme for Hamburg⁹. This feasibility study includes three separate studies; an Environmental Feasibility Report, an Infrastructure Assessment Report and an Urban Design Report.

The Environmental Feasibility Report (2010), which is part of the Hamburg Urban Renewal Project, identifies Hamburg as a small town in a beautiful location, with a very limited and fragile economy. Its potential lies in the tranquillity, unspoilt coastline, high level of biodiversity and the well-established arts sector. Hamburg is defined by a number of very attractive and unique natural assets, which require protection. These assets have, in themselves, the potential to attract economic activity and tourism to the area. They include Hamburg's natural beauty such as the beaches, the river, the salt marshes, the sand dunes and the rich flora and fauna in these habitats. The rural "holiday" feel and the existence of unique small-scale community arts and crafts also contribute to the attraction of Hamburg. These would be ideal elements to capitalise on for the development of the town. Retaining as much of the natural environment as possible and encouraging small-scale development and non-consumptive uses (such as the artists retreat that is under construction) would also



Figure 18 and 19: Evident car tracks on the beach in Hamburg, next to a sign board put up to educate people about the sensitive beach and dune environment.

⁹ASPIRE have undertaken a High Level Feasibility Assessment for a Hamburg Regeneration Programme. This study includes three sections; and Environmental Assessment, an Infrastructure Assessment and an Urban Design Report. All studies were undertaken during 2010 and are available from ASPIRE, www.aspire.org.za.

suit the environmental opportunities and constraints of the area. The Environmental Feasibility Report further identified the Keiskamma River estuary as an environmentally sensitive area, along with the salt marsh and the general coastal zone. Some of the opportunities related to these habitats include visual appeal and opportunities for recreation particularly fishing and boating, good opportunities for bird watching, and eco-tourism activities. Critical problems in the area relate to people driving on the beaches despite the ban established to protect these areas (see Figure 18 and 19).

The Keiskamma is one of only a few estuaries in South Africa that is open to the sea, so is quite unique from an ecosystem perspective and offers an important haven to breeding fish. Salt marshes are identified as rare ecosystems in South Africa¹⁰ and the marsh in Hamburg is still in relatively good condition. This presents an opportunity to promote conservation, research, educational and ecotourism initiatives, which also provide excellent opportunities to involve the local community in conservation and tourism activities. The report further suggests that the salt marsh be turned into a strict conservation zone and receive better protection from cars and people. This could potentially be done by developing a boardwalk system for eco-tourists along with protection walls towards the road to hinder access. Another environmental concern mentioned in the report is the proposed dusky-cob fish farm that is proposed for development in the Keiskamma River mouth. The proposed expansion of the existing caravan park, which is situated in the centre of the very sensitive salt marsh area, is another activity that should be handled with great care. Additional environmental impact assessment studies are needed before any development is done in this area.

The High Level Feasibility Assessment for a Hamburg Regeneration Programme states that Hamburg had fewer formal businesses operating in the town in 2001, than there were in 1905. Such figures showing a decline in economic activity should be seriously addressed. The Urban Design Report aims to cluster activities in town together so as to strengthen the synergies between them (see Figures 20 and 21). The consolidated town centre will support some community service functions such as the clinic, hospice, municipal offices and community hall, as well as retail functions such as the shop, craft outlets, pottery and bottle store. It is also proposed that residential intensification is encouraged close to the town centre, including the formalisation and increase in the number of plots above the high school. The construction of a formal road from the town square up to the small-holding area as a matter of priority would reinforce this consolidation.

¹⁰Munika & Rutherford 2006:678, The vegetation of South Africa, Lesotho and Swaziland. *Strelitzia* 19. South African National Biodiversity Institute, Pretoria.



Figure 20 and 21: Proposed town consolidation from the High Level Feasibility Assessment for a Hamburg Regeneration Programme by ASPIRE 2010

Section 4: Strategy and Implementation Plan

4.1 Developing a strategy

Established LED methodology puts the interest of the community at centre stage. Three stages are typically followed (see Figure 22):

Stage one: This stage involved socio-economic surveys, public meetings, engagements with different stakeholder groups, *ad hoc* discussions with the local inhabitants and associated parties, and finally a presentation of a list of issues that were generated (see section 4.2 below). These issues are explained in further detail throughout the document. In most cases, participants in the process also came up with suggestions, some realistic and viable and others somewhat impractical (at least in the foreseeable future¹¹). Annexure 3 contains information on alternative livelihoods activities that were proposed and Annexure 4 contains a SWOT analysis of these options. All suggestions were treated with respect, considering the community is best acquainted with local circumstances and a vision for their future. Residents of Hamburg defined the ground level agenda that will be carried upstream throughout the LED Plan.

Stage two: During this stage, the issues were analysed according to the needs and aspirations of the Hamburg community along with their proposed solutions. Expert input and discussions with the Planning Committee are also considered to identify the main areas of intervention to address the different issues. An area of intervention may sometimes address several issues, while one issue can also be addressed by different areas of intervention. The interventions would typically address the question of *'What needs to happen to achieve a satisfactory solution to this/these issue(s)',* or *'What mechanism(s) can be put in place to make things better in the efficient and viable manner?'* Eleven areas of intervention were proposed (see section 4.3 below).

Stage Three: Once the proposed areas of intervention are identified, the Strategy and Implementation Plan (SIP) is elaborated. A series of steps are presented for each area of intervention, together with ballpark budgeting and an indication of drivers that should be engaged in the implementation of the LED Plan. Areas of intervention are also linked to a 1-year and a 5-year timeframe. The SIP needs should be developed to be simple, and clearly stated so that the different components and linkages among components, are easily understood by all.

¹¹For instance a bank, a supermarket and a petrol station might not be realistic considering the small population of the village, since these facilities are driven by supply and demand chains.

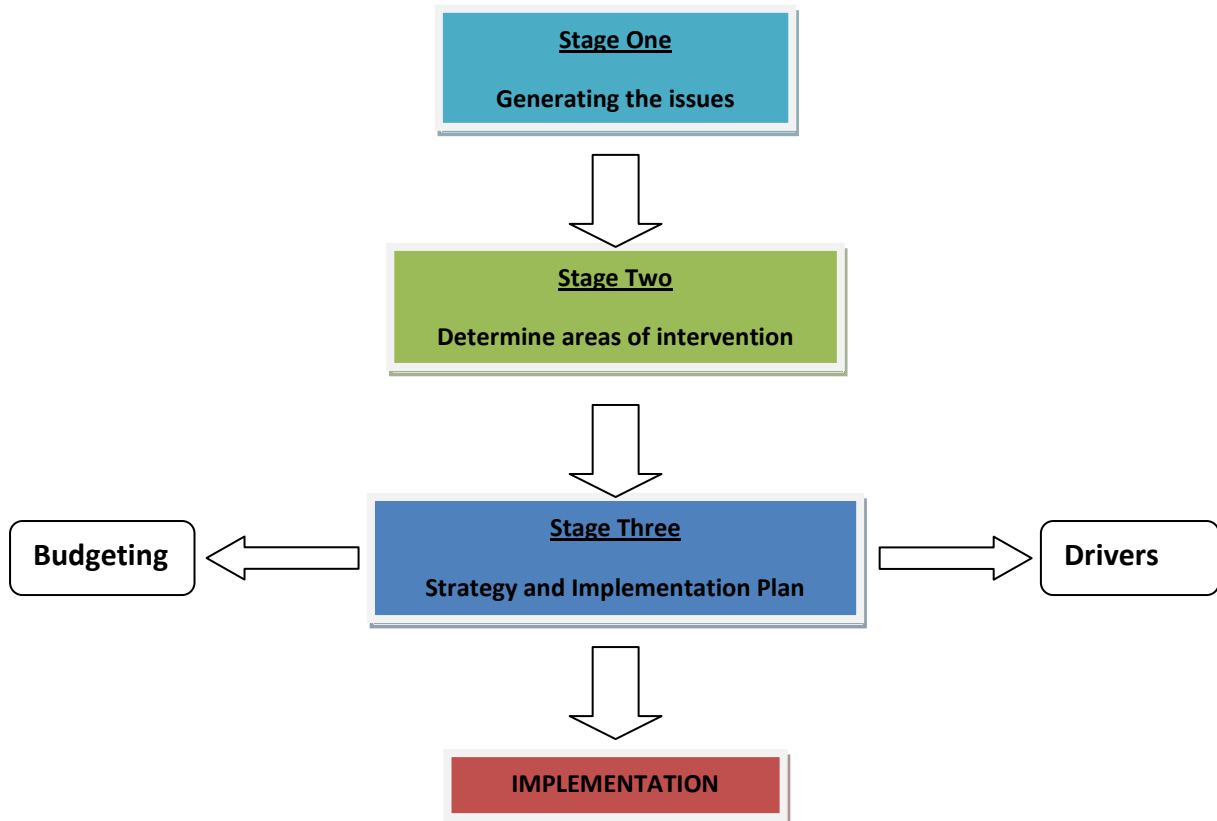


Figure 22: The phases in the development of the strategy.

4.2 List of issues

The issues listed below (in no specific order of preference) were gathered during the socio-economic interviews, the stakeholder group meetings and during the public meetings (including the presentation of the draft LED Plan in December, 2010, in which some issues were re-emphasised). The 23 main issues are explained in some detail at various points in the LED Plan.

1. Lack of communication and access to information;
2. Lack of communication between government and local community;
3. Empty promises from Government;
4. Lack of initiatives from local municipality;
5. Lack of sustainable employment opportunities;
6. Lack of activities in town;
7. Lack of recreational facilities for youth;

8. Lack of access to use coastal and marine resources;
9. Exploitation of marine resources by outsiders;
10. Lack of information about the Nature Reserve and developments (absence of a Marine and Coastal Management office in Hamburg);
11. Lack of agricultural equipment and training;
12. Problems with land accessibility and ownership;
13. Lack of education;
14. Lack of school transport facilities for learners staying in the Ntilini section of Hamburg village;
15. Lack of technical schools and equipment for those who have been trained, particularly for youth;
16. Lack of development and infrastructure;
17. Poor road quality and lack of street lights. Some community members expressed a need for the construction of a bridge across the Keiskamma River to shorten the road from Hamburg to East London and reduce transport costs¹²;
18. Poor and inefficient electricity supply;
19. Lack of access to specialist health care for HIV/AIDS;
20. Lack of advertisement of local traditional medicines¹³;
21. Need for access to health care services over weekends;
22. Lack of trust from the community towards outsiders that comes to Hamburg;
23. Lack of community involvement in tourism; and
24. Lack of marketing of Hamburg as a destination.

¹²This was proposed by one community member as a way to make the transport to East London faster and cheaper. Considering the sensitive environment in the area, this is probably not a very good idea. The issue of expensive transport to East London could be addressed by upgrading the existing main road, which has also been proposed.

¹³This comment was made by one of the community members who claim that there are some traditional medicines that are good for HIV/Aids patients and use of these medicines should be encouraged more. To evaluate such medicines is beyond the scope of this process, but it could certainly be interesting if the HIV clinic in Hamburg could initiate an investigation of how such medicines could be used.

4.3 Areas of Intervention

The following components of the LED Plan were derived from the above list of issues raised by the Hamburg community. The components may be addressed in 1-year and 5-year time frames. The time frames are merely an indication of both the urgency and the relative ease (and expense) by which areas of intervention can be implemented. In an integrated approach such as local economic development planning all issues are considered important. During the feedback meeting arranged with the community in December 2010, it was pointed out that any structural development planned for Hamburg must take the natural environment and the cultural traditions into consideration.

1. The establishment of an Abalone Cooperative¹⁴

The Hamburg community lacks access to coastal and marine resources. The intervention and recommendation for this will be to set up a community group/cooperative that can apply for artisanal abalone harvesting permits and set up a processing/packing and marketing facility to establish direct links to suppliers. This intervention will have to be developed in close collaboration with partners at the Marine and Coastal Management to ensure legal support for harvesting permits, close monitoring and compliance systems. The viability of the intervention will also depend on the levels of abalone that the community will be allowed to harvest within sustainable limits. This proposed intervention has close links to the proposed fish processing facility (number 4) and could be developed together with good results. Women are the main stakeholders in this activity and they would benefit greatly from this intervention.

2. Community Nature Information Centre¹⁵

The community lacks access to information about the Nature Reserve and would benefit from the establishment of a Community Nature Information Centre in the town area. This centre could serve as a central meeting point at which people can access useful information about the environment, about the Nature Reserve and ongoing activities. It would also be an ideal location for sale of fishing licences.

The Centre could also be equipped with computers and internet to improve information access for community members (and visitors). If this Centre is located in

¹⁴ A Business Plan has been developed for a community fish cooperative, and this document is attached in Annex 5.

¹⁵ This intervention has been picked up by ASPIRE and included in their town upgrade project which has received funding and will be implemented in 2012.

the central part of Hamburg, it could be combined with a tourism information centre. Community members could market home-stays and other tourism related activities. There are strong links between this intervention and the Town Centre Consolidation Project by ASPIRE and they should be developed together. It should also be noted that the Keiskamma Trust are in the process of renovating a house to set up an internet cafe. Rather than trying to set up a computer centre together with the Nature Information Centre, efforts should be made to support the initiative by the Keiskamma Trust.

3. Nature trails with community guides

Greater community involvement in the Nature Reserve will have many positive effects on both the community as well as the environment. It will increase general awareness of the sensitive areas and contribute to compliance with the rules and regulations related to the Nature Reserve. Collaboration between the Hamburg Nature Reserve and the community to develop a boardwalk along the estuary and the salt marsh will be very beneficial to developing eco-tourism activities in Hamburg and to protect these sensitive habitats. Community members could then be trained as guides and rangers, which will build capacity and hopefully provide employment opportunities for the community.

4. A fish/seafood processing facility

The community would benefit from utilising the fish and coastal resources more efficiently. The Hamburg fishers currently lack cold storage and processing facilities, which sometimes leads to a waste of resources if the catch cannot be stored (along with reduced income as the fishers have to sell their catch at a lower price). This proposed intervention should be developed further in close collaboration with the fishing group in the community to establish a cooperative that can create and operate a cold storage and ice production facility. This would contribute greatly to the economy of Hamburg. This intervention has close links with the proposed Abalone development (Intervention 1) and these two could be combined to one centre for both fishers and Abalone harvesting women groups.

5. A Community Guesthouse/B&B

A Community run Guesthouse/B&B with a traditional restaurant and/or bakery would have great impact on the involvement of community members in tourism. It would also contribute to training and capacity building and would improve income generating opportunities for the village and particularly for women. The Guesthouse/B&B should be operated by a community group/cooperative that

already exist in Hamburg, but would require some basic hospitality training. The hospitality training can be an ongoing activity in this establishment as long as there is sufficient revenue or funding to operate training activities. The community pointed out that it is important that any development like this is done with care to preserve the natural environment in Hamburg.

6. Improved health care facilities

Improved health care facilities are essential, particularly facilities that are open daily, have adequate, trained staff, and are closer to the centre of the community. This will hopefully be addressed by the ASPIRE town consolidation project.

7. Agricultural equipment and training

The lack of adequate agricultural equipment and training to operate modern and organic agriculture should be addressed. Agriculture has a high potential in Hamburg since the natural conditions are favourable and the community already have some agricultural experience and skills. The recommended intervention for this is to establish a community group/cooperative with particular interest in agriculture and provide special training in current agricultural techniques and some additional equipment. This intervention should be combined with a thorough business plan in which markets for organically grown vegetables are investigated to ensure that the community produce can be sold at a profitable margin.

8. Youth centre

Establishment of a youth centre could successfully address the lack of recreational facilities and youth activities and could improve social cohesion in the village and reduce alcohol abuse, increase levels of school completion and combat criminal activities. The centre could be equipped with recreational facilities such as a library and other educational material, a pool table, a television and a cafeteria.

9. Technical training centre

Technical skills are critical for increased employability of people from the community. A dedicated technical training centre/school is deemed essential to build capacity of the youth and other community members who currently lack skills and unemployed. The training centre should be located within the village and should enrol groups of people every semester. Employment of local people should then be encouraged by any development projects that are implemented in Hamburg.

10. Infrastructure

Limited infrastructure can impede both economic growth and quality of life. Addressing the infrastructure needs identified by the community members will create a positive feel and environment in the village. The priority infrastructure needs identified include inefficient electricity supply, an upgrade of the road to Hamburg, provision of street lights in the village centre and transport facilities for school children staying in the Ntilini section of Hamburg village. The problem of solid waste dumping in some areas will also need to be addressed.

11. Land accessibility

Land accessibility and ownership is a major concern of many people in Hamburg. The community require access to the land that historically belongs to them for agricultural development and other economic activities. Land access and ownership remains one of the largest cross-cutting obstacles to local economic development in the Hamburg region.

4.4 Implementation Plan

Table 2 below lists all the above suggested interventions. The table outlines links between issues and the targeted intervention (as per the list on page 37-39). The table also outlines specific steps that should be taken to implement the proposed intervention along with recommended parties responsible for implementation and an estimated cost for the different steps.

Table 2: Strategy and Implementation Plan

Key:

1 year

5 years

Areas of intervention	Issues targeted	Steps	Parties relevant	Cost
1	3,5,8,9	<ol style="list-style-type: none"> 1. Set a community group 2. Contact Marine and Coastal Management 3. Consultant to prepare a business plan for processing and packing facility 4. Submit proposal to find funding 	<ol style="list-style-type: none"> 1. Marine and Coastal Management 2. Consultant 3. Community group 	No cost* Unknown^ No cost*
2	1,2,6,7,9,10,13,24	<ol style="list-style-type: none"> 1. Develop concept 2. Prepare proposal 3. Find partners 4. Find funding 5. Purchase equipment for the centre 5. Construction and implementation 	<ol style="list-style-type: none"> 1. Hamburg Nature Reserve 2. Community group and village councillor 3. Consultant¹ 	No cost* No cost* Unknown^
3	1,2,5,6,7,8,9,10,13,16,23,24	<ol style="list-style-type: none"> 1. Discussion with Nature Reserve and Marine and Coastal Management 2. Set up a community group 3. Establish partnership 4. Prepare proposal 5. Find funding 6. Start training and construction 	<ol style="list-style-type: none"> 1. Hamburg Nature Reserve 2. Community group and village councillor 3. Marine and Coastal Management 4. Consultant¹ 	No cost* No cost* No cost* Unknown^
4	5,8,16	<ol style="list-style-type: none"> 1. Discussion with Nature Reserve and Marine and Coastal Management 2. Set up a community group 	<ol style="list-style-type: none"> 1. Hamburg Nature Reserve 2. Community group and village councillor 	No cost* No cost*

		<ol style="list-style-type: none"> 3. Establish partnership 4. Prepare proposal 5. Find funding 6. Start training and construction 	<ol style="list-style-type: none"> 3. Marine and Coastal Management 4. Consultant¹ 	<p>No cost[*]</p> <p>Unknown[^]</p>
5	5,6,13,23	<ol style="list-style-type: none"> 1. Set up a community group 2. Find partners 3. Prepare proposal 4. Prepare business plan 5. Find funding 6. Suitable place and implementation 	<ol style="list-style-type: none"> 1. Ministry of Land Affairs 2. Community group and councillor 3. Consultant to prepare business plan¹ 	<p>No cost[*]</p> <p>No cost[*]</p> <p>Unknown[^]</p>
6	19,20,21	<ol style="list-style-type: none"> 1. Discuss land options with Department of Land Affairs and Village Councillor 2. Discuss with Department of Health 3. Prepare proposal 4. Find funding 5. Construction and implementation 	<ol style="list-style-type: none"> 1. Ministry of Land Affairs 2. Ministry of Health 3. Village councillor 4. Consultant to prepare proposal¹ 	<p>No cost[*]</p> <p>No cost[*]</p> <p>No cost[*]</p> <p>Unknown[^]</p>
7	5,11,13	<ol style="list-style-type: none"> 1. Set up a community group 2. Prepare a proposal 3. Find funding 3. Start training and buy equipments 	<ol style="list-style-type: none"> 1. Community group 2. Consultant¹ 	<p>No cost[*]</p> <p>Unknown[^]</p>
8	4,6,7,16	<ol style="list-style-type: none"> 1. Discuss suitable place with Village Councillor 2. Prepare a proposal 3. Find partners 4. Find funding 5. Construction, buy equipments and implementation 	<ol style="list-style-type: none"> 1. Village Councillor 2. Consultant¹ 	<p>No cost[*]</p> <p>Unknown[^]</p>
9	3,4,6,13	<ol style="list-style-type: none"> 1. Discuss suitable land options with Village Councillor 	<ol style="list-style-type: none"> 1. Village Councillor 2. Consultant¹ 	<p>No cost[*]</p> <p>Unknown[^]</p>

		2. Prepare proposal 3. Find partners 4. Prepare business plan 5. Find funding 6. Construction and implementation		
10	3,4,6,14,16,17,18	1. Discuss with Ministry of Road and Transport, and the Department of Education 2. Prepare a proposal 3. Find funding 4. Construction and implementation	1. Ministry of Road and Transport, 2. Department of Education 3. Consultant ¹	No cost* No cost* Unknown ^
11	12	1. Discuss with Department of Land Affairs, and the Municipality 2. Issue of access to land for agricultural and other initiatives	1. Ministry of Land Affairs, 2. the Municipality	No cost* No cost*

* Indicates that these services can be provided by Government (or parastatals) partially or fully. "No cost" indicates services that could likely be mainstreamed into ministry or department budgets

^ Indicates that the cost is "unknown", i.e. will have to be estimated in each case and will depend on amount of time needed by outside party involvement etc.

¹ Indicates possible involvement of an external expert, NGO, consultant or private sector

4.5 Guidelines for Local Economic Development in Hamburg

South Africa has a National Framework for Local Economic Development (2006-2011), see Annex 3. More detailed guidelines have been drawn up with the aim of fostering cooperation between the different parties (community, private sector, government, donors, etc.) to boost local economic development. Worldwide, LED guidelines are scattered through many documents and initiatives. The following documents are examples:

- Tourism and Local Economic Development (see: <http://www.pptpartnership.org>);
- National Responsible Tourism Guidelines for South Africa (see: www.icrt.org); and
- Local Economic Development Guidelines (see: www.owda.org).

The following guidelines are proposed for Hamburg. These can be used to assess applications for operating businesses or tourism operations in Hamburg, as well as other developments, and to guide government or donor funding.

4.5.1 Training, human resource development and community engagement:

- a. Developments should source a large portion of their workforce from Hamburg. It may not be possible to source all staff for all skill levels from Hamburg; however, the maximum number of skilled and unskilled labour should be sourced from the Hamburg community. For unskilled, or semi-skilled labour a benchmark of 75% of the total labour force would be considered excellent. Employment of 10% skilled labour may be considered excellent, provided the establishment has a strong capacity building programme in place (see point d. and e. below);
- b. While it may not be possible to legislate for percentages, developers should at the very least, be encouraged to include such figures in their proposals. In any proposals, such figures need to be clearly substantiated and justified to ensure realistic employment opportunities. Developments without a 'social responsibility plan' may be requested to re-submit their plans;
- c. Monitoring systems should be included in applications for developments and operating licences. Monitoring should be undertaken annually. Should there be

non-compliance in terms of socio-economic undertakings, a licence will not be summarily revoked, and the developer/operator should be given the opportunity to explain the lack of adherence to their commitments to a committee consisting of relevant government authorities. Mutual consideration on remedying such situations will be encouraged. It is recommended that the LED Steering Committee take part in the monitoring processes;

- d. Any tourism establishments should be encouraged to assist aspiring community members to gain the skills through the establishment of in-house training programmes. In terms of supporting the LED Plan, the ultimate goal for every establishment is to commit resources to improve the knowledge, skills and human resource base in Hamburg as a whole. It should be noted that the existing tourism operations in Hamburg are very small and this training component will therefore also have to start on a very small scale;

4.5.2 Promoting local businesses:

- e. Local businesses should monitor the proportion of goods and services the enterprise sourced from businesses and producers located in Hamburg with a 20% target for improvement over five years. This may include provision of meat, marine products, vegetables, laundry services, etc. Local communities or emergent entrepreneurs can also be assisted to develop their products for greater ease of use by others and by the tourist market. It will be necessary to co-operate with the few formal sector businesses to maximise benefits for local community enterprises. For example, a community laundry or tailoring business may only be viable if a group of enterprises commit to sourcing their supplies there;

4.5.3 Equity:

- f. The option of equity should be considered more explicitly in new businesses applying for permission to operate in Hamburg. Businesses owned by local people should have priority when applying for opportunities and licences, everything else being equal. Large businesses should consider sharing equity after some time, even if only a few percentage points. However, while the developer or operator cannot be forced to comply with equity requirements in terms of ownership, this would be a highly praiseworthy characteristic of any business, large or small, that aims to operate in Hamburg;

- g. While shared equity in a free enterprise system cannot be enforced on owners, enterprises with some equity by local owners *may* be preferentially considered when operating licences are issued. Rules should however, be drawn up to avoid 'fronting' whereby local people may be used by outsiders as front people in operations while real equity in fact does not exist;

4.5.4 Social responsibility:

- h. Various government funds and schemes exist to which businesses contribute in terms of Corporate Social Responsibility (CSR). Contributors to CSR may make propositions on how such funding may be spent locally, for instance in ways that may benefit both the developer and the local community. Such funding may also be spent on the actions identified in the LED Plan. Corporate entities should also consider supporting community projects, e.g. creating continuous bursary or scholarship funds, or sponsoring training from which their establishments will also benefit; and

4.5.5 Government involvement and contributions:

- i. Government can contribute to local economic development in numerous ways. Specially allocated target funding, such as the Social Responsibility Funding (SRF) are obvious sources that can be applied to priorities in the LED Plan. Government ministries can however, also mainstream many priorities in the LED Plan into their annual budgets or normal activities aimed at preserving the environment, stimulating economic growth, democratising the economy, and so forth. Ministries are encouraged to study and consider priorities listed in the LED Plan.

LED planning is an exciting and positive approach that requires constant innovation through time, as well as to fit changing and emerging issues. The above guidelines should therefore, be considered a start that should be 'test driven'. All parties interested in contributing to the LED should be encouraged to propose new guidelines that may fit their particular circumstances.

4.6 Recommendations

Based on the findings and strategy, the following recommendations are proposed:

- a. The LED Plan should be circulated among the local planning committee;
- b. The LED plan should be circulated to authorities and different stakeholders with an interest in Hamburg. These include the Department of Environmental Affairs, ASPIRE, The Keiskamma Trust, The Hamburg Nature Reserve, Marine and Coastal Management and other organisations;
- c. A Steering Committee to steer the implementation of the plan together with the Village Council should be selected. If the community feel the Planning Committee used during the planning phase can take on this responsibility, it could be useful as they are already familiar with the plan and the process; and
- d. Technical staff with specific expertise for the proposed interventions and for monitoring and evaluation (M&E) of the LED Plan should be sourced to provide support to the implementation of the plan,. It is also important that the LED Plan is placed in an appropriate legal framework to facilitate implementation.

Annex 1: Socio-economic questionnaire used in the community in Hamburg

A) PERSONAL DETAILS

1. What is your name?
2. How old are you?
3. What is your education level?
4. How long have you lived here?
5. What do you do for a living and for how long have you been doing it?
6. How many people depend on you?
7. Is the income you get from your work sufficient? Yes [] No []
If, No. Why?
8. What alternative activities do you have?
9. How many times per week/month do you and your family eat fish/chicken/meat?

B) WEAKNESSES & OPPORTUNITIES FOR THE COMMUNITY

10. When it comes to the development of your town, or achieving a better life, what are the weaknesses in the community?
11. What are the opportunities in your community?
12. Are there any NGOs/programmes/projects that have been active in your community?
Yes [] No [] If yes, who are they?
And what have they done/achieved?
13. How do you want your community to look after 15 years? A vision for the future...

C) CONSERVATION OF RESOURCES

14. Do you think conservation helps? Yes [] No []
In what way?.....
15. Should there be more conservation areas or should the current conservation areas be opened to fishing and other activities?.....
16. Which areas do you think tourists like to visit and how many tourists visit this area per year?
17. Where do you think the fish breed?.....
18. Would you like to know more about the ecology of the systems (environmental education)? Yes [] No []
19. Do you ever see dolphins or whales? Yes [] No []
Do people sometimes kill dolphins/whales? Yes [] No [] I don't know []
20. Do you ever see sea turtles? Yes [] No []
Do people ever harvest turtles? Yes [] No [] I don't know []

D) THREATS TO THE ENVIRONMENT

21. Are there threats to the environment? Yes [] No []
If yes, which are they?
22. Can you see "changes" in the environment? Yes [] No []
Which changes can you see?
23. How do these changes affect you?
24. How are these threats/changes caused?

E) COMMUNICATION AND GOVERNANCE

25. How does information spread in your community?
.....
26. Who brings the news?
.....
27. Does anyone tell you what is going on in the sea and what is happening to the resources?
28. If you want to complain or report a problem related to the environment, where do you go or who do you contact?
.....
Do you communicate with marine resource managers, government officials and park managers regarding the state of the marine resources or other issues (what?)?
Yes [] No []
29. Can you influence the way the natural resources are managed? How?
.....

FINAL QUESTION (main questionnaire)

30. Is there anything else you want to add, or think the DLIST planning committee should take into account when they make a plan for Hamburg?
.....

For Fishers;**F) THE LOCATION**

31. Where do you fish?
32. Which places would you prefer to fish if you could choose freely?
33. What types of ecosystems and species of marine animals are available in the location you fish?
34. What are the problems you encounter in the area where you fish?
35. Are there other fishers coming to fish around here? Yes [] No []
 - a) If yes, Who are they?
 - b) How many are they?
 - c) Where are they from?
36. How many other boats are doing the same type of fishing in the same area?
37. Are there any conflicts? Yes [] No []
If yes, which?

G) METHOD AND GEAR

38. What kind of boat(s) do you use?
39. Do you own the boat(s)? [] Yes [] No
How many Boats do you own?
40. Do you work alone or in group? [] Alone [] in group
If you work in group, how many people are there in your group?
41. What kind of gear and method do you use?
42. Is there a fishers association, cooperative or committee in this area? Yes [] No []
43. If yes, do you or any of the people in your group belong to this? Yes [] No []
44. What can help you to get more value for your fish once it has been caught?

H) CATCH ANALYSIS

45. What type of organisms do you fish?
46. Do you discard any organisms that you don't use? Yes [] No []
47. Do you sell the fish? Yes [] No [], If Yes, where?
48. How many kg do you catch and how many kg do you sell per day?
49. How much do you sell your fish for?
50. How do you keep/store your fish?

I) FISHING STOCK AND LIVELIHOOD

51. How do you compare the amount of fish you catch today with 5 years ago?
52. And 10 years ago?
53. What is the reason for the change?
54. How do you feel about conservation efforts in this area?
55. If there are any conservation areas, how have these efforts affected your livelihood?
56. Do you think management of the marine resources is necessary? Yes [] No []
Why?
57. How can management work?
58. What alternative activities could you do to create livelihood?
59. What do you do when you cannot fish (due to bad weather for instance)?

Annex 2: Extract from the National Framework for LED in South Africa 2006 - 2011

Flowing from the evolving practice of LED, the South African national context has Ten (10) principles identified that guide this framework. These are:

- i) Through a developmental approach, Government has a decisive and unapologetic role to play in shaping the economic destiny of our country.
- ii) Creating an environment in which the overall economic and social conditions of the locality are conducive to the creation of employment opportunities is the responsibility of Local Government.
- iii) Local Economic Development is an outcome of actions and interventions resulting from local good governance and the constant improvement and integration of national priorities and programs in local spaces.
- iv) Inward investment from the state or private sector will only be effective where the potential and competitive advantages of each area are known and exploited.
- v) Promoting robust and inclusive local economies requires the concerted, coordinated action of all spheres and sectors of government centred on the application and localisation of the principles espoused in the National Spatial Development Perspective (NSDP).
- vi) Locally owned appropriate solutions and strategies must emerge to support national frameworks in both rural and urban local spaces and should promote sustainable development and sustainable human settlements.
- Vii) South Africa competes in a global and increasingly integrated world economy whose threats must be minimised and whose opportunities must be exploited.
- viii) Private companies, including social enterprises and cooperatives, form the heart of the economy and have a crucial role to play as partnerships with public and community role players that will ultimately stimulate robust and inclusive local economies.
- Ix) People are the single greatest resource and including all citizens in development and increasing their skills leads to increased opportunities for stimulating local economies.
- x) Local initiative, energy, creativity, assertive leadership and skills will ultimately unlock the latent potential in local economies and will shape local spaces.

Annex 3: List of Alternative livelihoods identified by the community

During the meetings with stakeholder groups and conducting individual interviews with people in the community, they were asked to list alternative livelihoods options. In Hamburg the options identified by the community members are listed in the table below.

Alternative livelihood	Activities	Notes
Tourism	Local Bed and Breakfast opportunities for community members	In high season there often is no accommodation available and, although the indigenous culture is interesting to tourists no cultural B&Bs are available
	Fishing guides	Local fishermen, of which there are many, know the best fishing areas and can be honorary wardens
	Tour guides	Fishing Bird watching Hiking companions Cultural tour guides
	Hiking trails	Beach hike mouth to mouth /estuary to estuary Coastal forests meander through the costal dune thicket forest
	Boat trips upriver	The river is navigable for at least 6 km. Small boat tourism trips upriver will be a good experience. Rural landscapes with large salt marshes and water birds make this possibility reasonably attractive
	Xhosa traditional hut home stay	Here is opportunity and even possibly a local operator for creating traditional Xhosa huts along the trails where hikers can experience local traditional Sleep on reed mat, Xhosa food and cultural opportunities.
Agriculture	Cattle farming	The conditions for cattle are quite favourable and it would bring good additional income
	Goat farming	It is not very common with goat farming in this area today and it could be combined

		with processing of goats milk for cheese etc
	Vegetable gardens (tunnel farming)	New methods would improve the productivity
	Beekeeping	Honey is a popular product both locally and for tourists etc. Beekeeping and honey production would therefore bring additional income
	Poultry	Some women suggested that they can keep chickens in cooperatives and put them up for sale
Arts and crafts	Existing programmes	Keiskamma Trust (doing good work) Aspire (not yet in operation)
	New possibilities.	Pottery. Traditional pots for the interior decorating Reed mats and reed baskets, could also be good products that can be used by locals as well as sold to tourists
Building / industrial opportunities	Brick making	If the right material is available, it would be relatively easy to set up a brick making facility which could bring income, create jobs and contribute towards housing schemes
Financial and business services	Bank or ATMs	People say the lack of these services hinders tourism
	Mini Spar or ShopRite.	Before a project like this is initiated it will be necessary to carry out a thorough market analysis to assess the need
	Small butchery at local market area	
Infrastructure and housing	Road upgrade	The road to Hamburg is in a bad shape and it would do a lot for the development of the town if it was improved
	Sewerage disposal facility	Much needed to avoid pollution of the sensitive coastal and estuary environment
	Additional housing for officials e.g.MCM	
	Need for more land for	Many of the proposed interventions need

	development	available land to become a reality – i.e. goat and chicken farming
	Additional electricity for those who do not have	
	Solar power and wind generated electricity	Alternative and renewable energy solutions should always be considered. For Hamburg it is foreseen that wind power in particular has great potential
Other opportunities	Collecting natural sea salt	Could bring income and job opportunities for uneducated community members
	Collecting sea shells for collectors	Could bring income and job opportunities for uneducated community members

These alternative livelihoods options have not been ranked or listed in order of priority. But a SWOT analysis of the identified alternative livelihood opportunities was conducted. In this analysis also possible interventions to address these issues were included. See Annex 4 for more detail.

Annex 4: SWOT analysis for the identified alternative livelihood options for Hamburg, including possible interventions.

Alternative Livelihood	Strength	Weakness	Opportunities	Threats	Intervention
Tourism	<p>Beautiful landscape</p> <p>Peace and quiet</p> <p>Rich estuary</p> <p>Close to big centres and airport</p> <p>Available labour</p> <p>Community needs it</p> <p>Available skills in the community</p>	<p>Poor infrastructure</p> <p>Insufficient accommodation</p> <p>Unskilled potential operators/business people</p> <p>Lack of capital to start small businesses</p> <p>Lack of training facilities</p> <p>Lack of supporting tourism facilities</p>	<p>Community interest</p> <p>Available labour</p> <p>Young community members with some language skills</p>	<p>Lack of trained community members</p> <p>Unbridled development</p> <p>Bad roads</p> <p>Poaching/Overuse of resources</p> <p>Lack of law enforcement</p> <p>Lack of service station facilities for motorists</p> <p>Alcohol abuse</p> <p>Loss of tranquillity</p>	<p>Availability of capital for boats, canoes, etc.</p> <p>Training of tour guides/B&B operators</p> <p>Creation of links with known tourism operators such as Drifters, Kayak Africa</p> <p>Creation of local a community market</p> <p>Upgrading of municipal public facilities and service contracts for maintenance</p> <p>Road upgrade</p> <p>DLIST training and service hub</p> <p>Effective control of resource use</p> <p>Creation of an effective local tourism development agency</p>
Agriculture	<p>Healthy cattle stock</p> <p>Tradition of stock farming</p> <p>Cultural links with farming</p>	<p>Lack of land</p> <p>Insufficient water</p> <p>Lack of specialised knowledge</p> <p>Lack of identified market</p> <p>Identification of optimum farming products</p>	<p>Additional state land</p> <p>Integrated chicken/pig/fish/vegetable farming</p> <p>Products delivered to local market when established</p> <p>Wood for fires and building</p>	<p>Lack of applicable knowledge</p> <p>Drought, Traditional farming methods</p> <p>Soil erosion</p> <p>Overpopulation</p> <p>Too small land allotments</p>	<p>Get agricultural/mariculture experts to make assessment of opportunities</p>
Business	<p>Known community needs</p> <p>Proximity to big centres</p> <p>Potential of increased</p>	<p>Relatively small customer base</p> <p>Low average income in community</p> <p>Proximity to bigger</p>	<p>Ferry service</p> <p>Banking facility</p> <p>Operation of booking service</p>	<p>Proximity to big centres</p> <p>Opening of big chain stores</p> <p>Crime</p>	<p>Training principles and “tricks of the trade” through DLIST</p> <p>Business plan concepts and operations training</p>

	tourism visitors	centres Experience and understanding of business principles	Service station Tourism support services	Bad roads	
Construction	Number of semi skilled labourers in village Relatively cheap labour available	Not enough land for development Capital for development	Road building Repairs to municipal infrastructure Construction of traditional huts for tourism opportunities	Lack of local opportunities Lack of supervisory skills	Training through DLIST Training at school level
Conservation	Local environment relatively undisturbed High biodiversity Sea, beach, estuary, forests and grasslands Community willingness to conserve Hamburg Nature Reserve head office Conservation legislation Relative abundance of marine organisms	Ineffective law enforcement Multiple agencies involved Lack of effective equipment	Possible local conservation area Possible environmental education at schools during normal school holidays Involve local subsistence fishers as conservation support	Overpopulation Poaching/overfishing Destruction of forest for firewood. Lack of effective law enforcement Upstream dam Mariculture in inappropriate places	Estuary management plan and management committee Appointment of local estuary manager Specialist training of conservation staff Creation of a gazetted conservation area Perhaps a local community conservation area

Annex 5: Hamburg Fishing Cooperative: Business Plan

Hamburg,
Eastern Cape,
South Africa

Hamburg Fishing Cooperative: Business Plan

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Abbreviations

ASCLME: Agulhas and Somali Current Large Marine Ecosystem

DAFF: Department of Agriculture, Forestry and Fisheries

DLIST: Distance Learning and Information Sharing Tool

IUU: Illegal, Unreported, and Unregulated

MCM: Marine Coastal Management

MLRA: Marine Living Resource Act

MSC: Marine Stewardship Council

SSF: Small Scale Fisheries

ZAR: South African Rand.

Introduction

The South African Department of Trade and Industry (DTI) has committed to promoting cooperatives as one of its flagship programs in developing the second economy in South Africa. A fishing cooperative in Hamburg, Eastern Cape, will allow the governmental marine coastal management authority with an avenue to meet the dual objectives of sustaining marine resources and alleviating poverty in coastal communities.

1.0 Situational Analysis

1.1 Hamburg Description:

South Africa has an extremely high population density along its large coastline and a high percentage of coastal inhabitants living in poverty. Its coastline is over 3,000 km long and is the home to millions of people. Hamburg is located 35 km southwest of East London and is part of the Amatole Municipality district in the Eastern Cape. The village has a population of approximately 3,000 inhabitants, with the majority classified as living in poverty, and is situated within the former Ciskei homeland, at the mouth of the Keiskamma River. Hamburg is the South African demonstration site for the international DLIST (Distance Learning and Information Sharing Tool) ASCLME (Agulhas and Somali Current Large Marine Ecosystem) Project. The project started in 2008 as a collaboration between nine countries whose coastal areas are linked by the Agulhas or Somali currents, and the project aims to promote sustainable coastal livelihoods as well as protection of the marine resources. For more information about the project, see www.dlist-asclme.org and www.asclme.org.

1.2 Marine Resources Declining as More People Access the Sea

A researcher supporting the DLIST team was in Hamburg and Cape Town in April 2011 to undertake a situational analysis and to develop a business proposal for one of the interventions suggested in the Local Economic Development planning process that had been undertaken as part of the DLIST ASCLME intervention in Hamburg. Interviews were conducted with both policy informants and Hamburg community members. A total of 20 interviews were conducted.

Policy Informant, East London: *“The fish species are dwindling, they are fading away, becoming extinct as the years come.”*

The majority of fishers claim that access to inshore fish, the only marine resources their

permits grant them access to, is restricted by the limits set by their subsistence permits. The access to inshore fish is further restricted by a depleting fish stock that increases the time needed to catch fish. During high tide, the fishers usually don't have much problems filling the daily catch allowance, but during low tide, they sometimes fail to meet it due to dwindling marine resources. Overall, the fishers report that it takes them longer to catch the daily allowance now, than it did in the past.

Community Member, Hamburg: *"Our resources are being abused, and our oceans are being ruined by outsiders."*

Most of the fishers attribute the decrease in fish stock to the increase in fishing from various players. Firstly, fishers on foreign and national fleets have access to the deep-sea fish, and the community members believe that many go over the limit or fish without a permit, therefore disturbing the ecosystem and threatening the survival of inshore fish. The community members claim that many foreign fishing vessels enter Hamburg at night when there is no monitoring. They also believe that some commercial fishers go over their limits, particularly at night due to the lack of monitoring, and claim that if they were not exceeding their limits, the fish stock would not be in decline. Inshore fish stock around the world is rapidly being depleted in favour of granting access to commercial fisheries.

Hamburg is developing as a tourism destination, and in addition to the increase in exploitation from large fishing vessels, more holiday homeowners and visiting tourists are obtaining recreational permits to fish in the area. Although the community members are excited for the potential opportunities that tourism will bring, they believe that the increase in recreational permits has also contributed to a declining fish stock. Finally, due to a lack of job opportunities, the fishers claim that every year they witness more community members participating in the fish trade, therefore putting more stress on the marine resources.

Fisher, Hamburg: *"People come and fish in Hamburg at night, even though it's illegal. It is only the locals who respect the boundaries and limits."*

Fishers in Hamburg were frustrated that people from outside the community have open access to the deep-sea fishing in Hamburg, when inhabitants of the community are forced to live off of subsistence permits that limit access solely to inshore fish. A subsistence permit currently limits the catch to 10 fish per day, with various daily caps on different species, and restricts the sale to within 20 km of the catch landing. However, the community members are only permitted to sell a vaguely defined "excess stock" after feeding themselves and their dependents.

Policy Informant, Cape Town: *“When it comes to dwindling resources, climate change is a factor. But certainly overfishing is another. You have a finite resource base and you have more players wanting to come into the industry as well.”*

Policy Informant, East London: *“The fish can’t live in the extreme temperatures we are experiencing these days.”*

The policy informants attribute the dwindling marine resources partly to climate change, which has inhibited the living conditions for fish to survive. One policy informant states that while the implications of climate change on fisheries and fish stocks are a concern to many scientists, little effort has been made to incorporate these changes into management models. The policy informants also noted that this is a challenge on a global scale, and that greater fisheries management is needed to develop a sustainable supply for future generations and to protect coastal villages. The policy informants also attributed the decline to overexploitation of the resources by more people accessing the sea and to the increase in illegal poaching.

1.3 Declining Marine Resources used to Justify Permit Regulations for Small-Scale Fishers

Policy Informant, East London: *“We give environmental awareness talks so they understand the importance of marine resources and that if they are overfished they will be depleted.”*

The policy informants are aware that small-scale fishers, who are currently not formally recognized by the government and are forced to live off of subsistence permits, have been lobbying for commercial access rights that would increase the daily catch limit and enable them to sell the majority of their catch. In order to justify to the community fishers the need to restrict the daily limit and sale regulations, the government has given environmental awareness sessions in order to educate fishers about the importance of conserving the marine resources. However, the government acknowledges that increased environmental awareness will unlikely create a behavioural change if accessing the marine resources is a method of survival, and that poverty reduction schemes will take priority over any intention to protect the marine resources. Nevertheless, environmental awareness talks are given to justify the restrictions given to small-scale fishers as they argue that granting them access to commercial fishing rights would add more stress to the already-threatened marine resources. However, the Action for Fisher People’s Livelihoods notes that:

Small Scale Fisheries (SSF), on the other hand, are characterized by having no or very limited by-catch because of the use of very selective fishing gear, and the fishing capacity per fishing unit is minimal. In addition hereto it is also important to look at fuel consumptions. While large trawlers

hardly can make a profit in today's fisheries, because of high fuel consumptions per tonne of fish caught and increasing fuel prices, the SSF uses very little fuel per tonne of fish caught. It is therefore reasonable to argue that SSF are of eco-friendly nature, and as such the problem of overfishing should be addressed by supporting SSF.

The community fishers reject depleting marine resources as justification for restricting them to subsistence permits since outsiders, who are less dependent upon the marine resources for their livelihoods and immediate survival, have access to the deep-sea fish and therefore have been able to catch far more than the local community members. They feel that the educational talks on conservation are ineffective and that in order to conserve the resources, rather than limiting their access, greater monitoring is needed to reduce the illegal activities from industrial and foreign fleets.

1.4 Livelihood Needs take Priority over Sustaining Marine Resources

Policy Informant, East London: *"If you weigh conserving the environment with your own livelihood, your life wins."*

The community fishers believe that the marine resources are under threat, but when protecting them competes with ensuring their personal livelihood needs, their livelihoods naturally take priority. Many admitted that when given the opportunity to fish over the daily catch limit they would do so because it meant they would be able to meet more of their needs. They believe that the permit conditions are not sufficient in meeting their livelihood needs as many subsistence permit holders cannot afford basic necessities such as paying their children's school fees. This is supported by other studies.

The Action for Fisher People's Livelihoods notes:

Another very important aspect to consider in relation to environmental sustainability, is that a hungry fisher will fish regardless of regulations. It should therefore not come to any surprise for fisheries managers that regulations often remain regulations on paper only and not in reality. Furthermore, in most countries, the very limited patrol and monitoring capacity of governmental authorities simply means no control, and often the result is that what on paper constitute a highly regulated fishery in reality resembles the highly controversial "open access" management system¹⁰.

1.5 Lack of Other Livelihood Opportunities for Community Members

Fisher, Hamburg: *“We need to fish to put something on the table.”*

The majority of fishers claimed that fishing was their only livelihood option, and that their main income was from a government grant or pension. Several had other employable skills, such as construction, bricklaying or babysitting, but there was a lack of opportunities to use these skills to make an income. Keiskamma Trust is the primary NGO involved in the community, and has been active for over a decade in implementing art, health, education, and tourism projects. Currently there are over 100 women employed in the art project, but this number has declined from over 150 more than five years ago due to financial stress, and several former employees have left the village in search of employment elsewhere. Several of the women who are part of the art project used to have Abalone permits, before Abalone fishing was banned, and many of them are still involved in the illicit trade, since the money received from Abalone is much higher than what they receive from the art project.

1.6 Income for Fishers Decreasing Over Time due to Buyers Setting Fish Prices

Fisher, Hamburg: *“We fish for nothing.”*

Widespread poverty exists in Hamburg and the fishers claimed that their income has decreased over recent years due to buyers dictating the price of fish. Currently, the fishers have to accept whatever price is offered, as they have no option to sell outside of Hamburg and lack access to storage facilities to keep fish fresh to sell at a later date. Furthermore, buyers are paying the same price for their fish as they did five years ago, meaning that with inflation and an increased cost of living, their incomes have decreased over time. While the fishers decided last year they would collectively try to raise the price of fish to 25ZAR (South African Rand)/kg, many buyers only offer 20ZAR/kg, the same price that was paid more than 5 years ago. Many of the buyers are holiday homeowners, and the fishers claim that some buyers encourage each other to offer a lower price, stressing falsely that it is the market price. The fishers usually spend at least 3-5 days per week fishing, and make ZAR75 on average per week, which at the current exchange rate translates to approximately USD 9. This income does not allow them to meet the basic needs neither for themselves nor for their dependents.

1.7 Fishers Frustrated with need for Compliance

Fisher, Hamburg: *“We are the victims, the number 1 victims. We get punished when boaters get away with what they want.”*

Many of the fishers feel resentment when they get penalized for overfishing on a small scale relative to the rate of exploitation committed by commercial fishers in Hamburg. One woman claimed that she saw children who rely on the fish for their food punished for catching only a few prawns from the sea without a permit. The community feels victimized and believes that greater resources are needed for monitoring the deep-sea fishers, often foreign and illegal fleets, who take Hamburg's resources even if they do not rely on them for their immediate survival and livelihood.

1.8 Illegal Abalone Trade in Hamburg Evolved Since Ban was Placed

Policy Informant, Cape Town: *"There is a challenge in our justice system because environmentally related crimes are not being taken seriously compared to other crimes. Even though Abalone is an organized crime, when a case is presented, the criminals are given light sentences."*

Policy Informant, East London: *"It's an open secret that we have a huge problem of poaching from all levels- from the ground, from outsiders, from boats."*

Approximately 90% of the world's Abalone is fished in Southern Africa (Hauck & Kroese 2006). Raemaekers, & Britz (2009) report that the Abalone fish trade in South Africa is marked by extremely high levels of illegal and unreported catches. The government faces great challenges in controlling the illegal and dangerous Abalone trade. While policy informants recognize the dangers of the trade, it has not been made a priority in law enforcement. Since there is money involved, the poachers often hire the best lawyers when presenting their case in court, and often get away with light sentences that enable them to continue poaching in the future.

Policy Informant, Cape Town: *"In a lot of coastal communities, there has been a social breakdown, and drugs have moved in there, and violence has increased."*

Since the Abalone permits were removed in Hamburg in 2004, many of the harvesters who once had a permit are still harvesting, and it has evolved into a trade where violence and police chases are commonplace. The poachers are put in danger since many have learned to dive themselves without proper training and go at night without adequate gear and equipment. The harvesters in Hamburg sell to intermediaries who dictate the price and force them to put their lives at risk while giving them very little compensation. Sometimes instead of money, they are compensated with drugs.

Fisher, Hamburg: *"The government used to promise people jobs and we got permits, and then they were suddenly taken away. How does the government think that people will stop once they don't have permits? We have been shown*

that we can feed ourselves and our family, how can they expect us to suddenly stop?"

Fisher, Hamburg: *"We can't stop feeding our family, so the fishers who had the [Abalone] permits are of course still poaching."*

The Abalone harvesters claim that the money made in the illegal trade is unattainable elsewhere. They have been lobbying the government to get the permits reissued, but have been unsuccessful even though the government has made promises to reintroduce them. The harvesters expressed that it is unfair to expect them to stop after experiencing the impact that the trade has made on their lives. The permits enabled many for the first time to send their children to school, and argued that it would be impossible for them to suddenly stop.

1.9 Hamburg Community Aspires for Co-Management Agreement to Monitor Marine Resources

Community Member, Hamburg: *"The community must be equipped to monitor the resource. I promise you that once this exists, everything would improve more by having control."*

Fisher, Hamburg: *"Co-management would be the most important, as we would be able to say 'it's our fish' and have more control and say 'no' to outsiders."*

The community members expressed the desire to have greater influence over management of the marine resources and believe this is only possible through implementing a co-management approach to monitoring agreement, with in which case they would have the authority to enforce the law. In order to empower the community members to monitor themselves, they expressed the need for training, tools and equipment to use boats in order to monitor the deep-sea resources and have the authority to implement law enforcement. In this case, they wish to have the authority to enforce legal compliance monitoring, and not biological monitoring of the stocks. Many fishers currently feel resentment towards poachers who are exploiting the Hamburg resources, but cannot fully label them as "their" resources as they have no authority to enforce laws and regulations. The community members are advocating for an approach where they are actively involved in law enforcement because the situation of the marine resources is dwindling and their poverty is worsening. Enabling all stakeholders to be involved in managing the monitoring of the marine resources as well as taking part in law enforcement appears to be their last hope for resource sustainability. Co-management has been recommended in many governmental policies for subsistence and small-scale fishers since 2003, and the Marine Coastal Management (MCM) has provided guidelines to plan and implement such approaches in South Africa. It has been labelled an integral strategy to fisheries development for

several years, but there has not yet been a successfully implemented strategy or noted change in Hamburg, almost a decade after the rhetoric in government policies advocated for such change.

2.0 Objectives and Rationale for a Cooperative in Hamburg

2.1 Job Creation, Poverty Alleviation and Food Security

According to the September 2010 version of the new draft policy that the South African government is finalizing for small-scale fishers, the role of small-scale fishers in the economy will be poverty alleviation, job creation, and food security. The first objective of a fishing cooperative in Hamburg will be to create jobs for locals in the community. While other development initiatives in the community should be implemented in order to increase job employment opportunities and reduce stress to the marine resources, employment in the fish trade must be improved as community members will continue to access the sea. A fishing cooperative has incredible potential for job creation in the Hamburg community, and the benefits will not only impact the members, but also their dependents. The cooperative aims to create 8-10 jobs in the short-term, impacting the livelihoods of 8-10 separate families, and aims to create at least 40 jobs in the long-term. Providing reliable jobs with stable incomes will reduce poverty in the area.

Many coastal inhabitants are dependent upon the marine resources for their food security and sources of protein. Providing fishers with a place to sell their catch will also address the issue that fishers can continue to use the marine resources to feed themselves and their dependents, with improved revenue generation.

ASPIRE, an economic development agency operating in the Amathole district in the Eastern Cape, has developed plans to upgrade the town/village centre in Hamburg into a place with economic opportunities, and has already begun construction in Hamburg to create an art colony. A meeting with one of the representatives determined that their plan lacks a strategy that reaches out specifically to fishers, and a fishing cooperative would therefore compliment their plans nicely.

2.2 Reduce poaching

Providing fishers with stable jobs that provide fair and reliable incomes will also contribute to reduce illegal poaching in the area by reducing the stress to the marine resources. Abalone was introduced in the community to a select number of permit holders in 2002 and subsequently removed in 2004. Research has indicated that the ex-permit holders are still poaching due to the financial opportunities

still available in the illegal trade. Providing these poachers with the opportunity to be involved in a cooperative where they can access stable and fair prices may reduce their incentive for poaching in search for sustainable livelihoods.

Illegal, Unreported, and Unregulated (IUU) fishing contributes to unsustainable practices and creates a significant challenge in managing South Africa's fisheries sector. It contributes to the challenges in poverty alleviation in coastal communities as many inhabitants are dependent upon the sustainability of the marine resources for their livelihoods, and IUU fishing can threaten the entire ecosystems. Poachers not only harm valuable fish populations, but also kill tens of thousands of marine animals as by-catch species. IUU also contributes greatly to economic loss. As fishers on vessels do more harm to exploiting the marine resources than local fishers who only access the inshore marine resources, greater monitoring is needed to control the illicit trade from vessels. If the cooperative members were given support and authority to assist with law enforcement, poaching from foreign and commercial vessels will likely be reduced.

2.3 Increase Market to Tourists

A third objective to the cooperative is to increase market interactions with tourists and holiday homeowners in the community. There is great potential for the tourism industry to flourish in coastal communities such as Hamburg due to the warm climate and attractive beaches, and strategies that enable locals to implement tourism projects, such as restaurants or community tours, may create employment opportunities outside the fishing industry. Fishing as a tourist activity through recreational permits also has the potential to spur economic development in the community. Economic development projects including tourism activities should be catered to the characteristics of the area. There is currently one seafood restaurant in Hamburg, and a potential tourism project could expand the existing restaurant or open another one.

Most of the fish buyers in Hamburg are holiday homeowners and tourists that are unaware of a fair offering price. A fish shop could provide fishers the opportunity to sell at fair prices and receive a reliable income, and provide tourists and holiday homeowners the opportunity to buy at guaranteed quality and fair prices.

An enterprise that enables fishers to pool their resources would enable them to share the benefits in the fish trade. A tourism cooperative consisting of 10 women already exists in the community, and the fish shop could be part of their eco-community-tours, as well as provide them

with food for their meal preparation, which they already offer to tourists.

2.4 Co-management of Marine and Coastal Resources

In order to reduce illegal poaching and create a sense of ownership of the resources for community members and therefore encourage monitoring of law enforcement, the cooperative will also provide the opportunity to implement a community-based co-management strategy in Hamburg. One of the biggest challenges in achieving sustainable management of marine ecosystems is the lack of resources for monitoring compliance, and community involvement in monitoring is a way to utilize the labour in coastal communities to achieve good enforcement. Co-management has been recommended in many governmental policies for subsistence and small-scale fishers since 2003, and the MCM has provided guidelines to plan and implement such approaches in South Africa. It has been labelled an integral strategy to fisheries development for several years, but there has not been a successfully implemented fisheries management strategy in Hamburg, almost a decade after government policies have advocated for such changes to occur. Although the government has committed to implementing strategies that would enable local communities to monitor the resources themselves, no such changes or initiatives have taken place in Hamburg. The implementation of “*effective co-management should result in enhanced understanding and communication between resource users and government, increased sense of ownership by fishers, greater legitimacy for the management system, and hence better compliance and lower costs of enforcement*”³.

Co-management is part of the objectives in the new draft policy, which states that “*small-scale fisheries resources will be managed in terms of a community-based co-management approach that must ensure that harvesting and utilizations of the resource occurs in a sustainable manner.*” Community monitors, who are currently only active in order to collect data, must have the authority to enforce the law.

2.5 Economic Efficiency/Sustainability

In order to reduce the pressure on marine resources and provide fishers with a reliable income, Harsh (2004) argues that when addressing threatened marine resources “*One solution...is to teach them to fish more sustainably. Another is to invest in fish-processing enterprises, cold storage units, marketing facilities and other infrastructure that will increase incomes and minimize losses, thereby easing the economic pressure to catch so many fish.*”¹² With subsistence permits, fishers are currently allowed to catch a maximum of 10 fish a day, but are only permitted to sell what is in “excess” to feeding themselves and their dependents. An enterprise that enables fishers to pool their resources would enable them to share the benefits in the

fish trade.

3.0 Industry Analysis

3.1 Competitive Analysis

Currently, there is no direct competition within Hamburg as there is currently no fish shop of formal place to buy fish. However, a fish farm in the river estuary is currently being planned. Instead of competing directly with this planned entity, it will be in the best interest of a fishing co-operative to work directly with the farm in order to share costs and marketing efforts. The fish farm project is being developed by the Department of Agriculture, Forestry and Fisheries (DAFF), and collaboration with the department has already been initiated. In the future, the two initiatives could possibly share processing and storing facilities.

3.2 Political Situation

During apartheid, which was a system of legal racial separation that lasted from 1948 to 1994, the fishing sector was dominated by a small number of white, commercial players. In this sector, the task of the newly elected African National Congress (ANC) in 1994 was to initiate the transformation of the fishing industry through implementing a fishing policy that would include “historically disadvantaged sectors of society” and that would therefore integrate blacks into the sector (ANC 1994).

The “transformation” therefore had the objective of renovating the fishing industry to include disadvantaged blacks into the sector in order that they would also benefit from it. The Black Economic Empowerment (BEE) Programme was created post-apartheid to provide economic opportunities to previously disadvantaged blacks. The Marine Living Resource Act (MLRA) was created in 1998 to foster equity, sustainability and stability of the fishing industry in particular (MLRA 1998).

From the fishers’ perspective, the transformation was understood as formal direct access to marine resources, and this was reinforced by the MLRA, which stated it was set out:

To provide for the conservation of the marine ecosystem, the long-term sustainable utilization of marine living resources and the orderly access to exploitation, utilization and protection of certain marine living resources; and for these purposes to provide for the exercise of control over marine living resources in a fair and equitable manner to the benefit of all the citizens of South Africa;

and to provide for matters connected therewith (MLRA 1998).

The permit reallocation process that was implemented to achieve the transformation and MLRA objectives, however, left out many historical fishers, who had been fishing for most of their lives, in favour of completely new entrants to the sector that had greater access to credit, skills, or business acumen to apply for permits. The marine resources that coastal inhabitants are dependent on for their livelihoods are depleting due to overexploitation by historical fishers in addition to new entrants who have been given the opportunity to legally enter the trade, making the policy of reallocation intended by the MLRA to be counterproductive.

Crosoer et al. (2006) argue that the transformation objectives, which were to make historical black fishers equal beneficiaries of the fishing sector, have not been achieved since the main beneficiaries remain white, commercial players. In 1994, the promise of the government with regards to the fishing industry was apparent: *“the primary objectives of fisheries policy is the upliftment of impoverished coastal communities through improved access to marine resources and the sustainable management of those resources through appropriate strategies”* (ANC 1994).

The objectives of the transformation of the fishing industry, however, were not met. Addressing the needed paradigm shift, *“this policy proposes a shift away from past management approaches to one which emphasizes a community orientation and establishes mechanisms and structures for a community-based approach to harvesting and managing marine living resources by the sector and to the allocation of fishing rights to a legal entity closely associated with small-scale fishers¹⁴”*. While this is a necessary paradigm shift, it is not clear if the lessons from the failed experience in the past will be met, and how the implementation will be effective. According to the policy draft for small-scale fisheries, *“the role of small-scale fisheries as a livelihood support and coping mechanism for the poor is crucial from a social point of view particularly in areas where alternative employment may be scarce and where social security programmes are either minimal or non-existent¹⁴”*. Some of the objectives include:

- to give formal recognition and appropriate legal protection for small-scale fishers through the allocation of fishing rights;
- to improve access to marine living resources through mechanisms that allow preferential access for small-scale fishers, including the designation of strips of land as coastal access land to secure access;
- to facilitate co-operative governance with relevant Government departments involved in fishery

dependent communities to promote poverty alleviation, food security, sustainable livelihoods and local economic development;

- to ensure the sustainable development of fisheries identified as small-scale, making sure that small-scale fishing communities maximise the benefit from those resources and are the main beneficiaries.¹⁴

Lobbying will need to be done at a higher level to increase permit allocations and expedite the process to implement the new objectives of the draft policy. The support of the Deputy Minister of the Department of Water and Environmental Affairs can assist in Hamburg as she has reacted very positively to the DLIST initiative from the very beginning and has committed her support to development plans in the community.

4.0 Marketing Plan

4.1 Target Market and Geographic Coverage

The fishing co-operative will provide the opportunity to sell fish directly to the tourists and holiday homeowners in the community. Currently, there are challenges to selling the fish at fair prices, as the buyers are price dictators and usually bargain for the cheapest option, much below what can sustain the fishers' livelihoods.

4.2 Distribution Channels

While no transportation devices will be needed to transfer the products to external markets, since initially the fish will only be sold in Hamburg, the cooperative can share transportation logistics and costs if they arise with the fish farm. By being strategically located next to the fish farm, the cooperative will also be able to share storage facilities and transportation devices in order to buy products for the fish shop in the cities of Peddie, East London, and other markets.

4.3 Product: Type of fish:

Subsistence fishers currently have access to line fish, mussels, and oysters. Instead of putting pressure on one resource, it is proposed that the fish shop will sell all of the resources that are currently allocated under subsistence permits. Representatives from the DAFF have also encouraged the cooperative to have access to the different types of fish. The cooperative will also hope to seek permits to have access to Abalone, as the government has recently lifted the Abalone ban in the

Eastern Cape. However, it has not has been determined where or when Abalone permits will be reintroduced, and more lobbying to governmental officials will likely be needed.

4.4 Equipment

Several assets will be shared with the fish farm that will likely be implemented by 2012, including processing, cleaning, packaging, and storing facilities. What is needed is a building in the form of a shop to store and sell the fish. Electricity, lighting, and water will also be needed and have therefore been included in the costs. The fish will be bought and sold through cash, eliminating the need to buy any financial transaction machine. A scale will also be purchased to weigh the fish in grams/kilograms.

4.5 Price

In order to give incentive to buy at the fish shop and to be competitive, the prices will be lower than those offered in the supermarkets. Approximately 120 mussels and 15-30 oysters are caught each day, and approximately 2 Kob (scientific name: *Argyrosomus japonicas*) are caught per week. Mussels will be sold for ZAR25 per 400 grams, and oysters at ZAR8 per 85 grams, which are cheaper than the supermarket (I.e. Pick and Pay, Spar) prices of ZAR33.99/400grams, and ZAR10.49/85 grams, respectively. Kob is sold in the supermarket for ZAR29/kilogram, and the fish shop will sell it for ZAR25/kilogram.

4.6 Promotion

Promoting the cooperative will be done through the following activities:

- Posters around the community to let the tourist know of the potential to buy
- Word of mouth
- Collaborating with the existing tourism cooperative so that the fish can be used to create meals for their activities.

5.0 Implementation

5.1 Management Team

The cooperative will consist of a mix of males and females from Hamburg. The initial phase will

involve a total of 8 members. Please see Appendix A for copies of identification cards and profile of members.

5.2 Phase 1: 1-24 months

In the short term, the cooperative will work directly with the existing tourism cooperative of 10 women in the community. The tourism cooperative is designing eco-tours, and they will bring the tourists to the fish shop on the tour, giving them the opportunity to buy fish. Additionally, the tourism cooperative will be able to use the fish to provide meals for the tourists. One of the members of the tourism cooperative will also be part of the fishing cooperative, and will transfer the skills gained through her experience to the fishing cooperative, as well as act as a liaison between the two groups.

Marine Stewardship Council (MSC) Consultant

A consultant from the Marine Stewardship Council (MSC) will be hired to do a pre-assessment of the sustainability of the fish stocks in the area. While it will not be financially feasible to be fully certified to the MSC standard in the initial phase, the fishery assessment process will allow the experts to give advice on how to best use the marine resources. They will spend two to three days in Hamburg to assess the stock and to instruct on techniques and measurements needed to maintain sustainable levels in the future.

Building Construction

In the initial phase, members of the cooperative and external builders will construct the building for the fish shop. ASPIRE is currently designing a new development plan for Hamburg, and they have indicated space beside the river and caravan park as a suitable area for a fishing cooperative. The fish shop will ideally be in this location, and the building will be used to store and sell the fish. A representative from DAFF has already approved that a building can be constructed next to the fish farm, but more governmental lobbying will likely be needed in order to guarantee land access privileges.

Purchase of Assets

Assuming that co-management can occur by enabling members of the cooperative to support and take part in law-enforcement, a boat will be needed so that they can access the deep-sea and monitor

fishing activities. The Hamburg Nature Reserve currently has a motorboat that they no longer use, and they have given permission to the cooperative to use it. A small cost will be needed to do some minor fix-ups. If it is no longer available at the time of implementation, a small motorboat will need to be purchased. Other assets that will need to be purchased include a refrigerator and freezer for storing the fish, and cleaning products in order to maintain the shop to the best standards.

Training

All members will be trained on the following skills:

Business

An external consultant will be hired to give training on business acumen in order to understand sales and logistical management.

Environmental management

A consultant will also give training on environmental management in order to familiarize the members with techniques needed to maintain sustainable fish stock levels.

Deep sea fishing skills- drive boat, etc.

Few members of the cooperative know how to drive a boat and none know how to do deep-sea fishing, so all will need to undergo training of these skills.

Packaging, processing, storing

Proper storing, processing, and packaging of the fish are needed to retain customers, making it essential to receive training on these skills.

Staffing Requirements

The members of the cooperative that already have brick-laying skills will be able to assist in the construction of the building for a salary of ZAR100 each week. Additional members of the community that have construction skills can also be hired for the same wages. This should be sufficient to provide labour to complete the project. However, a management crew to direct construction will be needed and will be hired externally through a construction company that has done work in Hamburg in the past. It is also possible that one or two external people will be needed

to lead the cooperative during the first phase.

The costs can be found under the Financial Statements in Appendix B.

5.3 Phase 2:3-5 years

In the long-term, the cooperative will plan to incorporate more people as it grows, and each year approximately 10 more members will join the cooperative, to reach a peak at year 5 with approximately 40 members. Community members will be able to choose whom they want to join, and it will be mandatory that they participate in all meetings.

6.0 Financial Plan

6.1 Sources of Funding and Funds Utilization

The cooperative is currently in the stage of seeking funding for the first 3 years of operation. It is designed to be financially sustainable after 3 years, and will therefore be self-sufficient and gain a profit. The fishing co-operative will sell on a cash-basis only.

While many poverty-alleviation projects require ongoing financial support, a fishing cooperative can be financially independent and sustainable after the initial funding has been provided. This is due to the upfront costs providing the needed assets for the creation of the cooperative that will no longer be needed in future years. The project has been planned so that after 2 years of supportive funding, the project will be self-sufficient and be able to cover costs and make a profit without the need for outside funding.

Please see the financial statements in Appendix B to see where the funds will be allocated.

7.0 Conclusion and Closing Remarks

Despite the limitations to such a strategy, it is recommended that the government support a co-management approach to monitoring in order to empower communities to manage the marine resources. This has been advocated by many economists over recent decades, arguing that allocating fishing rights will prevent marine resource collapse. Sittert *et al.* (2006) note that “implementation of effective co-management should result in enhanced understanding and communication between resource users and government, increased sense of ownership by fishers, greater legitimacy for the management system, and hence better compliance and lower costs of enforcement.”

Co-management is part of the objectives in the new draft policy that the government is finalizing for small-scale fishers, and according to the September 2010 version, the role of small-scale fishers in the economy will be poverty alleviation, job creation, and food security. It further states that “small-scale fisheries resources will be managed in terms of a community-based co-management approach that must ensure that harvesting and utilizations of the resource occurs in a sustainable manner” (DAFF 2010b). One concern of the policy is that it does not recognize how communities will be empowered to monitor illegal poachers who come in foreign fleets and who use weapons as a form of violence. Strategies that consider how the community members may face such challenges must be integrated into plans to empower the community. In order to monitor the marine resources, it is critical to have either a community member from the MCM present in Hamburg, or empower someone locally to enforce the law. If Abalone permits are reintroduced, they must be carefully distributed and take the lessons learned from the past failed fishery experiment in Hamburg.

Impoverished fishers have limited access to marine resources due to overexploitation, increasingly by foreign fleets. The need to conserve the marine resources for future generations has been used as rationale for limiting small-scale fishers to subsistence permits through policy changes. Additionally, given the complications in controlling the illicit trade on foreign fleets, it is easier to control and limit the rate of exploitation for subsistence and small-scale fishers in attempting to increase resource sustainability. However, the current policies have not exacerbated poverty, since many fishers face declining income over time, and the policies have not resulted in protecting the marine resources, since both community members and policy informants have noticed a threatened fish stock. It must be recognized that methods for poverty reduction will take priority over environmental protection even with increased awareness.

The lack of monitoring from the governmental authority has been attributed to limited resources and effectiveness. Although small-scale fishers have been lobbying for formal recognition for almost a decade in order to have access to commercial sale and community-based monitoring, and the draft policy has finally been approved, it is unknown if the implementation plan will suffice for all the stakeholders and if it will be effective in both promoting poverty alleviation while protecting the marine resources. Current fishing policies in coastal communities do not align with the government’s mission in alleviating poverty. Although their mission is to empower those involved in the fishing industry, the policies essentially prevent these same people from obtaining sustainable livelihoods. Empowering local fishers to engage in a fish shop in the form of a cooperative has the potential to achieve the dual goals of both sustaining the marine resources and alleviating poverty.

To summarize, the objectives of the fishing cooperative are to:

- Provide sustainable jobs and income to several community members in Hamburg
- Provide sustainable livelihoods for dependents of members of the fishing cooperative
- Provide access for tourists to a reliable and fresh produce that meets health and safety regulations
- Contribute to sustainable fishing practices
- Be an exemplary model to other coastal communities in and outside of the Eastern Cape who face similar challenges and opportunities

Finally, the fishing cooperative will not require any more financial contributions in order to sustain itself after the one-time, fixed costs have been realized over 3 years. It is economically sustainable in that the revenues after the second year will cover the costs, enabling the workers to gain a profit of much higher than what they currently gain. Even if policies in the Eastern Cape remain the same, and fishers are still required to live off of subsistence permits, the fishing cooperative has the potential to make an extremely positive impact in the community as it will allow them to pull their resources and skills together.

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APPENDIX A: Management Team Structure

Surname	First Name	Gender	Demographic	Date of Birth	Place of Birth	I.D. No.	Fishing Experience	Key responsibilities	Other livelihood Strategies
MANGWANA	SETYENZWA MEMORIAL	F	Black	1975- 05-05	S.A.	7505050988089	5 years	Cut and clean fish	none
MANELI	MARGARET NTOMBOZUKO	F	Black	1979- 09-26	S.A.	7909260836 080	5 years	Run the fish shop	none
BETANI	NKOSAZANA VERONICA	F	Black	1968- 05-15	S.A.	6805151022 080	none	External Communications, Administration, Run shop	Art project and tourism coop
NDONGENI	MAWANDA THOMAS	M	Black	1969- 06-02	S.A.	6906026354 086	25 years	Fishing	bricklaying skills sometimes
RATYA	ZIMASILE MNCEDISI	M	Black	1961- 12-25	S.A.	6112255410 083	25 years	Fishing	bricklaying skills sometimes

HOBANA	VUKILE GLADSTONE	M	Black	1962- 08-21	S.A.	6208215659 080	25 years	Fishing	bricklaying skills sometimes
NDOGENI	NOTHULA NTIOMBIZONKE SYLVIA	F	Black	1968- 01-15	S.A.	6801150972086		Cut and clean fish	none
TUPENI	NZWAKAZI	M	Black	1952- 04-13	S.A.	5204130792081		Fishing	none

APPENDIX B: Financial Statements**Table 1: Fishing Cooperative Fixed and Annual Costs**

	Fixed Costs/Single Time (in ZAR)	Ongoing Annual Costs (in ZAR)
Item		
Construction of Site	60,000	
Marine Stewardship Council Training	41,000	
Refrigerator	2,500	
Other Training	25,000	
Cleaning and Maintenance		14,400
Operational Costs (electricity, water, cleaning, etc.)		4,800
Total	128,500	19,200

Table 2: Fishing Cooperative Annual Income/Revenue

	Monthly Income (ZAR)	Annual Income (ZAR)
Income/Person	500	6,000
Income/Team of 8	4,000	48,000

Table 3: Fishing Cooperative Annual Profit

	Amount in ZAR
Projected Annual Revenue	48,000
Projected Annual Costs	19,200
Projected Annual Profit (Revenue – Costs)	28,800

APPENDIX C: Information of the Kob Marine Resource.

KOB, DUSKY

Scientific name: *Argyrosomus japonicus*

Other names: Daga Salmon (KZN), kabeljou, boerkabeljou, meagre (Australia)

Fishing method: Linefishery

Area of capture: South Africa - FAO Area 47

Minimum size limits apply to this species depending on where it is caught:

Boat-based fishers:

Cape Agulhas to Umtamvuna river: 50 cm

KwaZulu-Natal: 40cm

West of Cape Agulhas: 50cm

Shore-based fishers:

West of Cape Agulhas: 50cm

East of Cape Agulhas: 60cm

Source: SASSI (2010)

