

MUSINA LOCAL MUNICIPALITY

LOCAL ECONOMIC DEVELOPMENT STRATEGY

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SECTION FIVE LOCAL ECONOMIC FRAMEWORK

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This Section sets out a framework to guide economic development within Musina Municipality, enabling the Municipality to facilitate development in a coordinated and structured manner.

PREPARED FOR:



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SECTION 5: LOCAL ECONOMIC FRAMEWORK

5.1 INTRODUCTION

This Section sets out the framework which is to guide economic development within Musina Municipality. The LED Strategy as a whole seeks to not only analyse the local economy in terms of its strengths and weaknesses, but should also identify specific opportunities within the Municipality which, if developed effectively, have the potential to improve the quality of life of its people. The LED Strategy allows local communities, business & private sector partners, local government and non-governmental organisations the opportunity to work together towards a shared vision and strategy for development, allowing economic growth and job creation.

The Local Economic Framework provided in this Section, therefore, sets out this shared vision and the strategic direction for the Musina Municipality, enabling the Municipality to facilitate development in a coordinated and structured manner. The framework is built on the unique comparative and competitive advantages of the location and the specific opportunities it presents and is aimed at capitalising on these advantages, in order to increase the local community benefit, improve the local economy and enhance the competitiveness of the Municipality.

Taking into consideration the analysis of the different economic sectors presented in previous sections of the Strategy, and utilising valuable local knowledge gained through workshops and consultations with various stakeholders, relevant opportunities to Musina Municipality which have the potential to facilitate economic growth and job creation were identified. These opportunities, based on the economic sectors they represent, were grouped into Strategic Thrusts, which allow for more focussed and coordinated development and facilitation of similar opportunities. Within these Thrusts, numerous Programmes were identified which concentrate the attention on specific areas of development that support the overall goals set by the Strategic Thrusts. Each Programme further comprises specific development Projects and Facilitation issues that need to be addresses. These Projects and Facilitation actions enable the Municipality to achieve the targets set by the development Programmes and Thrusts.

To ensure that the most relevant and effective Thrusts and Programmes take precedence, the development focus areas were presented and discussed at a workshop of relevant local roleplayers and stakeholders representative of all the economic sectors in Musina Municipality held on the 19th March 2007 (a list of workshop attendees and other consultations is included as **Annexure A**). At this workshop changes and additions were made to the key focus areas the Framework should encompass and the most relevant focus areas were prioritised.

This Section, therefore, provides the Framework as a set of Strategic Thrusts, Programmes for development, Projects and Development Facilitation actions identified in order to allow the expansion and growth of the Municipality's economy. This Section also discusses each of the following elements contained in the Framework:

- Description of the Strategic Thrusts;
- Analysis of each Strategic Thrust and the Programmes, Projects and Development Facilitation issues that support each Thrust; and
- Programme prioritisation.

5.2 STRATEGIC THRUSTS

For the purpose of this study, a Strategic Thrust is defined as: *“Planned actions aimed at creating impetus and a critical mass in the local economic environment in order to generate momentum in the economy”*.

As discussed above, the Strategic Thrusts formulated as part of this Framework are based on the current economic situation Musina Municipality finds itself in and is aimed at building on the existing strengths and exploiting the unique opportunities presented by the local economy and the specific physical and demographic environment of the Municipality. The Thrusts, therefore, enable an integrated approach towards taking maximum advantage of the identified opportunities. The Thrusts also allow the appropriate linkage of projects and initiatives to ensure more focussed and coordinated facilitation of development in the Municipality.

While issues such as the expansion of economic infrastructure, improved institutional capacitation and good governance do have a role to play in ensuring that effective economic development does takes place, these matters are considered to be supportive elements that will not, of its own, result in the expansion of the economic base and have, therefore, not been included in the Strategic Thrusts. Rather, the Thrusts identified in this Framework focus on the actual unique opportunities in Musina Municipality where potential for economic development and growth lies.

The key Strategic Thrusts that form the basis of this Framework are:

THRUST 1:	Business support & expansion
THRUST 2:	Rural integration
THRUST 3:	Agricultural production, value chain development and integration
THRUST 4:	Tourism development and promotion
THRUST 5:	Mining sector value chain development and integration

The above Thrusts encompass the following main objectives of development:

- To expand and develop the urban economy of Musina Municipality and support the development and growth of SMMEs;

- To enhance rural development and integration into the economy of Musina Municipality;
- To expand local human resource development in order to capacitate local residents to partake in local economic activities;
- To improve neighbour relations and mutual development benefit with Zimbabwe;
- To increase agricultural production and stimulate local value-adding activities related to the Agricultural sector;
- To promote and improve Musina Municipality as a tourism destination;
- To increase community benefit and stimulate local value adding activities related to the Mining sector;
- To identify specific projects aimed at economic growth and job creation for implementation in Musina Municipality.

The remainder of this Section gives a more detailed description of the Strategic Thrusts, Programmes and specific Projects which make up the Local Economic Framework. While the Thrusts described below set out the broad goals towards which development should be aimed, the specific opportunities and strengths identified in Musina Municipality are pulled through to more focussed development aspects, as set out in the Programmes. These elements of the Framework are captured in the Table below.

Table 5.1 Strategic Thrusts and Programmes

THRUST 1: BUSINESS SUPPORT & EXPANSION	THRUST 2: RURAL INTEGRATION	THRUST 3: AGRICULTURAL PRODUCTION, VALUE CHAIN DEVELOPMENT AND INTEGRATION	THRUST 4: TOURISM DEVELOPMENT AND PROMOTION	THRUST 5: MINING SECTOR VALUE CHAIN DEVELOPMENT AND INTEGRATION
PROGRAMMES	PROGRAMMES	PROGRAMMES	PROGRAMMES	PROGRAMMES
1. Urban-based business expansion and new business development	1. Rural development and advancement	1. Agricultural production diversification and expansion	1. Promotion of Mapungubwe & environs as tourism 'icon'	1. Expansion and diversification of mining activities
2. Market penetration, investment attraction and maximising of strategic location benefit	2. Support for land claims beneficiaries	2. Agricultural value adding and agro-processing industrial development	2. Development of tourism assets, activities and themed routes	2. Mining beneficiation and value chain linkages
3. Entrepreneurial business support, mentorship and skills development		3. Emerging farmer support and agricultural service and product development	3. Destination building, marketing and branding	3. Mining development support, training and skills development
4. Improved mutual cooperation and development with Zimbabwe			4. Arts & crafts manufacturing, retail and skills development	
			5. Tourism support, training and skills development	

5.3 THRUST 1: BUSINESS EXPANSION & SUPPORT

This Thrust is focussed on the expansion, development and support of local businesses, particularly in the well-established urban areas, to ensure that the needs of local communities are sufficiently served from within the Municipality.

Musina Municipality is characterised by a relatively equal urban-rural split of its population, with nearly half of the population in Musina Municipality residing in the urban areas centred around Musina town. Commercial activities are also almost exclusively concentrated in these areas. Given the urban concentration of the Municipality's population around this economic centre, it is essential that the further strengthening and expansion of businesses is supported in this centre, seeking to fill the gaps in the provision of goods and services required by the local population. This will ensure that the Municipality's local communities do not have to travel to towns outside of the Municipality to do their shopping.

It is, therefore, important to identify the specific needs of local communities in respect of retail requirements. It is furthermore essential that the Municipality be marketed as an attractive investment location for larger enterprises to establish manufacturing, wholesale and storage enterprises in the area, particularly in view of its strategic location along the N1 and as gateway to the rest of Africa. This in turn can create further job opportunities for local people and increase investment and economic growth in Musina Municipality.

In ensuring the sustainability and growth of many small businesses in the Municipality, it is essential that entrepreneurs are supported in not only developing new SMME's, but also that SMME's are supported in gaining access to markets outside of the municipal boundaries. Many local businesses experience constraining factors such as the lack of access to the support provided by existing National and Provincial business support agencies. It is therefore essential that the establishment of local offices of these support services should therefore be encouraged and facilitated.

Local businesses are also inhibited by a lack of business and financial management skills. The Municipality should therefore provide support in the provision of skills training, as well as through mentorship programmes, whereby practical knowledge can be transferred from experienced business owners to entrepreneurs.

Musina Municipality is bordered to the north by Zimbabwe, with a twinning agreement existing between Musina Municipality and the Beitbridge Rural District in Zimbabwe. The Municipality should build on this arrangement and should ensure that cooperation and friendly relations are strengthened to the benefit of both parties.

The following Programmes form the basis of this Thrust:

Programme 1:	Urban-based business expansion and new business development
Programme 2:	Market penetration, investment attraction and maximising strategic location benefit
Programme 3:	Entrepreneurial business support, mentorship and skills development
Programme 4:	Improved mutual cooperation and development with Zimbabwe

5.3.1 Programme 1: Urban-based business expansion and new business development

The purpose of this Programme is to ensure the continued growth of the commercial sector in the urban areas of the Municipality (Musina town and Nancefield), through the expansion of existing businesses, as well as through the development of new businesses, thereby stimulating the growth of this economic node into a lively economic centre which provides a wide range of retail goods and services. This will encourage local people to shop locally, ensuring that spending is retained within the local economy, rather than in adjoining Municipalities.

In ensuring that the business base of the Municipality continually expands and that entrepreneurs successfully develop new business enterprises, it is essential that technical know-how is transferred to up-coming business men and women. By establishing a Manufacturing incubator, new manufacturing businesses can be supported through the provision of the physical infrastructure and shared services such as professional management, secretarial staff, office space and equipment, legal advice, financial contacts etc. needed to start and run a new enterprise. Incubators provide entrepreneurs with training, access to mentoring and expertise and the tools they need to make their manufacturing enterprises viable and successful. Once these ventures have grown enough to obtain financial backing and to function independently, they move out of the incubator, making way for a new business to be supported. The Manufacturing incubator acts as a catalyst to the process of starting and growing manufacturing enterprises and can provide the Municipality with an ongoing implementation vehicle through which new identified LED projects can be implemented.

Apart from providing the support for the establishment of new enterprises, the public and potential entrepreneurs should also be made aware of specific opportunities that exist for the establishment of new businesses. In this respect, the Municipality should make available and actively promote projects identified in this LED Strategy for implementation, thereby enticing new businesses to develop.

The informal sector also accounts for a large percentage of economic activity within the Municipality and it is therefore important that business support also focuses on the informal sector. The informal sector is comprised of economic activities not recorded and not subject to formal rules of contract, licensing, labour, and taxation. Nonetheless, informal economies are important to the local economy as they do not only contribute directly to poverty reduction by providing the livelihoods of large portions of the population, but are also a source of small-scale businesses and entrepreneurial talents

which could provide support to larger enterprises through supply chain and cluster linkages.

Consultation has revealed that there has been an increase in enquiries relating to the availability and need for further industrial space. Furthermore, there is a large number of existing back-yard businesses operating in Nancefield, which are in need of formalised stands. While the existing industrial estates to the north and south of Musina town are not fully developed, the vacant stands are no longer in Municipal ownership. The lack of further industrial and small-business space to a large extent constrains the growth of the Manufacturing sector in the Municipality and will also restrict the potential of the Municipality to attract larger investors to the area. It is, therefore, necessary for an industrial demand study to be undertaken in order to ascertain the demand for the establishment of a new industrial area to the north of Musina town, close to Nancefield, together with the specific needs such an industrial estate would have to address.

In identifying potential SMME opportunities it essential to not only look at the business sector exclusively, but also to identify product and service needs in other sectors of the economy. In this respect, linkages that could be formed with other sectors include the development of transport SMMEs that serve local tourism facilities, mining houses and other institutions. Specific needs in this regard include the development of a SMME specialising in the safe and reliable transfer of passengers from the major international airports to local facilities such as the Municipality, local tourism lodges, hunting enterprises, mining houses etc. Consultation has also revealed a need for the development of a grocery purchase and delivery SMME, through which the SMME undertakes the shopping and delivery of groceries on behalf of local facilities and/or households. It is envisaged that these SMMEs could be facilitated in collaboration with local taxi associations to provide such services.

In establishing new businesses and expanding existing business enterprises, it is also important for the Municipality to provide support by facilitating the establishment of business linkages between clients and suppliers, as well as facilitating networking opportunities and information sharing among businesses that provide similar commodities or services.

Networking is an important business tool which allows small businesses to share information on current trends and new technologies and to work together to find solutions to the problems faced locally. In order to further expand the business sector in the Municipality, it is also essential that the Municipality facilitates and supports the establishment of a dedicated and focussed business chamber, through which regular networking opportunities are created for the local business community and support is provided for the development of new businesses and the expansion of existing business enterprises.. This business chamber should be focussed on analysing the local economy, setting specific goals and objectives and identifying and implementing specific strategies and programmes aimed at the development of the local economy, thereby ensuring a more conducive business environment. The business chamber should also provide a platform for the discussion of strengths and weaknesses in the business environment and the joint seeking of solutions to the benefit of the business community and the local

economy as a whole. The establishment of similar structures focused on industrial enterprises should also be facilitated and supported by the Municipality.

The following Projects were identified in support of this Programme:

Project 1:	<i>Establish Manufacturing incubator in Musina town to provide support, facilities and training for development of local manufacturers to supply local needs</i>
Project 2:	<i>Undertake poster campaign to entice business start-ups in projects identified by LED Strategy</i>
Project 3:	<i>Develop database of informal businesses & develop informal trade strategy to identify trade zones, trade structures etc.</i>
Project 4:	<i>Undertake industrial demand study for development of small-scale industrial estates north of Musina town</i>
Project 5:	<i>Develop passenger shuttle SMME for transfers between international airports and local facilities</i>
Project 6:	<i>Develop grocery purchase and delivery SMME to serve local facilities and households</i>

Development facilitation issues to be addressed in support of business development include:

- Develop local product and service provider database and distribute information to facilitate supplier-client linkages
- Develop SMME grouping system/clustering along commodity supply chains to facilitate networking & information sharing
- Provide support and & facilitate development and effective operation of dedicated business chamber and industrial development forums

5.3.2 Programme 2: Market penetration, investment attraction and maximising of strategic location benefit

The aim of this Programme is to successfully market the Municipality in terms of existing development projects, local activities and opportunities, particularly in respect of its strategic location in relation to the N1 and as the gateway to the rest of the African countries to the north. In this respect, local businesses in Musina town not only serves the retail needs of local communities, but also households and smaller businesses located in Zimbabwe across the border. Consultation has revealed that there is a particular lack in wholesale enterprises in the Municipality, with local retail shops having to source the bulk of their products from wholesalers in Makhado and Polokwane, or even as far a field as Gauteng. In other instances, smaller retail and spaza shops have to purchase goods from other retailers in Musina town at higher prices. It is therefore necessary for the Municipality to undertake demand studies to establish the need for the development of further retail and wholesale enterprises in the Municipality. The outcome of these studies should also be made available and promoted to attract larger investors.

The strategic location of the Municipality, and in particular Musina town, in relation to the N1 and the Beitbridge and Pontdrift border posts should also be extensively exploited and marketed as a specific benefit enjoyed by the Municipality. At present, a vast amount of road freight transport moves through the Municipality and the town on a daily basis, with Musina town also being served by a railway service and station. By capitalising on its location and improving its transport and logistics services to ensure the reliable movement of goods and services, the Municipality can reduce transaction costs for investors. The Municipality should therefore investigate the potential for the development of a storage, distribution and transport hub, as well as local export service facilities, particularly given its relation to the two border posts. The Municipality should also effectively market these opportunities and benefits to potential investors in order to attract larger enterprises. Other benefits such as the presence of a strong agricultural sector, both in Musina Municipality and adjoining Municipalities, also presents opportunities for the development of processing industries and should be promoted as such. The Municipality should also negotiate differential rates for services in industrial sites, in order to further lure investors to the Municipality.

The existing flow of transport along the N1 also provides opportunities for the further expansion of existing fuel outlets to the north and south of Musina town. Larger service stations along the N1 are located fairly far apart, particularly within Musina Municipality and should therefore be encouraged to provide a larger range of products and services, both to the transport sector and the passing tourist flows. In this respect, these facilities could be expanded to include shops which sell local arts and crafts and other local homemade products such as jams, preserves and dried fruit.

Consultation has revealed that signage is a particular shortcoming in the effective promotion of the Municipality as tourist and investment destination. It is essential that road signage to local villages and major attractions and facilities such as tourism products and activities, Municipal and police offices, hospitals etc. are improved and increased in order to maximise the benefit gained from the location of these facilities within Musina Municipality.

The following Projects have been identified for implementation as part of this Programme:

- | | |
|-------------------|--|
| Project 1: | <i>Undertake retail demand study to identify demand and specific needs & requirements in respect of retail and wholesale</i> |
| Project 2: | <i>Improve and increase road signage to villages, major attractions and facilities</i> |

The actions which require facilitation in support of this Programme, include:

- | |
|--|
| <ul style="list-style-type: none">• Investigate potential and promote opportunities for development of storage & distribution and transport hub to facilitate movement• Market economic nodes to attract retail, industrial, storage & distribution and wholesale enterprises• Facilitate competitive investment incentive packages and negotiate differential rates for industrial services/utilities in Musina town• Negotiate and facilitate expansion of fuel and servicing outlets with existing outlets |
|--|

- Investigate potential and promote opportunities for expansion of export service facilities

5.3.3 Programme 3: Entrepreneurial business support, mentorship and skills development

In promoting the competitiveness of the Municipality, it is critical that local entrepreneurs are capacitated to survive and grow into sustainable SMMEs which stay competitive and expand. It is, therefore, important that the type and extent of business support required by local businesses is determined by the Municipality in order to ensure that the most appropriate support services are established locally. This Programme is, therefore, aimed at providing entrepreneurs with the necessary support and skills development, through the establishment of local offices of existing provincial and national business support services.

In order to assist existing businesses (as well as attract new businesses), support programmes should focus on the development of local Business Support Centres which provide information on development opportunities and training in the latest technologies, assistance in developing business and marketing plans and, building management teams, gaining access to start-up capital and financial support, accreditation and certification and a range of other more specialised professional services. Support should also be given by way of visitation, mentorship and learnership programmes. Business support services often also provide flexible space, shared equipment and administrative services to the participants.

Many of these services are currently provided by national, provincial and district parastatals or service agencies such as LIMDEV, LibSA, and SEDA etc. However, these business support services are almost non-existent in Musina Municipality, with the closest offices for many of these organisations only being located in Thohoyandou, constraining access to these services. A single Business Support Centre should therefore be established in the Municipality in order to centralise access to services provided by support agencies. However, to ensure that the services are equally accessible to all the communities within the Municipality, mobile support services should also be provided to remote rural areas of the Municipality.

It is also important that small businesses are seen to be supported by government institutions and procurement policies aimed at supporting local SMMEs should be put in place. This will also encourage private sector and other institutions to do the same. The Municipality should be directly involved in this initiative by ensuring local procurement within the Municipality as well as negotiating local procurement with larger public and private institutions.

The Municipality should also encourage and facilitate the development of relevant training programmes which develop skills in particularly the SMME development, agricultural, mining and tourism-related sectors of the local economy. In this respect, the Municipality should facilitate access to relevant practical and technical subjects at schools and further learning centres. Mobile learning facilities should also be developed to offer local

communities practical training in specific industries such as candle making, home sewing and baking industries etc.

Through consultation with local stakeholders it was established that a major constraint to the development of SMMEs in the more remote areas of the Municipality is the lack of financial institutions in areas outside of Musina town. The Municipality should, therefore, encourage and facilitate the establishment of smaller bank branches or ATM's in these areas.

Consultations have also revealed a lack of entrepreneurship culture among local people in the Municipality. To therefore encourage the establishment of new SMMEs, the Municipality should launch an annual entrepreneur of the year competition. This competition would on an annual basis identify new business start-ups developed in the previous year in all sectors of the economy. Nominations in each of the categories could then be opened up to the public, with the Municipality determining the entrepreneur of the year. This competition could provide winners in each category with some form of financial support, either through capital lay-out, training or assistance in the completion of business plans etc., thereby enticing local people with new ideas to come forward and transform the ideas into viable business enterprises.

The following Projects were identified and should be implemented as part of this Programme:

- | | |
|-------------------|--|
| Project 1: | <i>Establish local Business Support Centre in Nancefield for central access to different support agencies, support services, government support services, etc and facilitate mobile support services to Municipal satellite offices in Malale, Madimbo and Domboni Chief's Kraal</i> |
| Project 2: | <i>Establish recycling cooperative (compost, bottles, paper etc.) in Nancefield</i> |

The facilitation of the following elements have been identified in support of this Programme:

- Support and promote business visitation programme to support local emerging businesses in association with Business Support Centre
- Promote training in business ownership and financial management skills through Business Support Centre
- Support and promote the establishment of SETA learnership programmes in collaboration with Business Support Centre
- Promote and support development of database of experienced mentors to support emerging entrepreneurs in association with Business Support Centre
- Facilitate the expansion of flexible further learning centres and develop mobile learning facilities offering practical courses eg. home based sewing industries etc.
- Facilitate access to improved practical & technical subjects at local schools in tourism, agriculture, SMME development and mining fields
- Develop, expand, diversify and support NGO sector
- Facilitate expansion of financial institution network into Nancefield and rural areas

- Continually evaluate and update procurement policies of the Municipality to assist in the creation of local employment opportunities
- Launch annual entrepreneur of the year competition and annually identify start-ups in tourism, SMME, agriculture and mining sectors as nominees

5.3.4 Programme 4: Improved mutual cooperation and development with Zimbabwe

The purpose of this programme is to ensure the continued strengthening and improvement of the cooperation and friendly relations between Musina Municipality and Beitbridge Rural District in Zimbabwe.

The Trans-Limpopo Spatial Development Initiative (TLSDI), which involves the Limpopo Province in South Africa and the Provinces of Matabeleland North, Bulawayo and Matabeleland South in Zimbabwe, was initiated to develop the economic potential of the Southern African region through cross-border investment and joint ventures. The TLSDI was focused on increased agri-business, eco-tourism and infrastructure development programmes, with key projects such as a one-stop border post in Beitbridge and export processing zones in Zimbabwe and South Africa being proposed. However, as a result of the current political instability and economic problems occurring in Zimbabwe, investors consider it to be a high-risk investment destination, which has all but halted the progress of this initiative, apart from cooperation and exchange visits between twinned towns.

The TLSDI also set the background for the signing of twinning agreements between Musina Municipality and the Beitbridge Rural District, which encourages cooperation between representatives of the business communities, banks, insurance services and small and medium-sized businesses on either side of the border to undertake joint programmes and activities based on mutual interest. The main twinning issues targeted for cooperation by the twinning agreement include Tourism and Conservation; Environment and Engineering, Women and Children; Education, Arts, Sports and Culture; Health; Transport and Disaster Management; Safety and Security; and Economic Administration.

Against this background, it is important for the Municipality to support the twinning initiative and continually improve friendly relations and cooperation. In this respect, and taking into consideration the twinning issues, development forums tasked with the identification and implementation of economic, infrastructural and social projects on either side of the border should include representation from the twinned towns to ensure mutual benefit through the use of local labour. Identified twinning projects and opportunities should also be marketed to local entrepreneurs to encourage business start-ups, creating economic spin-offs for the local communities.

Specific cooperation should also be focussed on the destination marketing of the region as a whole, focussed particularly on the tourism attractions offered. The proposed Limpopo-Shashe Transfrontier Conservation Area (LSTFCA) should be supported and promoted as a joint initiative between South Africa, Zimbabwe and Botswana, which would significantly contribute to destination building efforts in the region. In this respect, the Municipality should specifically be involved in facilitating the establishment of

peripheral customs and immigration facilities at the entrance gates of the LSTFCA. This will allow visitors to enter and exit the LSTFCA at any of the entrance gates in any of the countries.

The Beitbridge border post forms the gateway to the remainder of the African countries, with vast numbers of tourists utilising this border post to access Zimbabwe and other tourist destinations. However, procedures at the post are particularly tedious and cumbersome, which could in the long term affect the flow of tourists through this route, directly affecting the economy of Musina Municipality. It is, therefore, essential that the Municipality facilitates and negotiates increased safety for tourists and improved customs and immigration procedures at the border post.

The following development facilitation matters need to be addressed in support of this Programme:

- Facilitate improved tourism friendliness and safety at Beitbridge border post
- Support establishment of peripheral customs and immigration facilities at entrance gates of Transfrontier Park
- Support twinning committees and ensure dedicated dual representation on development forums
- Identify and develop shared twinning projects
- Improve and promote neighbourliness and information sharing

5.4 THRUST 2: RURAL INTEGRATION

The purpose of this Thrust is to improve the integration of the remote rural areas with the well-established urban area in Musina town.

Musina Municipality is characterised by a relatively equal urban-rural population split, with nearly half of the population residing in the urban areas around Musina town. Existing commercial activities in Musina Municipality are also almost exclusively centred in Musina town, with rural villages and farm areas being separated from this urban centre.

The development of business in the villages along the eastern boundary of the Municipality are also to a large extent constrained due to the remote location of these villages from the economic node of Musina town, as well as the lacking communications and transport infrastructure in these areas. It is therefore necessary for business support to also stretch into these areas, allowing the advancement and further integration of these areas into the economy of the Municipality. This will also ensure that the rural areas are able to serve their own needs.

Land claims are also a currently reality in Musina Municipality, with large portions of private and state land being the subject of land claims. Land claims constrain economic development, as great uncertainty is created amongst investors, who are hesitant to invest in land until such time that claims have been settled. Insufficient support is also provided for the sustainable development of successfully claimed land, resulting in land not being utilised to its fullest potential and not reaping the expected and optimal benefits for local communities. The need, therefore, arises for land claims to be concluded as soon as possible and for the rightful owners of successfully claimed land to be provided with appropriate support in developing and managing viable enterprises on this land.

The Programmes that underpin this Thrust are:

Programme 1:	Rural development and advancement
Programme 2:	Support for land claims beneficiaries

5.4.1 Programme 1: Rural development and advancement

The objective of this Programme is to create improved urban-rural linkages by broadening the economic base of the rural areas, thereby ensuring that these areas are able to serve their own needs and creating long-term improvements in rural living conditions.

The population of Musina Municipality is predominantly concentrated in the urban areas surrounding Musina town, with the villages Madimbo, Malale, Domboni etc. in the east of the Municipality being remotely located from Musina town. The rural areas are also significantly less diversified than the urban areas, forcing the rural populations to travel the long distances with unreliable public transport to Musina town to obtain goods and services. Limitations are also put on the growth of emerging farmers and small

businesses in these areas as a result of lacking communications and transport infrastructure, putting these enterprises out of reach of the external markets and constraining the potential for development in these areas.

This Programme is therefore aimed at addressing the lacking infrastructure and the Municipality should therefore ensure that effective communications infrastructure is put in place to reduce the distance to the market place. Furthermore, businesses in rural areas often do not have access to information in respect of new and emerging markets, the latest technology or business support services and the Municipality should ensure that support and information is also distributed into these areas where it is needed most. In this respect, the mobile services provided by the Business Support Centre and other government sectors and visitation programmes should be supported and promoted.

Physical accessibility is not only a constraint to small businesses and farmers, but also to local populations. The remote locations of the rural areas prevents easy access to banking facilities and other services, particularly as a result of the infrequent and unreliable public transport services between these areas and Musina town. It is therefore necessary for the Municipality to encourage and develop community cooperatives that can support and serve their own needs. These cooperatives may not be aimed at establishing income generating enterprises, but could rather be focussed on providing services to their own members. A particular opportunity in this regard is for the development of a car-pooling cooperative, where shared use is made of a vehicle to transport members to and from Musina town on a regular basis. A crèche cooperative could see mothers rotating the duties of looking after the children of all the members for one day of the week, thereby freeing up the remainder of the week to look for and take up employment opportunities. Cooperatives serving as savings or finance schemes could also be created as support structures to rural communities.

Smaller farming enterprises and businesses are often also not able to individually secure larger contracts as a result of their lacking capacity to fill larger orders. In this respect, it is then important that linkages and supply or service contracts are negotiated and facilitated between smaller enterprises and local institutions and establishments.

Projects identified in support of this Programme are:

- | | |
|-------------------|--|
| Project 1: | <i>Develop a one-stop business shop that provides courier & postal services and phone, fax and internet facilities in Madimbo</i> |
| Project 2: | <i>Create community support cooperatives in Madimbo, Malale and Domboni eg. car-pooling cooperative, local savings & credit cooperatives, rural finance schemes etc.</i> |

Development facilitation surrounding the following issues is required:

- | |
|---|
| <ul style="list-style-type: none"> • Facilitate improved access to communications infrastructure in Domboni, Malale & Madimbo • Facilitate supply contracts between local producers and local institutions & establishments |
|---|

- Support and promote mobile services provided by Business Support Centre and government service sectors

5.4.2 Programme 2: Support for land claims beneficiaries

Land claims are a currently reality in Musina Municipality, with 351 land claims having been lodged on 351 farm portions. The land covered by land claims comprises approximately 27% of the area of the Municipality. The majority of land claims are located on private land, which is predominantly being utilised for game farming and agricultural purposes. Concentrations of land claims also occur on land owned by Venetia Mine in the west of the Municipality and around the Domboni and Madimbo areas to the east of the Municipality, which is currently owned by the South African Development Trust.

The transfer of some of the claimed land to claimants is immanent and it is important that the most appropriate development options for the establishment of agricultural, mining and tourism enterprises on successfully claimed land is identified and planned for in advance. While a number of feasible projects have previously been developed on successfully claimed land in other parts of the country, many of these developments have failed to become sustainable and the enterprises have collapsed, resulting in the land not being utilised to its full potential. This is mainly as a result of the fact that continued support was not provided for claimants in successfully operating and managing such enterprises. It is, therefore, essential that claimants are not only provided with skills training in the initial stages of development, but that continued support is given to emerging farming, tourism and mining entrepreneurs through regular and continuous monitoring and evaluation. This will ensure the successful and productive use of the land.

As discussed above, large portions of claimed land are currently being used for game farming and agricultural purposes. Currently, small-scale and subsistence farmers in the Municipality are not producing at optimal levels as a result of a number of constraining factors. It is, therefore, important that new and emerging farmers are supported in establishing viable and sustainable agricultural or game farming activities on land suitable for these purposes. This will ensure that these enterprises do not only increase the income generated by farmers and the jobs created by these activities, but will also grow sufficiently to form the basis of further beneficiation opportunities. The expansion of game breeding and rearing by local communities should also be undertaken, particularly on successfully claimed land suitable for game farming.

The predominance of game farms and nature reserves and the natural beauty occurring in Musina Municipality also creates specific opportunities for the development of eco-tourism and adventure tourism activities, as well as the establishment of tourism facilities and products. In this respect, the Municipality should provide specific support to the land claims process, facilitating the identification and successful implementation of appropriate tourism activities, game farming and hunting on successfully claimed land that show tourism potential. The development of such land in tourism-related products and activities could potentially increase income and job creation opportunities for local people. Furthermore, partnerships with existing private sector operators should also be

encouraged, as this allows the land to remain in community ownership and management, while gaining access to private sector knowledge and tourism expertise in the development of feasible and successful tourism products. This will allow increased local community involvement in and benefit from the growing Tourism industry. Examples of joint ventures could include development of a lodge by the private sector on community land, or private sector concessions such as game drives being operated on this land.

It is also important that the potential to establish mining activities on successfully claimed land be investigated. Claimants should also continuously be supported in establishing and operating mining activities on a sustainable basis, utilising suitable and optimal mining practices.

Aspects requiring development facilitation in respect of land claims support include:

- Liase with DLA, DOA & other land claim stakeholders for successful implementation of farming activities on land with agricultural potential under settled land claims and ensure continued monitoring, evaluation and support to ensure sustainability
- Liase with DLA, DEAT, DEDET & other land claim stakeholders for successful implementation of tourism activities, game farming and hunting on land with tourism potential under settled land claims and ensure continued monitoring, evaluation and support to ensure sustainable practices (eg. MAFISA game loan scheme, etc.)
- Liase with DLA, DME & other land claim stakeholders for successful implementation of mining activities on land with mineral deposits and mining potential under settled land claims and ensure continued monitoring, evaluation and support to ensure sustainable practices

5.5 THRUST 3: AGRICULTURAL PRODUCTION, VALUE CHAIN DEVELOPMENT AND INTEGRATION

The objective of this Thrust is to build on the existing primary sector agricultural activities that occur in the Municipality by adding value to local raw materials, through the establishment of local manufacturing and processing plants.

The primary sector agricultural activities taking place in Musina Municipality is mainly focused on game farming, with horticulture and livestock production also taking place. While the production of citrus, mangoes and tomatoes are to a large extent undertaken by commercial farming enterprises, small-scale crop and vegetable farming is also taking place locally. Given the favourable winter climate in Musina Municipality, the horticultural and particularly the vegetable production seasons are significantly longer than in other parts in the country, which provides considerable development potential for the expansion of production, as well as the diversification of agricultural production into other commodities. Significant development potential also exists in the expansion of the game farming industry.

The strong Agricultural sector in Musina Municipality also allows opportunities for further beneficiation and the extension of value-adding activities of locally produced products. Processing facilities in the Municipality are currently fairly limited, supporting mainly commercial farmers and not covering the full range of products produced locally. The range of vegetables and other horticultural products produced in the Municipality, as well as the strong game farming industry in the Municipality, therefore, creates further opportunities for the establishment of a variety of processing facilities.

While the Municipality does not currently comprise large areas of community owned land, there are existing areas of small-scale agricultural production. Large areas of private land are also currently the subject of land claims, some of which are likely to be settled in the near future and which are targeted for agricultural production. Small-scale and subsistence farmers in the Municipality are not producing at optimal levels, due to a number of constraining factors. It is, therefore, important that emerging farmers are supported in expanding their farming activities into viable and sustainable enterprises that will not only increase the income generated and jobs created by these activities, but will also grow sufficiently to form the basis of further beneficiation opportunities.

The following Programmes form the pillars of this Thrust:

- Programme 1:** Agricultural production diversification and expansion
- Programme 2:** Agricultural value adding and agro-processing industrial development
- Programme 3:** Emerging farmer support and agricultural service and product development

5.5.1 Programme 1: Agricultural production diversification and expansion

The aim of this Programme is to expand the existing production of local produce and to diversify the Agricultural output of the Municipality, thereby increasing the impact of the Agricultural sector as sources of income for local communities. While the Agricultural sector in Musina Municipality absorbs more than half of the labour force, it only makes a 7% GGP contribution to the local economy. This indicates that local community involvement in the Agricultural sector is to a large extent restricted to farm workers on commercial farms, with little community ownership of farming enterprises. This is largely as a result of the land ownership patterns prevalent in the Municipality.

Small-scale farming enterprises are also to a large extent limited to production that is only serving local needs, as opposed to involvement in formal production structures. This programme is, therefore, aimed at increasing the production of local produce that are well adapted to the climatic conditions of the Municipality. This will not only allow local farmers to gain access to larger supply contracts and markets, but will also increase the production base upon which further beneficiation activities can be initiated. At present, agricultural production in Musina Municipality is dominated by game farming and horticultural production, with vegetable production contributing 62% to the total horticultural production in the Municipality. Vegetable production in the Municipality is mainly comprised of tomatoes, potatoes, pumpkins and onions. Tomatoes are the primary vegetable grown in Musina Municipality, with production taking place on subsistence, small-scale and commercial level. In terms of commercial production, tomatoes are grown on a contract basis and supplied to Tiger Food Brands, a local processor of bulk tomato paste. The remainder of horticultural production in the Municipality is comprised of citrus (33%) sub-tropical fruit (3%) and nuts and tea (0.1%). Citrus and mango production is mainly undertaken on a commercial scale. According to the Limpopo PGDS, Vhembe was identified as one of the areas which should enjoy high priority in terms of the development of the fruit and vegetable potential and opportunities, therefore, exist to expand the production of these products and to ensure that small-scale farmers become involved in the formal production of well-established local produce.

It is also important that the use of new cultivars that are more suited to semi-arid climates are also introduced and promoted as possible production avenues. Opportunities exist to diversify vegetable and fruit production in such a way that the local demand for all types vegetables can be supplied from within the Municipality, as well as increasing the production base from which value-adding activities can be initiated. Further potential exists for the expansion and diversification of production in melons, watermelons, mangoes, dates, fodder, cotton, chillies, garlic, okra, peri-peri, herb & spices and essential oil crops. In this respect it should be noted that Limpopo Province, and by extension Musina Municipality, is particularly dry with exceptionally high evaporation rates, causing some concern as to the availability of water for the cultivation of fresh produce. However, representatives of the Limpopo Department of Agriculture in Musina Municipality have indicated that underground water is available in the Municipality, which could be accessed through the sinking of boreholes. Nonetheless, investigations should be undertaken as to the availability of water for the production of fresh produce on specific areas of land prior to the establishment of water intensive agricultural activities.

With regards to livestock, Municipality comprises mainly cattle, sheep and goats, with particularly cattle being farmed on a commercial scale. Although small-scale and subsistence farming of livestock do occur locally, the majority of small-scale farmers are holding indigenous and mixed breeds of livestock that are mostly sold locally, rather than on formal markets. Lack of skills and high infrastructure input costs also constrain these enterprises from expanding and entering into the larger markets. Therefore, in order for smaller scale livestock farming enterprises to grow and expand, it is essential that they are supported in converting their livestock into more marketable and productive breeds and in gaining the necessary skills and infrastructure required to facilitate the expansion of these enterprises. The expansion of game breeding and rearing by local communities should also be undertaken, particularly on successfully claimed land suitable for game farming.

It is important that the Agricultural sector is not developed in isolation of the remainder of the economy, that active linkages are sought with other economic sectors, particularly in respect of the demand created by these industries. Particularly relevant to Musina Municipality is the strong Tourism sector, which creates a demand for more specialised and unique produce, specifically the more perishable varieties of produce. The local supply of these varieties are particularly constrained by the distance of the Municipality and these facilities from the major produce markets. An opportunity therefore, exists for the development of hydroponics systems which could supply these inputs, both to the restaurant and tourism industry and to cater for local demand.

The development of agri-villages has also been noted as an opportunity for development in the Municipality. Agri-villages are developed as places where people reside as communities, linked to agricultural opportunities provided within or in close proximity of these villages. The land between such villages are mostly used for farming enterprises, with the villages also providing the farming communities with social and other services, as well as presenting opportunities for the establishment of central processing facilities.

Further development opportunities also lie in the expansion of aquaculture production in the Municipality. An existing fish farming enterprise is located in Campbell, comprising of six dams producing carp for local demand. Currently, the fish produced by this enterprise is sold as harvested, which creates opportunities for further processing of fish and fish products. Given the success of this fish farming enterprise, aquaculture projects could also be duplicated and rolled out to other areas of the Municipality. Investigation into the likely diversification of aquaculture into the production of other types of fish, fresh water crayfish and even crocodiles should also be investigated. However, consultation with the Department of Agriculture revealed that, given the amount of rainfall in the area and the total amount of water available, the development of crops and livestock should be a higher priority than more water intensive ventures such as aquaculture.

An existing Spirulina algae production project is also currently taking place in the Municipality. Spirulina is used as a supplement and is particularly popular in the health market. The Spirulina production project is currently operating quite successfully, even though the expansion of the project is to some extent constrained by marketing problems. The Municipality should, therefore, continually support the effective marketing of the product. Once an appropriate established market has been secured, opportunities for

the duplication of this project in other areas of the Municipality, or the expansion of the existing project should also be investigated. Opportunities also exist to expand the product range of the project into the cosmetics industry.

The following Projects are aimed at supporting this Programme:

Project 1:	<i>Establish organic and/or hydroponic system for production of variety of perishable vegetables for tourism industry and local demand</i>
Project 2:	<i>Undertake feasibility for expanding production of melons & watermelons in Mopane and Nwanedi areas</i>
Project 3:	<i>Develop agri-villages in Nwanedi area</i>
Project 4:	<i>Expand game breeding and rearing through game loans and increase community benefit</i>
Project 5:	<i>Expand production of cattle and goats along eastern border of Municipality</i>
Project 6:	<i>Expand production of fodder (eg. Lucerne) in line with market demand</i>
Project 7:	<i>Undertake feasibility for expansion of cotton production around Weipe and other areas</i>
Project 8:	<i>Undertake expansion of aquaculture (eg. fish, crocodiles; fresh water crayfish) production by emerging farmers and extension of aquaculture value chain linkages</i>
Project 9:	<i>Investigate potential for expansion of production of chillies, garlic, okra, peri-peri, herbs & spices etc.</i>
Project 10:	<i>Undertake feasibility for essential oil crop production</i>
Project 11:	<i>Establish agricultural demonstration and support centre providing skills, facilities, product improvement and development services for emerging farmers</i>

Development facilitation surrounding the following issues is required:

- Promote conversion of livestock to productive and marketable breeds
- Support revitalisation of irrigation scheme for production of dates and mangoes in Nwanedi
- Support continued marketing and expansion of Spirulina production & investigation into diversification of end-products

5.5.2 Programme 2: Agricultural value adding and agro-processing industrial development

This programme is aimed at taking advantage of the primary sector production of raw materials in the Municipality as inputs into the development of local value-adding activities to produce both intermediate and final products. Local agro-processing activities will also have a direct impact on the expansion of the local Manufacturing sector.

The most cost-effective method of processing is to locate processing facilities close to the point of production, thereby reducing the input costs. The centralised agglomeration of

processing facilities close to the areas of highest production also creates economies of scale, which increase both the economic benefit to local communities, as well as job creation opportunities.

As discussed above, agricultural production in Musina Municipality is mainly focussed on horticultural production, with vegetable production and in particular tomato production dominating. Existing processing facilities in the Municipality consist mainly of citrus pack houses in Weipe, Alicedale and Musina town. M-PAK is located in Musina town and specialises in the packaging of oranges, mangoes and sweetmelons and vegetables such as chillies, sweecorn, tomatoes and gem squash specifically for Woolworths, but also for the export and Gauteng markets. A further large processing facility located in Musina town is that of Tiger Food Brands, which processes approximately 60 000 tons of tomatoes for the intermediate production of bulk paste, which is then transported to other factories of the Tiger group located in Boksburg for further processing into final products.

In response to declining agricultural profits, the general trend is for producers to develop new products with higher profit margins, while incorporating new processing technologies to increase returns. It is important that the Municipality takes cognisance of this trend and to ensure that local producers are supported to become involved further down the value chain. This is particularly important in respect of emerging and small-scale farmers, who can significantly benefit from fixed supply contracts and involvement with the further processing of their products. In this respect, it is essential that public private partnerships are forged in the development of new and expansion of existing agro-processing facilities, thereby gaining the technical know-how from experienced manufacturers, while increasing the local community benefit of value adding activities. In this regard, processing facilities can provide contracted farmers or grower groups with credit, inputs such as seeds, fertilisers etc. and technical assistance in the production of the appropriate quality and quantity of raw materials. Agricultural value adding and agro-processing opportunities for Musina Municipality are based on the existing range of fresh product produced locally and include activities such as chutney, atchar, jam and preserve processing, juice and wine production (eg. mango wine), drying of fruit and the semi-processing of vegetables.

In terms of the abundance of game in the Municipality, as well as the occurrence of existing cattle and goat farming enterprises, further beneficiation in the form of local abattoirs, de-boning facilities and the processing and packaging of meat could also be established locally. Venison and goat meat is also becoming increasingly popular as healthy meats, particularly in the overseas markets, which could be further exploited. The Municipality also boasts a productive local hunting industry which produces vast amounts of off-cut leather pieces, which together with the presence of other livestock, and in conjunction with the abattoir facilities, provides opportunities for the establishment of a leather tannery. This leather tannery could also be expanded to include further value adding through the production of final leather products such as handbags, shoes, belts, etc. and other arts and crafts.

The undertaking of livestock and game farming enterprises are currently being conducted in close proximity to each other in Musina Municipality. This situation could cause the outbreak of foot-and-mouth disease, which affects both cattle and buffalo. The meat,

skins and any other by-products of affected game and cattle cannot be sold outside of the area. It is, therefore, essential that this disease is controlled in order to ensure the successful farming of livestock and game farming alike, as well as the effective extension of the livestock and game value chains. Livestock and wildlife within the red line, which are not suitable for human consumption, could also be utilised for the production of pet foods.

The opportunities for the development of bio-fuels should also be investigated. The use of tomatoes for the production of ethanol should be investigated as a source from which bio-diesel can be produced and utilised for local use in farming implements and tractors. Opportunities for the production of vegetable oils for manufacturing bio-diesel fuel is also rapidly emerging in Limpopo Province and the Municipality should support such initiatives locally. Bio-diesel fuel contains vegetable oils extracted from plants such as soya beans, sunflowers, ground nuts, cotton, canola, jatropha, tobacco.

The main Projects identified to achieve the goals of this Programme are:

Project 1:	<i>Establish vegetable processing plant in Musina town</i>
Project 2:	<i>Establish abattoir, de-boning facility & meat processing plant for processing of local game, goats, cattle etc. in Musina town</i>
Project 3:	<i>Establish pet food processing from livestock within the red line</i>
Project 4:	<i>Revitalise date production and date liqueur project at Nwanedi</i>
Project 5:	<i>Establish chutney processing plant (mango, tomato etc.)</i>
Project 6:	<i>Establish jam processing plant (watermelon, tomato, pumpkin, orange marmalade etc.)</i>
Project 7:	<i>Establish orange & citrus processing plant (eg. orange juice, dried oranges for decorative purposes etc.)</i>
Project 8:	<i>Establish mango processing plant (eg. mango archar, mango juice, mango wine, dried mangoes etc.)</i>
Project 9:	<i>Establish local off-cut leather tannery & product manufacturing (bags, belts from cattle, game, crocodiles etc.)</i>
Project 10:	<i>Establish Mopani worm production facility and processing & packaging cooperative</i>
Project 11:	<i>Establish Marula fruit production, trade and processing (beer brewing, pulp, preserves, juice etc.)</i>
Project 12:	<i>Undertake feasibility for development of fermentation plant for processing of tomatoes & other biomass to produce bio-fuels</i>

Actions requiring development facilitation in support of this Programme are:

- Provide support and assistance for development along red meat value chain
- Support and promote livestock and game health initiatives related to foot-and-mouth disease in collaboration with neighbouring municipalities and countries
- Facilitate public-private partnerships for development & expansion of agro-processing facilities

5.5.3 Programme 3: Emerging farmer support and agricultural service and product development

One of the larger development constraints experienced by small-scale farmers is a lack of access to markets outside of the Municipality, and in many instances, outside of their immediate surroundings. This Programme is, therefore, aimed at providing emerging farmers with the support and training needed to advance their farming enterprises. This Programme is also focuses on the manufacturing of products and services required by the Agricultural sector to sustain effective farming practices.

The lack of access to external markets is, among other things, caused by the inability of small-scale farmers to produce sufficient quantities and a consistently high quality of produce on a regular basis. Therefore, in order for subsistence and small-scale farmers to advance their activities into sustainable commercial farming enterprises, it is essential that sufficient support is given to emerging farmers in respect of relevant training and mentorship programmes by existing experienced commercial farmers in not only maximising production output, but also in the day-to-day running and management of their farms, quality control, grading, market pricing etc. Local farmers should also be encouraged to join existing commodity groups which provide networking, matchmaking and information sharing opportunities.

The individual production by emerging farmers on small plots of land also contributes to the situation of not being able to secure larger supply contracts. The small scale of farming also makes the use of machinery, transport and other equipment very expensive. In this respect, the development of production cooperatives should be encouraged. Cooperatives give small emerging farmers the opportunity to pool their resources in order to increase their output. This opens up opportunities to secure larger supply contracts, both in terms of fresh produce and supply to processing plants. Cooperatives also allow for the shared use of machinery and the reduction in input costs.

In view of the large number of land claims in Musina Municipality, together with the vast areas of land in private ownership, it is important that joint ventures with existing commercial farmers are encouraged. This will allow both the successful and sustainable establishment of farming enterprises on successfully claimed or other land, as well as the transfer of valuable knowledge and skills. In respect of potential game farming enterprises, support should be given to existing initiatives by various Provincial and National departments, such as the Mafisa game loan scheme.

Farming inputs such as fertilisers, pesticides, seedlings etc. form some of the basic requirements for the effective production of Agricultural produce. These inputs are to a large extent purchased from the local NTK trading branch in Musina town, while other inputs are purchased from outside the boundaries of the Municipality. An existing seedling nursery, Riverside 4 Nursery, is located near Mopane in Musina Municipality, which produces tomato seedlings for contract farmers supplying tomatoes to Tiger Food Brands. Further expansion of seedling nurseries and the manufacturing of fertilisers and pesticides should also be promoted locally.

Agriculture services to small-scale and emerging farmers are also imperative to the development and growth of viable farming enterprises, especially with regards to the accessibility of farming implements. The lack of mechanisation of small-scale farming activities impedes the optimisation of the farming land to their disposal. It is, therefore, essential that these agricultural services are available and developed locally. In this respect, the development of service cooperatives such as equipment hiring and transport/truck pooling cooperatives should be encouraged.

Issues of succession and the lack of youth and female involvement in the Agricultural sector were also highlighted in consultations as a growing concern. The Municipality should, therefore, facilitate the development of local succession plans and undertake agricultural promotion and enticement campaigns to attract women and the youth involvement in not only the primary production of agricultural produce, but also in other aspects of the agricultural value chain.

The main Projects identified to support this Programme are:

Project 1:	<i>Establish multi-faceted open trade market in Musina town for trade of fresh produce, livestock, meat etc.</i>
Project 2:	<i>Establish cooperative for hiring of agricultural implements, small-scale machines and other equipment linked to agricultural support centre</i>
Project 3:	<i>Develop refrigerated truck pooling SMME/cooperative for collection and distribution of local produce, linked to Thohoyandou and other fresh produce markets in South Africa and neighbouring countries</i>
Project 4:	<i>Undertake feasibility for establishment of seedling nurseries</i>
Project 5:	<i>Establish local manufacturers of agricultural fertilisers & pesticides</i>

Development facilitation surrounding the following issues is required:

- Undertake joint ventures with commercial farming enterprises to host agricultural open days/demonstrations
- Liaise with DoA in development of local succession plans to entice youth involvement in farming activities and along agricultural value chain
- Support cooperation amongst small-scale farmers to form and register cooperatives, in collaboration with LibSA & SEDA
- Facilitate membership of local farmers with District & Provincial commodity associations
- Facilitate access to seasonal and graduate level training (eg. agricultural research, management, etc.)
- Facilitate the development of Women in Agriculture and Rural Development (WARD) committees to mobilise and capacitate women in agriculture
- Support and promote CASP, LADEP, Landcare and Mafisa programmes of Limpopo DoA
- Identify and nominate local people for DoA women/youth farmer of the year competitions
- Facilitate development of mentorship programmes by commercial farmers

5.6 THRUST 4: TOURISM DEVELOPMENT AND PROMOTION

In simple terms, the development of the Tourism industry in any location is based on giving people a reason to come, a reason to stop, a reason to stay and a reason to spend. This means that any destination should first comprise a unique and specific asset, that people should be made aware of this asset in order to attract them to the destination, that they should be provided with a range of additional attractions and activities to ensure that they stay in the area for longer, which will then ensure that their money is spent at the location.

This Thrust is, therefore, aimed at stimulating the development of the Tourism industry in Musina Municipality, by taking full advantage of the unique cultural, historical and natural assets found in the Municipality. The purpose of this Thrust is, furthermore, to ensure that these tourism attractions and activities are effectively developed and marketed, in order to establish Musina Municipality as a unique and worthwhile tourism destination.

Musina Municipality boasts a number of unique tourism attractions, based mainly on natural beauty, wildlife conservation and hunting and the cultural heritage of the region related to the people of Mapungubwe. The Mapungubwe Landscape, which has been declared a world heritage site, forms the anchor attraction to the Municipality, with a number of rock art sites and private game farms and lodges complementing this attraction. It is important, therefore, that this 'icon' is continuously and effectively marketed to increase its pulling power, in order to increase tourism flows to the Municipality.

Key to the effective development of any tourism asset or activity is to ensure that tourists experience a sense of value for time and money spent when visiting attractions or partaking in activities offered. This is particularly true for Musina Municipality, given its significant distance from the major markets. It is, therefore, essential that the existing tourist attractions and activities offered by the Municipality are well developed, effectively packaged to provide a full basket of experiences and are particularly tourism friendly. In this respect, tourism routes are a highly effective tool, allowing effective linkages between a wide range of attractions and activities located within the Municipality and enticing tourists to remain in the Municipality and the region for longer.

By successfully developing a range of enticing products and activities, the Municipality will increasingly become a worthwhile destination to visit. Cooperation with other Municipalities in the District to promote destination building of the larger region will also benefit the local tourism sector. Key, however, is that the Municipality and the region as a whole, together with what it has to offer, is continuously marketed to potential tourists. Furthermore, in order for the Municipality to establish itself as prime tourism destination, effective communication, cooperation and commitment of all the different interested parties is essential. This will ensure that a common goal and shared vision for the tourism sector in Musina Municipality is followed and achieved.

The Municipality has a major role to play in the strategic planning of the Tourism sector, which will guide private sector investments in the local Tourism industry. The Municipality

should also be involved in aspects such as tourism awareness, training and support structures.

The Programmes that underpin this Thrust are:

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|---------------------|---|
| Programme 1: | Promotion of Mapungubwe & environs as tourism 'icon' |
| Programme 2: | Development of tourism assets, activities and themed routes |
| Programme 3: | Destination building, marketing and branding |
| Programme 4: | Arts & crafts manufacturing, retail and skills development |
| Programme 5: | Tourism support, training & skills development |

5.6.1 Programme 1: Promotion of Mapungubwe & environs as tourism 'icon'

Tourism development in any Municipality is a continuous and long term goal which will encompass a number of phases. In order to ensure the successful development of Musina Municipality as tourism destination, tourist attractions and activities cannot be undertaken at an ad hoc basis, but should be coordinated and focussed on achieving certain specific objectives, gradually growing the Tourism sector in the Municipality. The point of departure for Musina Municipality should, therefore, be to first develop and promote an impressive and valuable tourist magnet or 'icon', which will attract tourists to the Municipality and increase tourism flows into the area. Without such a tourism anchor, other tourist-related development efforts will not be able to develop and grow successfully.

The Mapungubwe Landscape, which has been declared a World Heritage site, and the Mapungubwe National Park comprises the world famous Mapungubwe archaeological site where golden artefacts were found in ancient royal graves. The Mapungubwe National Park also comprises a comprehensive package of facilities and activities, which include, amongst others, the Mapungubwe Hill and site museum, a lookout point over the confluence of the Limpopo and Shashe rivers, rock art sites and a variety of accommodation facilities. This presents the Municipality with an impressive 'icon' attraction that provides visitors with a unique and memorable experience. It is, therefore, essential that this 'icon' is further developed and vigorously marketed and promoted as a 'must-see' destination, in order to significantly increase tourist flows to the Municipality. This will form the basis of tourism development in the Municipality as a whole.

Musina Municipality is also currently not seen as an end-destination for tourists, but rather tourists only drive through the Municipality en-route to other African destinations. In order for the Tourism industry in Musina Municipality to successfully grow, it is essential that this through-traffic is also captured, by enticing tourists to stop-over to visit some of the local attractions. In this respect, the promotion of Mapungubwe is key.

Land surrounding the Mapungubwe National Park is largely privately owned, comprising a number of conference establishments, lodges and other accommodation facilities and game and hunting farms. Private sector initiatives focussed on destination building around Mapungubwe include the development of the Mapungubwe Route and the

Limpopo Valley Conservancy. These initiatives have the potential to play a major supporting role in the development of a tourism cluster around Mapungubwe, by providing facilities and experiences not available within the National Park and by effectively packing a range of products and activities in such a way that the long journey to this destination is worthwhile. Opportunities for development on private land could include adventure activities such as quad bike and horse trails, as well as further accommodation facilities. It is, therefore, essential that these initiatives are supported and that investment and development opportunities are extensively marketed to potential investors. Local community involvement through public-private partnerships, concessions and the use of local labour on private land should also be encouraged to see increased community benefit from the Tourism sector.

The Municipality should also be involved in supporting and facilitating the speedy development and completion of the Limpopo/Shashe Transfrontier Conservation Area (LSTCA). Once established, the LSTCA, which will link existing conservation areas in South Africa, Zimbabwe and Botswana and will include the Mapungubwe National Park, will significantly contribute to the creation of a substantial and competitive destination in the region.

Given the above, it is essential that the Municipality's most valuable asset, namely Mapungubwe and the surrounding cluster of tourism developments, is extensively marketed and developed as a priority, in order to increase tourism flows into the area, opening up further opportunities for expanding the current range of tourism products and activities offered by Musina Municipality.

Development facilitation surrounding the following issues is required:

- Improve promotion & marketing of Mapungubwe Landscape as World Heritage Site and major tourism attraction
- Support and facilitate relocation and local display of gold artefacts at Mapungubwe National Park
- Support & encourage private sector efforts for packaging of products & activities and destination building around Mapungubwe Route
- Support and facilitate completion of Transfrontier Park development
- Support & market investment opportunities for development of facilities and activities not provided at Mapungubwe in Limpopo Valley conservancy and facilitate & negotiate increased community benefit

5.6.2 Programme 2: Development of tourism assets, activities and themed routes

This programme is aimed at the expansion of existing tourism amenities in Musina Municipality, as well as the development of new facilities that will not only provide attractive destinations, but will also meet the accommodation, refreshment and entertainment needs of the tourist, thereby ensuring that tourists linger in the Municipality for longer.

Apart from the attractions in and surrounding Mapungubwe National Park, as described above, Musina Municipality also boasts a wide range of other attractions, based largely on the extensive wildlife conservation and private sector game farming and conservation activities in the Municipality. Wildlife and nature related attractions include the Musina Nature Reserve to the south and east of Musina town; the Venetia Limpopo Nature Reserve to the south of Mapungubwe National Park, which boasts a wild dog breeding and research programme; and the Honnet Nature Reserve near Tshipise. Other attractions include the Limpopo River as the northern boundary of Musina Municipality, the Beit Bridge and Pontdrift border crossings, a number of SAN rock art sites, the Tshipise hot spring resort, the Bolai/Dongola execution rocks along the R572 Pontdrift road and the 38ha large bulai rock along the same road.

The predominance of game farms and nature reserves and the natural beauty occurring in Musina Municipality creates specific opportunities for the development of eco-tourism and adventure tourism activities, which could include hiking, horseback and mountain bike trails, quad bike adventures, hot air ballooning etc. Other opportunities for development include the establishment of tourism facilities and products linked to natural resources such as waterfalls or wildlife. However, these products and activities are more likely to develop on privately owned land where these opportunities arise. While existing private sector initiatives will not directly benefit the local communities of the Municipality through the Tourism sector, these enterprises should nonetheless be supported, as they contribute to the package of tourism products offered by the Municipality, which in turn increases its value to visitors. Furthermore, the Municipality should facilitate joint ventures and public-private partnerships in this respect, in order to encourage local community involvement in and benefit from the growing Tourism industry.

In developing the Tourism industry, it is also important that linkages are established with other sectors of the economy. Musina Municipality comprises large areas of commercial agricultural land involved in the farming of oranges, mangoes, cotton, game etc. This creates opportunities for the development of farm stay experiences, allowing visitors to stay on a working farm and gain insight into the running of such farming enterprises. A further linkage opportunity for tourism development in Musina Municipality is based on the past and present importance of the Mining sector to the Municipality. Two major mines are located within the boundaries of the Municipality, namely the former Copper Mine, which resulted in the establishment of Musina town, as well as the currently operational Venetia Diamond Mine, to the west of Musina town. The location of these mines in the Municipality creates an opportunities for the development of mining tours to both of the mines and specific related infrastructure such as a mining museum.

As discussed above, tourism routes form an important part of the development of an area into a tourism destination. The development of tourism routes provide opportunities to link certain tourism attractions to one another, providing a package of related destinations or products around a central theme or targeting specific special interest visitors. This allows the tourist to be guided from one attraction to the next, increasing the overall value of the experience. Special interest routes could include market sectors such as bird watching, trees and plants, SAN rock art sites, history, heritage and culture.

Routes can also persuade general and special interest visitors to linger in the area for longer. It is also important that these routes provide visitors with appropriate interpretation, incorporating educational aspects into the overall experience. To achieve this, information cairns situated along these routes and next to the various attractions should provide visitors with relevant information related to the history, origin etc. of the attraction. Route maps and brochures showing the location of these attractions and information cairns could also be developed to enhance the experience.

The Municipality should also take advantage of existing tourism routes, by encouraging and facilitating the integration and packaging of local attractions into existing regional initiatives. Routes which currently also include Musina Municipality include the Soutpansberg Limpopo Birding route, the Limpopo Rock Art route and the Footsteps of the Ancestors route.

The implementation of the following Projects are aimed at developing the Municipality's tourism assets:

Project 1:	<i>Undertake feasibility for establishment of farm stay/farm vacation developments for community benefit on private farms through PPPs</i>
Project 2:	<i>Undertake feasibility for development of adventure tourism activities and adventure route (eg. hot air ballooning, 4x4, hiking & horse trails, quad bike adventures etc.) on private land through PPPs</i>
Project 3:	<i>Undertake feasibility for special interest tourism development around dinosaur footprint near Pontdrift</i>
Project 4:	<i>Encourage and negotiate the development of mining museum and mining tours to Messina Copper Mine & Venetia Diamond Mine and develop related infrastructure</i>
Project 5:	<i>Establish information cairns along main routes to provide relevant information (eg. R572 next to Hill at Klein Bolayi)</i>

Actions requiring development facilitation in support of this Programme include:

- Promote investor opportunities for establishment of tourism facilities and services at Musina Nature Reserve
- Encourage development of tourism facilities at Tollo Azime waterfall through joint ventures/PPPs
- Facilitate & negotiate development of conservancy linking Honnet Nature Reserve to Greater KuduLand and Nwanedi Game Reserve, in collaboration with Mutale Municipality
- Support packaging of local attractions to develop special interest routes and integrate into existing regional route initiatives eg. Limpopo Rock Art route & Footsteps of the Ancestors route

5.6.3 Programme 3: Destination building, marketing and branding

Tourists are not likely to visit places that are unfamiliar to them, or places for which they do not know what is offered at that location. It is, therefore, crucial that the unique attractions and tourism products offered by Musina Municipality is appropriately packaged to build a unique 'must-see' destination and that these tourism products are extensively and effectively marketed to potential visitors. The Municipality should also ensure that local attractions are represented in marketing campaigns and advertising undertaken on a District and Provincial level. Joint marketing with surrounding Municipalities, and even with specific attractions in neighbouring countries such as the Limpopo/Shashe Transfrontier Conservation Area etc., is undertaken as part of its destination building programme.

The current tendency is for people to access websites and gather information prior to making any major purchases. This is also the case for tourists, who want to research various options before deciding on a holiday destination. It is, therefore, important that this information is readily available to potential visitors. Marketing campaigns should also not only focus on the development of brochures and pamphlets, but should harness modern technology as a marketing tool. This is a particularly valuable in reaching international tourists. Web-based information needs to be up-to-date, be linked to comprehensive databases of the existing products, attractions and services the Municipality offers, provide practical information and should be supplemented by more personal contact with destination or product managers. The Municipality should also capitalise on existing initiatives such as the Limpopo E-platform tourism database to further market its tourism products.

Other marketing tools that could give the Municipality further exposure and should be facilitated by Musina Municipality include the organisation of familiarisation/press tours for travel writers and travel programmes, which highlight Musina Municipality as destination, the development and promotion of tour packages with local and overseas tour operators and agencies and the hosting of special events. These events could include an annual festival such as a game festival or a baobab themed festival, heritage events surrounding the history of Mapungubwe and indigenous cultures or special events related to the rock art sites found in the Municipality. While events generally only result in a short-term increase in tourism numbers to the Municipality, it does contribute to the marketing and exposure of the Municipality and its tourism products.

Sporting and adventure events could also be hosted on an annual basis. In this respect, the annual Two Countries Marathon should be improved and further promoted, while other sporting events should also be developed. In this respect, there is an opportunity for the golf course in Musina town to be upgraded and linked to Provincial golf events. The Elements and Zebula golf courses in the Waterberg have turned the spotlight on Limpopo Province as an up-and-coming golf destination in South Africa and given the increasing popularity of golf as a sport and recreation and the trend of golfers seeking unique golfing experiences, Musina Municipality should capitalise on its location of the beaten track, combining golf and game experiences.

It is, however, not only important to attract visitors to the Municipality, but to ensure that their stay is memorable, which will result in tourists returning to and promoting Musina Municipality through word of mouth. It is, therefore, critical that tourists are greeted by a friendly and safe environment. In this respect, the Municipality should ensure that Musina town and the major tourist routes in the Municipality are clean and that attractions are easily accessible and well signposted. Joint efforts should also be undertaken between local product owners, the Municipality, the Vhembe District, the local SAPS and the Limpopo Department of Economic Development, Environment and Tourism in the development and rolling out of tourism safety plans.

To further enhance the experience of tourists to Musina Municipality, relevant information on the tourism products and attractions should be available. To facilitate this, there is a need for the Tourism Information Centre to be expanded and the services that are provided to be improved, as this is the first point of contact for tourists to Musina Municipality. This expansion is currently in the process of being planned and implemented. Appropriate and up-to-date maps indicating the location of local attractions and brochures providing useful and accurate information on the different facilities and activities should be provided. Furthermore, the Tourism Information Centre should contain entertaining displays of high quality, which will entice visitors to the Centre to also visit some of the local attractions.

Projects that have been identified for implementation in support of this Programme are:

Project 1:	<i>Develop comprehensive tourism marketing plan in association with tourism role-players/management bodies</i>
Project 2:	<i>Develop map & brochures of local tourism facilities and attractions</i>
Project 3:	<i>Upgrade & expand tourism information centre to include attractive and up-to-date displays and relevant information</i>

Development facilitation surrounding the following issues is required:

- Launch special tourism and heritage events programme eg. game/baobab festival, rock art site events, cultural festivals etc.
- Facilitate upgrade of golf course and develop golf and game experiences linked to Provincial golf events
- Promote and improve annual Two Countries Marathon and other sporting events
- Facilitate grading of accommodation facilities & inclusion of facilities on accommodation databases
- Promote developments at Maeremani Conservation area & include as attraction as part of destination building programme
- Promote private sector hunting, wild dog viewing & game drives as package of activities
- Ensure representation of local products & activities as part of marketing campaigns & advertising undertaken by Vhembe District
- Organise familiarisation tours/press tours (travel writers, TV & radio)
- Promote package of local attractions and activities as special heritage tour package to tour operators and agencies

- Establish links between local tourism database and Limpopo E-platform
- Facilitate clean-up drives along major routes, improved road accessibility and roll-out of tourism safety plans to ensure tourism-friendliness of Municipality
- Facilitate, support and promote establishment of scheduled flight service to Musina

5.6.4 Programme 4: Arts & Crafts manufacturing, retail and skills development

Given the location of Musina Municipality adjacent to Zimbabwe and on a major route to the remainder of Africa, as well as the importance of the Tourism sector to the Municipality, opportunities arise for the production of unique and authentic arts & crafts, which could include products such as replica gold rhinos. Arts and crafts produced to high standards present opportunities not only for the sale of these products to tourists visiting the local attractions, but also as commodities for export to international markets.

As a starting point to the development of arts and crafts, it is essential to understand what type and level of skills local communities possess. In this respect, the Municipality should undertake a comprehensive audit to ascertain not only the local skills levels, but also what existing products are currently being produced. The support of institutions such as the Crafts Council of South Africa could also be enlisted in undertaking the skills audit, making suggestions and providing training for local artists and crafters.

The development of arts and crafts in the Municipality can also play a supportive role in supplying local tourist attractions and curio shops with authentic products. The Municipality should, therefore, facilitate linkages with curio shops at some of the major local tourist attractions, such as the Tshipise resort and Mapungubwe National Park. It is also important that raw materials and inputs for the manufacturing of arts and crafts are readily available. In this respect, consultation has revealed that while hunters in most instances take the horns and skins of game hunted, horns and off-cut pieces of leather are available locally, which could be used in the production of crafts.

The Municipality also boasts the Vhembe Colour Stone Mining Women's Cooperative, which is involved in the prospecting, quarrying, sorting and stockpiling of semiprecious stones. This presents opportunities for the further beneficiation of these stones to manufacture jewellery, ornaments and other crafts. Given the above, an opportunity exists for the development of an arts and crafts, jewellery and ornament incubator, which could provide local crafters with valuable networking, skills transfer and training opportunities. It is recommended that this incubator be linked to the extended Tourism Information Centre. This will not only provide arts and craft manufacturers with workshop space to undertake their craft making, but would also allow visitors to the Information Centre the opportunity to see the manufacturing process and to buy some of the locally completed products.

In support of this Programme, the following Projects have been identified for implementation:

Project 1:	<i>Undertake audit of natural art & craft manufacturing skills</i>
Project 2:	<i>Establish art & crafts, jewellery and ornament incubator, exhibition and workshop stalls and curio shop linked to tourism information centre in Musina town</i>

The following facilitation aspects should also be addressed:

- Promote manufacturing of arts & crafts by local people, eg. gemstone ornaments & replica gold rhinos etc.
- Facilitate linkages between arts and crafts manufacturers and curio shops at Mapungubwe National Park, Tshipise resort & other private sector tourism facilities
- Facilitate access to arts & crafts skills training

5.6.5 Programme 5: Tourism support, training and skills development

The identification of projects and the development of attractions alone will not result in the successful development of Musina Municipality as tourist destination, but it is essential that certain ancillary activities take place in order to make the overall development of the Tourism industry in the Municipality a success. The purpose of this Programme is, therefore, to stimulate the provision of the supporting structures and the linkages required to enhance the local Tourism industry.

Central to the successful establishment and growth of the Tourism industry in the Municipality is the full dedication and commitment of all role-players and stakeholders towards a shared common goal. In this respect, it is imperative that cooperation and communication be promoted amongst members of the Musina Limpopo Valley Tourism Association. Members' interest has somewhat depleted, with only a few members attending meetings and most operators only marketing their facilities on their own. It is, therefore, necessary for the Municipality to facilitate the revitalisation, strengthening and effective operation of the Association, by ensuring that its members are committed to a focussed purpose directed at the joint promotion and marketing of Musina Municipality as a prime tourism destination.

Vital to the effective development of the Tourism industry in Musina Municipality is increased community awareness of the benefits the Industry holds in terms of employment and development opportunities. This awareness is also crucial in ensuring that the Municipality is perceived as a welcoming and friendly host. The stringent and effective conservation of the Municipality's natural and historical heritage and community awareness on issues of conservation should also be undertaken, in order to ensure that these resources remain viable attractions both for current and future generations.

Linked to the general lack of awareness of tourism opportunities and involvement in the Tourism industry by local communities in Musina Municipality is the deficiency in the provision of specialised training or enhanced skills development. It is important that access to appropriate and relevant training, which provide learners with the relevant practical skills and knowledge required to enter into the tourism market, is facilitated by

the Municipality. Practical training courses could include training of interpretation and tour guides, professional hunters, skimmers and trackers, as well as entrepreneur courses which equip local communities to develop SMME's in the development and management of tourism facilities, activities and services. In this regard, the Municipality should facilitate the development of mentorship programmes, whereby established commercial product owners and operators can assist in skills development related to the Tourism industry.

Development facilitation surrounding the following issues is required:

- Support revitalisation of Musina Limpopo Valley Tourism Association and ensure focussed purpose, effective operation and increased cooperation to strengthen the Association
- Undertake local tourism awareness campaigns and encourage community involvement in Tourism sector
- Ensure appropriate conservation of heritage sites eg. dinosaur footprint, rock art sites, Verdun Venda Ruins etc.
- Facilitate access to appropriate training, conservation programmes and accreditation for site guides, professional hunters, skimmers & trackers, emerging product owners & activity operators
- Facilitate mentorship programmes & skills transfer from commercial tourism sector to small entrepreneurs or operators

5.7 THRUST 5: MINING SECTOR EXPANSION, VALUE CHAIN DEVELOPMENT AND INTEGRATION

The purpose of this Thrust is to support the expansion of the Mining sector in the Municipality and to extend the value adding activities linked to the Mining industry through the establishment of up and downstream linkages.

South Africa is a world leader in the Mining industry and the country is internationally renowned for an abundance of mineral resources, accounting for a significant proportion of both world production and reserves. Limpopo Province is no exception, with the Mining sector remaining a valuable driver of the Province's economy.

Similarly, the Mining sector in Musina Municipality is responsible for nearly a third of the output of the local economy, which means that the economy is rather dependent on the Mining sector as a source of income generation. Despite this, the Mining sector only takes up approximately 4% of local employment. This is mainly due to the fact that the Mining industry in Musina Municipality is almost completely confined to the Venetia Diamond mine, with a few other small mining enterprises also occurring. It is, therefore, important that the ownership and labour intensity within this sector is improved through the development and expansion of the backward and forward linkages with other sectors of the economy. This is particularly necessary, as the existing Mining enterprises almost exclusively obtain their inputs from outside the boundaries of the Municipality.

The Programmes that form the basis of this Thrust are:

- | | |
|---------------------|---|
| Programme 1: | Expansion and diversification of mining activities |
| Programme 2: | Mining beneficiation and value chain linkages |
| Programme 3: | Mining development support, training and skills development |

5.7.1 Programme 1: Expansion and diversification of mining activities

As discussed above, the Mining industry in Musina Municipality is almost exclusively dependent on the diamond mining operations of Venetia Diamond mine, which forms part of the De Beers group. The intention of this Programme is, therefore, to stimulate the diversification and expansion of local mining activities into other avenues. The Programme is, furthermore, aimed at enabling mainly disadvantaged people in Musina Municipality to be partners and stakeholders in local mining development.

A number of mineral deposits occur in Musina Municipality, which include diamonds, coal, copper and magnesite and the possibility of exploiting these minerals for economic benefit should be investigated. Coal deposits in particular, which are spread along the northern regions of Musina Municipality, appear to be quite viable for mining, with consultations revealing that prospecting is already occurring in Weipe and the north-western parts of the Municipality and that the exploitation of these coal fields is imminent. Given this prospect, it is crucial that the Municipality sets the appropriate structures in

place in anticipation of these developments. The Municipality should also be actively involved in the promotion and marketing of these coal mining and other potential mining activities. In this regard, the Municipality should, in collaboration with the Department of Mineral Affairs and Energy, establish a database of land on which mineral potential and existing mineral rights exist. Through the use of this database, the Municipality would be able to more extensively market mining opportunities to potential investment. Owners of land with existing mineral rights should also be encouraged to commence mining activities. However, it should be noted that while the attraction of large scale mining operations is a long term process, it is necessary to lay the foundations for development in the immediate term.

Consultations with agricultural departments have revealed that water resources in the Municipality are particularly saline, which to some extent constrains agricultural development. This does, however, create other opportunities for the development of salt production, particularly given the climatic conditions of Musina Municipality, where hot and sunny days are common for large parts of the year. This opportunity should, therefore, be further investigated.

The mining of copper by the Messina Development Company ceased in 1991 as the further exploitation of copper was no longer found to be economically viable. Advancement in modern technology and the recent growth in the copper market, however, creates opportunities for the re-opening of the Copper Mine to be investigated. While this is not a function of the Municipality, the Municipality should encourage such investigations and support any initiatives in this regard.

Musina Municipality, also has significant deposits of minerals characterised as gemstones. The Vhembe Colour Stone Mining Women's Co-operative is currently involved in the prospecting, quarrying, sorting and stockpiling of these semi-precious stones. The opportunity thus exists for this project to be expanded or for further small-scale gemstone mining activities to take place in the Municipality. The Municipality should also encourage and support the beneficiation of these semi-precious stones, linked to the arts and crafts sector.

The following Project has been identified for implementation:

Project 1: *Undertake feasibility of developing small-scale salt production*

Actions requiring development facilitation in support of this Programme include:

- Market coal mining opportunities in the north western portions of the Municipality
- Entice & support investigation into mining potential of diamonds in the north western portions of the Municipality
- Entice & support investigation into mining potential of magnesite along the south eastern border of the Municipality
- Liase with DME to establish database of available land for mining development and encourage commencement of mining activities with existing mineral rights owners
- Encourage and support re-opening of Messina Copper Mine

- Ensure local representation in Vhembe District delegations attending annual mining summits at Provincial and National levels
- Provide support to expand gemstone & colour stone mining and beneficiation

5.7.2 Programme 2: Mining beneficiation and value chain linkages

This Programme is aimed at utilising the available mineral deposits mined in Musina Municipality as inputs into local beneficiation and processing activities. The purpose of this Programme is, furthermore, to ensure that the value chain is expanded up and downstream, that linkages with other sectors of the economy are strengthened, thereby increasing the local community benefit from the Mining sector.

As discussed above, the Mining industry in Musina Municipality is predominated by the presence of the Venetia Diamond mine. As this mine forms part of the De Beers Group, the largest majority of its inputs are sourced centrally, with local communities benefiting very little from its location in the Municipality, apart from the jobs created by the mine. It is, therefore, vital for the Municipality to be involved and ensure that it has input into the Social and Labour Plans of local mines. The Municipality should also ensure that these Plans are not only completed, but that the projects identified to benefit local communities are implemented. Local mines' procurement policies should also be evaluated and improvements to these policies should be negotiated on a continuous basis, thereby ensuring that local SMMEs and contractors are favoured above suppliers from outside the Municipality. This is also the case for any future mining activities, such as the anticipated coal mining operations.

Given that coal mining operations are likely to develop in Musina Municipality, it is imperative that the Municipality identifies SMME opportunities that may arise as a result of these mining activities in advance. In this respect, the Municipality should develop and support SMMEs related to the services required by mining enterprises, which could include catering SMMEs for canteens on the premises, cleaning service, transport, vehicle repairs etc. Product supplier SMMEs for products such as stationary, protective clothing, spare parts, tyres etc. should also be encouraged, with supplier contracts being negotiated with local mines.

It is also important that investment opportunities for the establishment of coal beneficiation industries is marketed and promoted in advance, ensuring that the Municipality capitalises on the full coal value chain, rather than seeing the coal being transported to areas outside of the Municipality for beneficiation. While beneficiation facilities such as washeries and operations involved in the sizing, crushing and screening of coal could potentially be developed on a smaller scale through local community initiatives or projects, the more intricate and technologically advanced processes of gravity separation and blending, as well as the production of coking coal for use in the steel industry would be more suited to larger established industries. These industries should, therefore, be made aware of the opportunities arising from the anticipated coal mining operations and should be enticed to establish these facilities locally. In this respect, the Tshikondeni Mine in Mutale Municipality, which is involved in coking coal production, could be engaged as a valuable source of knowledge and expertise.

In support of this Programme, the following Projects have been identified for implementation:

- | | |
|-------------------|--|
| Project 1: | <i>Undertake feasibility for establishing local brick-making from clay deposits in Madimbo and other areas</i> |
| Project 2: | <i>Identify and develop SMMEs that will be supported by anticipated coal mining operations and other local mines (eg. catering, transport, cleaning services etc.)</i> |

The following issues need to be addressed through development facilitation:

- | |
|--|
| <ul style="list-style-type: none">• Negotiate inputs into Social & Labour Plans of mines and facilitate its completion and implementation to ensure local benefit• Continually evaluate and negotiate local contracts/procurement procedures to favour local SMMEs in forward and backward linkages along the mining value chain• Market and promote investment opportunities for establishment of coal beneficiation facilities eg. washeries, sizing, crushing & screening, etc. in anticipation of coal mining activities |
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5.7.3 Programme 3: Mining development support, training and skills development

The expansion and growth of the Mining industry and particularly the increase in local benefit from these activities are largely dependent on potential mining entrepreneurs having the necessary knowledge and skills to become involved in the Mining sector. It is, therefore, important for the Municipality to continuously support these entrepreneurs and existing small-scale mines to ensure the successful development and expansion of their enterprises. In this regard, the Municipality should encourage and facilitate the development of mentorship programmes, whereby existing large mines provide small-scale mining operations with support, not only in the mineral extraction processes, but also in respect of understanding the mining legislation and obtaining the relevant licenses, as well as the day-to-day running and management of their enterprises.

Students and learners that are interested in the Mining sector should also be supported to become involved in the local Mining industry through appropriate training programmes and study bursaries. By negotiating support from existing and future mines in providing these programmes and bursaries, the Municipality will not only ensure better opportunities for local people benefiting from these programmes, but the mines could also benefit in that individuals with the appropriate skills and education would return to local mines for employment.

Consultations have also revealed that the Venetia Diamond mine is likely to expand its operations to underground mining around 2021. In anticipation of this expansion, which is likely to see approximately 370 additional employment opportunities created, together with the potential development of coal mining operations in Musina Municipality, it is vital that the Municipality facilitates the appropriate training of mining engineers and mine

workers in anticipation of the expansion of the local Mining sector. This could include, amongst others, skills related to basic geology and mineralogy, mining methods and mineral processing, safety and health.

Actions requiring facilitation in support of this Programme are:

- Facilitate & negotiate appropriate training programmes & study bursaries with existing and proposed mines for students interested in mining sector
- Facilitate training programmes with FET and appropriate training providers for mining engineers and mine workers in anticipation of future expansion of Venetia Mine and future coal mining in Weipe area
- Facilitate support & mentorship programmes between large mines and mining entrepreneurs

5.8 SUMMARY OF THRUSTS, PROGRAMMES AND PROJECTS

Having broadly described the aims of each Thrust and the specific Programmes required to ensure the successful implementation of each of these Thrusts, the following Table provides a summary of all the Strategic Thrusts, Programmes, Projects and Development Facilitation Actions developed as part of the Economic Framework presented by this Strategy.

Table 5.2 Thrusts and programmes

THRUST 1: BUSINESS EXPANSION AND SUPPORT	
PROGRAMMES	PROJECTS & DEVELOPMENT FACILITATION
Urban-based business expansion and new business development	PROJECTS <ul style="list-style-type: none"> ○ Establish Manufacturing incubator in Musina town to provide support, facilities and training for development of local manufacturers to supply local needs ○ Undertake poster campaign to entice business start-ups in projects identified by LED Strategy ○ Develop a database of informal businesses & develop informal trade strategy to identify trade zones, trade structures etc. ○ Undertake industrial demand study for development of small-scale industrial estates north of Musina town ○ Develop passenger shuttle SMME for transfers between international airports and local facilities ○ Develop a grocery purchase and delivery SMME to serve local facilities and households
	DEVELOPMENT FACILITATION <ul style="list-style-type: none"> ○ Develop local product & service provider database and distribute information to facilitate supplier-client linkages ○ Develop SMME grouping system/clustering along commodity supply chains to facilitate networking & information sharing ○ Provide support & facilitate development and effective operation of dedicated business chamber and industrial development forums
Market penetration, investment attraction and maximising strategic location benefit	PROJECTS <ul style="list-style-type: none"> ○ Undertake retail demand study to identify demand and specific needs & requirements in respect of retail and wholesale ○ Improve and increase road signage to villages, major attractions and facilities
	DEVELOPMENT FACILITATION <ul style="list-style-type: none"> ○ Investigate potential and promote opportunities for development of storage & distribution and transport hub to facilitate movement ○ Market economic nodes to attract retail, industrial, storage & distribution and wholesale enterprises ○ Facilitate competitive investment incentive packages and negotiate differential rates for industrial services/utilities in Musina town ○ Negotiate and facilitate expansion of fuel and servicing outlets with existing outlets ○ Investigate potential and promote opportunities for expansion of export service facilities

	PROJECTS
	<ul style="list-style-type: none"> ○ Establish local Business Support Centre in Nancefield for central access to different support agencies, support services, government support services, etc and facilitate mobile support services to Municipal satellite offices in Malale, Madimbo and Domboni Chief's Kraal ○ Establish recycling cooperative (compost, bottles, paper etc.) in Nancefield
Entrepreneurial business support, mentorship and skills development	DEVELOPMENT FACILITATION
	<ul style="list-style-type: none"> ○ Support and promote business visitation programme to support local emerging businesses in association with Business Support Centre ○ Promote training in business ownership and financial management skills through Business Support Centre ○ Support and promote the establishment of SETA learnership programmes in collaboration with Business Support Centre ○ Promote and support development of database of experienced mentors to support emerging entrepreneurs in association with Business Support Centre ○ Facilitate the expansion of flexible further learning centres and develop mobile learning facilities offering practical courses eg. home based sewing industries etc. ○ Facilitate access to improved practical & technical subjects at local schools in tourism, agriculture, SMME development and mining fields ○ Develop, expand, diversify and support NGO sector ○ Facilitate expansion of financial institution network into Nancefield and rural areas ○ Continually evaluate and update procurement policies of the Municipality to assist in the creation of local employment opportunities ○ Launch annual entrepreneur of the year competition and annually identify start-ups in tourism, SMME, agriculture and mining sectors as nominees
Improved mutual cooperation and development with Zimbabwe	DEVELOPMENT FACILITATION
	<ul style="list-style-type: none"> ○ Facilitate improved tourism friendliness and safety at Beitbridge border post ○ Support establishment of peripheral customs and immigration facilities at entrance gates of Transfrontier Park ○ Support twinning committees and ensure dedicated dual representation on development forums ○ Identify and develop shared twinning projects ○ Improve and promote neighbourliness and information sharing

THRUST 2: RURAL INTEGRATION	
PROGRAMMES	PROJECTS & DEVELOPMENT FACILITATION
Rural development and advancement	PROJECTS
	<ul style="list-style-type: none"> ○ Develop a one-stop business shop that provides courier & postal services and phone, fax and internet facilities in Madimbo ○ Create community support cooperatives in Madimbo, Malale and Domboni eg. car-pooling cooperative, local savings & credit cooperatives, rural finance schemes etc.
	DEVELOPMENT FACILITATION
	<ul style="list-style-type: none"> ○ Facilitate improved access to communications infrastructure in Domboni, Malale & Madimbo ○ Facilitate supply contracts between local producers and local institutions & establishments ○ Support and promote mobile services provided by Business Support Centre and government service sectors

Support for land claims beneficiaries	DEVELOPMENT FACILITATION
	<ul style="list-style-type: none"> ○ Liase with DLA, DOA & other land claim stakeholders for successful implementation of farming activities on land with agricultural potential under settled land claims and ensure continued monitoring, evaluation and support to ensure sustainability ○ Liase with DLA, DEAT, DEDET & other land claim stakeholders for successful implementation of tourism activities, game farming and hunting on land with tourism potential under settled land claims and ensure continued monitoring, evaluation and support to ensure sustainable practices (eg. MAFISA game loan scheme, etc.) ○ Liase with DLA, DME & other land claim stakeholders for successful implementation of mining activities on land with mineral deposits and mining potential under settled land claims and ensure continued monitoring, evaluation and support to ensure sustainable practices

THRUST 3: AGRICULTURAL PRODUCTION, VALUE CHAIN DEVELOPMENT AND INTEGRATION	
PROGRAMMES	PROJECTS & DEVELOPMENT FACILITATION
Agricultural production diversification and expansion	PROJECTS
	<ul style="list-style-type: none"> ○ Establish organic and/or hydroponic system for production of variety of perishable vegetables for tourism industry and local demand ○ Undertake feasibility for expanding production of melons & watermelons in Mopane and Nwanedi areas ○ Develop agri-villages in Nwanedi area ○ Expand game breeding and rearing through game loans and increase community benefit ○ Expand production of cattle and goats along eastern border of Municipality ○ Expand production of fodder (eg. Lucerne) in line with market demand ○ Undertake feasibility for expansion of cotton production around Weipe and other areas ○ Undertake feasibility for expansion of aquaculture (eg. fish, crocodiles; fresh water crayfish) production by emerging farmers and extension of aquaculture value chain linkages ○ Investigate potential for expansion of production of chillies, garlic, okra, peri-peri, herbs & spices etc. ○ Undertake feasibility for essential oil crop production ○ Establish agricultural demonstration and support centre providing skills, facilities, product improvement and development services for emerging farmers
	DEVELOPMENT FACILITATION
	<ul style="list-style-type: none"> ○ Promote conversion of livestock to productive and marketable breeds ○ Support revitalisation of irrigation scheme for production of dates and mangoes in Nwanedi ○ Support continued marketing and expansion of Spirulina production & investigation into diversification of end-products

<p>Agricultural value adding and agro-processing industrial development</p>	<p>PROJECTS</p>
	<ul style="list-style-type: none"> ○ Establish vegetable processing plant in Musina town ○ Establish abattoir, de-boning facility & meat processing plant for processing of local game, goats, cattle etc. in Musina town ○ Establish pet food processing from livestock within the red line ○ Revitalise date production and date liqueur project at Nwanedi ○ Establish chutney processing plant (mango, tomato etc.) ○ Establish jam processing plant (watermelon, tomato, pumpkin, orange marmalade etc.) ○ Establish orange & citrus processing plant (eg. orange juice, dried oranges for decorative purposes etc.) ○ Establish mango processing plant (eg. mango archar, mango juice, mango wine, dried mangoes etc.) ○ Establish local off-cut leather tannery & product manufacturing (bags, belts from cattle, game, crocodiles etc.) ○ Establish Mopani worm production facility and processing & packaging cooperative ○ Establish Marula fruit production, trade and processing (beer brewing, pulp, preserves, juice etc.) ○ Undertake feasibility for development of fermentation plant for processing of tomatoes & other biomass to produce bio-fuels
	<p>DEVELOPMENT FACILITATION</p>
<p>Emerging farmer support and agricultural service and product development</p>	<ul style="list-style-type: none"> ○ Provide support and assistance for development along red meat value chain ○ Support and promote livestock and game health initiatives related to foot-and-mouth disease in collaboration with neighbouring municipalities and countries ○ Facilitate public-private partnerships for development & expansion of agro-processing facilities
	<p>PROJECTS</p>
<ul style="list-style-type: none"> ○ Establish multi-faceted open trade market in Musina town for trade of fresh produce, livestock, meat etc. ○ Establish cooperative for hiring of agricultural implements, small-scale machines and other equipment linked to agricultural support centre ○ Develop refrigerated truck pooling SMME/cooperative for collection and distribution of local produce, linked to Thohoyandou fresh produce market and other markets in South Africa and neighbouring countries ○ Undertake feasibility for establishment of seedling nurseries ○ Establish local manufacturers of agricultural fertilisers & pesticides 	

	<p>DEVELOPMENT FACILITATION</p> <ul style="list-style-type: none"> ○ Undertake joint ventures with commercial farming enterprises to host agricultural open days/demonstrations ○ Liaise with DoA in development of local succession plans to entice youth involvement in farming activities and along agricultural value chain ○ Support cooperation amongst small-scale farmers to form and register cooperatives, in collaboration with LibSA & SEDA ○ Facilitate membership of local farmers with District & Provincial commodity associations ○ Facilitate access to seasonal and graduate level training (eg. agricultural research, management, etc.) ○ Facilitate the development of Women in Agriculture and Rural Development (WARD) committees to mobilise and capacitate women in agriculture ○ Support and promote CASP, LADEP, Landcare and Mafisa programmes of Limpopo DoA ○ Identify and nominate local people for DoA women/youth farmer of the year competitions ○ Facilitate development of mentorship programmes by commercial farmers
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THRUST 4: TOURISM DEVELOPMENT AND PROMOTION	
PROGRAMMES	PROJECTS & DEVELOPMENT FACILITATION
	<p>DEVELOPMENT FACILITATION</p> <ul style="list-style-type: none"> ○ Improve promotion & marketing of Mapungubwe Landscape as World Heritage Site and major tourism attraction ○ Support and facilitate relocation and local display of gold artefacts at Mapungubwe National Park ○ Support & encourage private sector efforts for packaging of products & activities and destination building around Mapungubwe Route ○ Support and facilitate completion of Transfrontier Park development ○ Support & market investment opportunities for development of facilities and activities not provided at Mapungubwe in Limpopo Valley conservancy and facilitate & negotiate increased community benefit
	<p>PROJECTS</p> <ul style="list-style-type: none"> ○ Undertake feasibility for establishment of farm stay/farm vacation developments for community benefit on private farms through PPPs ○ Undertake feasibility for development of adventure tourism activities and adventure route (eg. hot air ballooning, 4x4, hiking & horse trails, quad bike adventures etc.) on private land through PPPs ○ Undertake feasibility for special interest tourism development around dinosaur footprint near Pontdrift ○ Encourage and negotiate the development of mining museum and mining tours to Messina Copper Mine & Venetia Diamond Mine and develop related infrastructure ○ Establish information cairns along main routes to provide relevant information (eg. R572 next to Hill at Klein Bolayi)
Promotion of Mapungubwe & environs as tourism 'icon'	
Development of tourism assets, activities and themed routes	

	<p>DEVELOPMENT FACILITATION</p> <ul style="list-style-type: none"> ○ Promote investor opportunities for establishment of tourism facilities and services at Musina Nature Reserve ○ Encourage development of tourism facilities at Tollo Azime waterfall through joint ventures/PPPs ○ Facilitate & negotiate development of conservancy linking Honnet Nature Reserve to Greater KuduLand and Nwanedi Game Reserve, in collaboration with Mutale Municipality ○ Support packaging of local attractions to develop special interest routes and integrate into existing regional route initiatives eg. Limpopo Rock Art route & Footsteps of the Ancestors route
<p>Destination building, marketing and branding</p>	<p>PROJECTS</p> <ul style="list-style-type: none"> ○ Develop comprehensive tourism marketing plan in association with tourism role-players/management bodies ○ Develop map & brochures of local tourism facilities and attractions ○ Upgrade & expand tourism information centre to include attractive and up-to date displays and relevant information <p>DEVELOPMENT FACILITATION</p> <ul style="list-style-type: none"> ○ Launch special tourism and heritage events programme eg. game/baobab festival, rock art site events, cultural festivals etc. ○ Facilitate upgrade of golf course and develop golf and game experiences linked to Provincial golf events ○ Promote and improve annual Two Countries Marathon and other sporting events ○ Facilitate grading of accommodation facilities & inclusion of facilities on accommodation databases ○ Promote developments at Maeremani Conservation area & include as attraction as part of destination building programme ○ Promote private sector hunting, wild dog viewing & game drives as package of activities ○ Ensure representation of local products & activities as part of marketing campaigns & advertising undertaken by Vhembe District ○ Organise familiarisation tours/press tours (travel writers, TV & radio) ○ Promote package of local attractions and activities as special heritage tour package to tour operators and agencies ○ Establish links between local tourism database and Limpopo E-platform ○ Facilitate clean-up drives along major routes, improved road accessibility and roll-out of tourism safety plans to ensure tourism-friendliness of Municipality ○ Facilitate, support and promote establishment of scheduled flight service to Musina
<p>Arts & crafts manufacturing, retail and skills development</p>	<p>PROJECTS</p> <ul style="list-style-type: none"> ○ Undertake audit of natural art & craft manufacturing skills ○ Establish art & crafts, jewellery and ornament incubator, exhibition and workshop stalls and curio shop linked to tourism information centre in Musina town <p>DEVELOPMENT FACILITATION</p> <ul style="list-style-type: none"> ○ Promote manufacturing of arts & crafts by local people, eg. gemstone ornaments & replica gold rhinos etc. ○ Facilitate linkages between arts and crafts manufacturers and curio shops at Mapungubwe National Park, Tshipise resort & other private sector tourism facilities ○ Facilitate access to arts & crafts skills training

Tourism support, training & skills development	DEVELOPMENT FACILITATION
	<ul style="list-style-type: none"> ○ Support revitalisation of Musina Limpopo Valley Tourism Association and ensure focussed purpose, effective operation and increased cooperation to strengthen the Association ○ Undertake local tourism awareness campaigns and encourage community involvement in Tourism sector ○ Ensure appropriate conservation of heritage sites eg. dinosaur footprint, rock art sites, Verdun Venda Ruins etc. ○ Facilitate access to appropriate training, conservation programmes and accreditation for site guides, professional hunters, skimmers & trackers, emerging product owners & activity operators ○ Facilitate mentorship programmes & skills transfer from commercial tourism sector to small entrepreneurs or operators

THRUST 5: MINING SECTOR EXPANSION, VALUE CHAIN DEVELOPMENT AND INTEGRATION	
PROGRAMMES	PROJECTS & DEVELOPMENT FACILITATION
Expansion and diversification of mining activities	PROJECTS
	<ul style="list-style-type: none"> ○ Undertake feasibility of developing small-scale salt production
	DEVELOPMENT FACILITATION
Mining beneficiation and value chain linkages	PROJECTS
	<ul style="list-style-type: none"> ○ Undertake feasibility for establishing local brick-making from clay deposits in Madimbo and other areas ○ Identify and develop SMMEs that will be supported by anticipated coal mining operations and other local mines (eg. catering, transport, cleaning services etc.)
	DEVELOPMENT FACILITATION
	<ul style="list-style-type: none"> ○ Negotiate inputs into Social & Labour Plans of mines and facilitate its completion and implementation to ensure local benefit ○ Continually evaluate and negotiate local contracts/procurement procedures to favour local SMMEs in forward and backward linkages along the mining value chain ○ Market and promote investment opportunities for establishment of coal beneficiation facilities eg. washeries, sizing, crushing & screening, etc. in anticipation of coal mining activities

DEVELOPMENT FACILITATION	
Mining development support, training and skills development	<ul style="list-style-type: none">○ Facilitate & negotiate appropriate training programmes & study bursaries with existing and proposed mines for students interested in mining sector○ Facilitate training programmes with FET and appropriate training providers for mining engineers and mine workers in anticipation of future expansion of Venetia Mine and future coal mining in Weipe area○ Facilitate support & mentorship programmes between large mines and mining entrepreneurs