

MUSINA LOCAL MUNICIPALITY

LOCAL ECONOMIC DEVELOPMENT STRATEGY

SECTION SIX IMPLEMENTATION GUIDELINES

This Section provides recommendations on the most efficient management structure of the local LED unit. This Section also provides guidelines for the implementation of priority focus areas and sets out a monitoring and evaluation plan designed to track the progress of economic development in Musina Municipality.

PREPARED BY:



CONTACT PERSON:

Mrs N. Churr

TEL:

012-430 2888

FAX:

012 430 2979

EMAIL:

nanja@kayamandi.com

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PREPARED FOR:



**KAYAMANDI DEVELOPMENT SERVICES (PTY) LTD,
P.O. Box 13359, HATFIELD, 0028**

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SECTION 6: IMPLEMENTATION GUIDELINES

6.1 INTRODUCTION

In order to ensure that the economic capacity of the Municipality is continually enhanced, thereby ensuring the creation of job opportunities and improvements to the quality of life of the people of Musina Municipality, it is imperative that the importance of local economic development is recognised and that the Municipality plays an increasingly pro-active role in promoting local economic development in its area of jurisdiction. The Municipality should, therefore, take responsibility for actively growing the economy.

To achieve this, it is essential that the Municipality plans for and successfully implements this LED Strategy and the recommendations made therein. This can only be achieved if effective and structured institutional arrangements are in place through which the implementation of the LED Strategy can be guided. The purpose of this Section is, therefore, to analyse the existing institutional framework of the Municipality through which local economic development is currently taking place and to make recommendations on the most efficient management structures suited to the successful implementation of this Strategy.

This Strategy also identifies the highest priority focus areas which require implementation in the immediate to short term, in order to kick-start local economic development in Musina Municipality. This Section, therefore, also sets out the highest priority focus areas, together with a set of implementation guidelines for each.

It is also imperative that the Municipality continually monitors the progress made in respect of implementing the LED Strategy, while at the same time constantly evaluating how the implementation process can be improved to achieve better results. Therefore, this Section also sets out a Monitoring and Evaluation Plan that can assist the Municipality in tracking the achievement of its local economic development goals.

6.2 INSTITUTIONAL FRAMEWORK

The formation of efficient institutional arrangements tasked with local economic development is key to the effective planning and implementation of this LED Strategy. Institutional arrangements refer to the range of organisations, structures and networks through which local economic development can be coordinated, managed, implemented and monitored. It is, therefore, imperative that the appropriate institutional arrangements are created in Musina Municipality to ensure that the Municipality meets its developmental goals. It is also essential that the roles and responsibilities of the institution in respect of local economic development are clearly defined, as deficiencies in this regard, together with the malfunctioning of such institutions, often cause failures in the proper implementation of programmes and projects.

This sub-section is, therefore, aimed at setting out the legislative background against which Municipalities are tasked to implement local economic development in their areas of jurisdiction and the roles and responsibilities of Musina Municipality in respect of local economic development. This sub-section, furthermore, analyses the existing institutional framework and makes recommendations on the most appropriate institutional framework for Musina Municipality in respect of its LED unit.

6.2.1 Municipal roles and responsibilities

Local economic development is not a once-off event, but is rather an ongoing process. It is also not a stand-alone initiative, but requires a holistic approach that incorporates the full spectrum of and all stakeholders in the economy, including all levels of government. In this respect, all spheres of government are responsible for the facilitation and coordination of LED initiatives in their respective areas of jurisdiction. Nonetheless, local municipalities remain the key implementation agencies of government and, therefore, play a significant role in local economic development.

According to Section 152 of the Constitution, a Municipality must strive, within its financial and administrative capacity, to achieve the following objectives of local government:

- To provide democratic and accountable government for local government and local communities;
- To ensure the provision of services to communities in a sustainable manner;
- To promote social and economic development;
- To promote a safe and healthy environment; and
- To encourage the involvement of communities and community organisations in the matters of local government.

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Against this background, the roles and responsibilities of local municipalities in terms of local economic development are to:

- Ensure that social and economic development is prioritised within the IDP;
- Conduct local economic regeneration studies as part of the IDPs;
- Establish capacity within the Municipality;
- Establish an LED Forum within the community;
- Build and maintain an economic database to inform decisions;
- Identify and market new economic opportunities;
- Create an enabling environment for local businesses;
- Improve the quality of life of people;
- Develop an understanding and communicate the complex local relations, limitations and advantages of LED to key role-players;
- Network with key role-players;
- Motivate and support individuals;
- Mobilise civil society to participate in LED;
- Establish sector linkages.

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As the key implementation agencies of government, municipalities need to play a connector role in respect of local economic development, whereby they draw on the resources that are available through a range of different government support instruments, to the benefit of their areas of jurisdiction and local communities. Examples of support from which municipalities can benefit in relation to local economic development include, amongst others, the utilisation of support provided by the various SETAs in addressing skills development and the engagement of SEDA in providing assistance with regard to the retention and growth of enterprises in their area. Besides government support programmes, a number of non-government initiatives also exists through which municipalities can gain support and access to specific resources. In this respect, efficient, functioning and representative NGOs should also be encouraged to organise, stimulate and represent the interests of different sections of the population, especially those most at risk of being marginalized and excluded. In this way, municipality is always at the centre of real dialogue in which all relevant stakeholders are actively present to stimulate and grow the local economy.

As discussed above, local economic development should also not be viewed only as a short-term, once-off programme, but it should be understood that everything the municipality does impacts on the local economy. For example, procurement policies can be structured to address the use of local labour and infrastructure development must be structured in such way that it positively affects the development and growth of the local economy, whatever its primary purpose.

LED is not about municipalities financing small local projects from the public purse, nor is it about municipal officials trying to run or manage such projects. The function of municipalities is rather to make individuals aware of the opportunities available and to support them in establishing and growing their enterprises. In implementing specific LED projects, it is therefore important that projects are managed by the beneficiaries and stakeholders directly involved in these projects and that these projects are run as viable businesses that are registered as cooperatives or companies. The role of the Municipality should then be to directly and actively work to stimulate the local economy, to improve the understanding of local economic development by local populations, to promote the opportunities created in the local economy and to promote local community involvement in taking up the opportunities present. In order to achieve this, the Municipality should ensure the development of focused sectoral committees as sub-structures of the LED forum, aimed at identifying and exploiting the local competitive advantages. These committees will also allow networking and information sharing opportunities to the benefit of all stakeholders involved. The Municipality must also encourage and support the strengthening of chambers of commerce and other business oriented bodies, including business development services.

6.2.2 Existing institutional framework

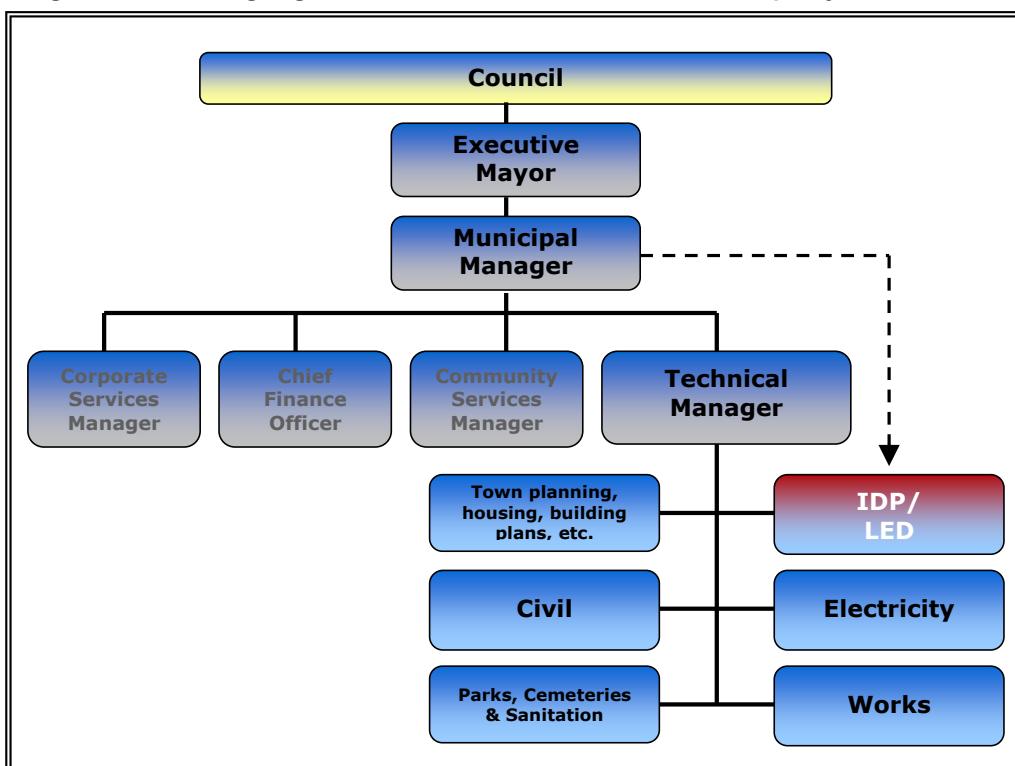
As discussed above, the formation of efficient institutional structures or organisations are key to the successful management and implementation of its local economic development strategies, in order to improve the quality of life for its people. It is, therefore, essential

that the institutional structures within which local economic development in Musina Municipality is undertaken is reviewed.

At present, the tasks of the LED unit of the Municipality is shared with that of IDP, with a single manager being appointed to head both these sections. Furthermore, no additional staff is provided for within this joined unit, leaving the responsibility for all activities related to both LED and IDP, including administration, planning, management, implementation etc. to the section Manager. This to a large extent dilutes the ability of the LED unit to function effectively and to implement LED programmes and projects, as attention is not focused solely on the planning and implementation of local economic development, but is rather divided between two very different functions and only one person responsible to undertake the whole range of responsibilities. In this respect, consultations with local stakeholders have revealed a feeling that the LED unit is not functioning properly and not providing local communities with enough support and backing to effectively grow their economic enterprises.

The Diagram below sets out the existing organisational structure of Musina Municipality as it pertains to the LED Unit.

Diagram 6.1 Existing organisational structure of Musina Municipality LED Unit



The following summarises the roles and responsibilities of the IDP/LED section head:

- | *Planning and management of activities of section to ensure delivery of IDP and LED:*
 - This includes the identification of service delivery needs and making recommendations with regard to the necessary changes in to service delivery.
- | *Development of sectional vision and strategy and ensuring implementation:*
 - As part of his key results area the section head is to conduct surveys and undertake consultation to identify customer needs;
 - The IDP/LED section head should contribute to the organisational strategic plan, assist the manager in drafting a business plan for the section and develop an action plan for the section;
 - The Strategy and progress on the action plan needs to be communicated through articles for internal or local newsletters and the press;
 - The implementation of monitoring systems for the progress of action plans should be developed and progress should be reported to the Technical Manager;
 - Representation and participation by the section in local, district, provincial and public meetings and committees.
- | *Training:*
 - This includes the coordination of activities and measuring progress or learners allocated to the section, as well as implementation of actions to align performance and behaviour standards of learners.
- | *Planning and management of utilisation of resources in order to perform activities:*
 - Determining and allocating resources to meet priorities and the development of sectional capital and operational budgets;
 - Managing, monitoring and reporting on expenditure and recommending adjustments in terms of budget allocations;
 - Raising requisitions and orders for procurement purchases.
- | *Development and monitoring of systems, policies, procedures and processes to ensure correct working operations and practices:*
 - Recommending policies appropriate for the section, writing new or revising existing procedures to guide activities of the section and designing proposals to Council to optimise systems and processes;
 - Monitoring legal requirements and government reporting regulations and making recommendations as to the implementation or amendment of systems, policies, procedures and processes to ensure adherence to safety and legal requirements;
 - Compiling reports and statistics on relevant activities and advising management, the Council and the Municipal Manager on aspects related to the section.

- | *Managing and coordinating IDP/Performance Management System related activities:*
 - Preparing and communicating the Process Plan to ensure understanding of the Phases and activities and managing and coordinating the development and implementation of the IDP/PMS review processes;
 - Facilitating processes to ensure participation, involvement and report-back of relevant departments and setting up systems for community and stakeholder participation;
 - Responding to comments on the IDP/PMS and ensuring proper documentation of all phases of the process;
 - Developing reports for reporting progress on implementation;
 - Managing and coordinating the development and maintenance of a statistical database of baseline and other information;
 - Coordinating and linking SME initiatives with resources for development;
 - Managing and coordinating the capacity building of communities/ward committees on council related activities.
- | *Managing and coordinating local economic and social development activities:*
 - Undertaking direct economic and social development planning activities for the Musina Municipal area and liaising with provincial and national bodies to provide feedback and influence decisions on local economic and social development issues;
 - Evaluating the impact of implemented economic and social development or contracting to obtain services;
 - Planning and coordinating fund raising for special projects and managing grants and drafting reports to report on expenditure;
 - Negotiating with industry representatives and agencies for support;
 - Formulating, writing and presenting Business Plans for prospective funding of projects.
- | *Performing strategic development and performance management activities:*
 - Conducting performance reviews;
 - Collecting, analysing and integrating baseline information;
 - Monitoring and evaluating the IDP/PMS implementation process and reporting.
- | *Performing client and public service functions:*
 - Answering queries regarding activities.

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As can be seen from the above, the roles and responsibilities of the IDP/LED section head are numerous and quite varied. As discussed above, this results in divided attention being given to local economic development. Furthermore, the IDP/LED job description indicates that only 15% of the Manager's time is to be spent on the management and coordination of local economic and social development activities, which again results in not enough attention being given to the Municipalities developmental mandate.

The IDP/LED section of the Municipality currently falls under the Municipal Manager's office. Nonetheless, its operations are coordinated by and is reported to the Technical Manager. The Technical Manager is also currently responsible for six sections, ranging

from planning and LED to the delivery of physical infrastructure and services. This again results in diluted focus being placed on local economic development.

6.2.3 Proposed institutional framework

The purpose of this sub-section is to set out the viable institutional arrangement options available to Musina Municipality. The institutional arrangements provided in this sub-section gives recommendations on the restructuring possibilities for the LED unit itself, as well as giving an indication of other implementation options and the existing support agencies which could be engaged by Musina Municipality to support its local economic development efforts.

In undertaking local economic development, it is essential that LED activities are not only planned for and managed, but that the programmes and projects that are identified are successfully implemented in order to ensure the optimal stimulation of economic development, job creation, poverty alleviation, SMME development and the improvement of quality of life. It is, therefore, necessary for the implementation of the development programmes to take place in an effective, efficient and sustainable manner. This requires several actions to be taken by key role-players, which include the need to:

- | Establish and capacitate the Local Municipality's LED unit to operate and function effectively before commencing the implementation of LED Programmes and Projects. This includes ensuring that all people employed within the LED unit have the relevant experience and skills to ensure the effective management and implementation of LED initiatives;
- | Start local economic development by facilitating the successful development and implementation of the Programmes and Projects that will have the quickest anticipated impact on job creation, poverty alleviation, BEE, SMME development, etc., followed by those with a medium and long term effect;
- | Set reasonable timeframes and keep monthly/weekly track records to effectively evaluate the progress of all necessary actions;
- | Have one of the members of council focused exclusively on local economic development and its implementation;
- | Ensure balanced economic development by adopting an integrated, holistic, coordinated and diverse developmental focus;
- | Focus on the stimulation of economic development and empowerment of local people at the same time;
- | Ensure that all necessary financial sources, equipment, human resources, etc. are in place and available prior to starting with the implementation of a Programme and/or Project;
- | Utilise external experts in drafting project business plans and conducting feasibility studies and utilise expert networking to obtain sufficient funding sources;
- | Ensure that the implementation of projects are executed by local people and not through imported labour; and
- | Utilise the other sectors of the economy, such as the Mining sector, as economic catalysts for stimulating development across all sectors of the local economy.

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As indicated above, it is imperative that the capacity of the LED unit and any shortcomings in this respect is addressed at the outset, to ensure the efficient implementation of this Strategy. The capacity of any LED unit is dependent on its staffing levels, the levels of skills possessed by appointed staff, the available budget for the operation of the unit and for the implementation of projects, the commitment on the part of the Municipality and the presence of the necessary facilities to effectively complete its tasks.

In order to successfully undertake local economic development, from the planning phases through to the implementation of specifically identified projects, it is essential that LED institutions are operational both at Programme and Project level. Programme level institutions refer to institutions tasked with coordinating development initiatives, while Project level institutions have a defined task, budget and timeframe. In this respect, the LED unit would act as a Programme level institution. Programme level institutions could, however, also include the development of institutions aimed at creating public involvement in the community, such as partnerships and forums. The use of ancillary institutions should not constrain the function of the Municipal level institutions, but should be utilised in such a way that implementation activities are aligned and timed with the activities of the Municipal institutions.

As discussed above, Programme level institutions are required to take responsibility for the coordination and management of the LED programme as a whole, coordinating the actions of and efficient communication between relevant stakeholders, thereby effectively acting as the driving force behind development. Programme level institutions should also undertake the identification and mobilisation of resources necessary to ensure the effective planning and implementation of local economic development, facilitate improved participation and input at community level and build the capacity of stakeholders to fulfil their individual functions. Furthermore, Programme level institutions are responsible for selecting the appropriate Project level institutions to carry out the implementation of individual projects related to the various LED programmes.

LED projects may be managed and driven through a number of different institutions, where the Municipality plays a less direct role. The Municipality should therefore seek to coordinate various project initiatives by drawing them together into a coherent LED Programme for the area. It is also important that both Programme level and Project level institutions are developed to interact with the Municipality's LED unit, in order to facilitate the implementation of the LED Strategy programmes. However, while Project level institutions can comprise institutional arrangements outside of the Municipality, it should be stressed at the outset that Municipalities remain politically accountable for LED and cannot delegate political responsibility to other institutions. Furthermore, Municipalities also remain responsible for public funds, even if projects are delegated to Project level institutions, such as a Section 21 Company or a Community Trust.

Given the large variety of projects that could be implemented as part of local economic development, it is impossible to provide details of specific institutional arrangements for each project. However, certain aspects are characteristic of successful Project level institutions, regardless of the projects they are involved in. These general characteristics

are listed under Alternative 2: Outsourcing projects for implementation, as discussed below.

Proposed management structure of LED unit

The LED unit of Musina Municipality can not operate in isolation from the organisational structure of the Municipality, or even from Vhembe District, as it is essential that a coordinated and cooperative approach is followed in facilitating local economic development and implementing LED projects at both a municipal and district level. The role of the District is to identify specific anchor projects, aimed at having a major impact on the economy of the District as a whole, while Local Municipalities should identify and implement smaller projects which would have a more local impact.

It is also important that local municipalities support the development of projects identified on a district level, but that fall within the municipality's boundaries, as these projects, if successfully implemented, will have a direct impact on the local economy. In this respect, it is essential that Musina Municipality supports the priority Programmes identified in the Vhembe District LED, 2006, as well as specific projects such as the Footsteps of the Ancestors Route, given that it also covers attractions in Musina Municipality.

It is important to understand how Musina Municipality fits into the larger organisational structure of Vhembe District and what its role is within this structure. The Vhembe District LED (2005) indicated that the lack of staffing and the capacity of municipal level LED units hamper the effective communication and the coordination of activities between the District and the local municipalities. In order to integrate the actions of the local municipalities' LED units, the Vhembe District LED recommended that the District LED unit be based in the District, directly under the District Manager, with local municipalities forming LED committees that could participate in the implementation of LED projects. It was suggested that this would allow the District LED unit to assume a coordinating role, particularly at Programme level and to manage LED Programmes more effectively.

In order to not only implement the projects identified on a District level, but also to identify and successfully implement local projects, it is vital that the current capacity of the Musina Municipality's LED unit be improved, particularly given the lacking staff levels and shared IDP functions of the Unit. Therefore, two management structures, aimed at successfully implementing the LED Strategy Programmes and Projects as identified in the previous Section and the fulfilment of the abovementioned functions of the Musina Municipality's LED unit, are suggested for Musina Municipality. These arrangements involve either the strengthening of the Municipality's LED unit for implementation, or outsourcing the implementation of LED projects.

Alternative 1: Strengthening Musina Municipality's LED Unit for implementation

The strengthening of Musina Municipality's LED unit is vital, as the limited capacity of Local Municipalities in terms of both financial and human resources is often the biggest challenge. In strengthening the Municipality's LED Unit, it is essential that the number of staff is increased to allow the LED Unit to effectively function. It is, however, not sufficient to only increase the number of personnel that is employed, but also that the right

personnel with the appropriate qualifications, experience and training is appointed. In this regard, it may be necessary for staff appointed to the LED Unit to undergo specific LED training. This training could include aspects such as the economic theories that underlie local economic development, basic concepts and influences on economies, procedures related to LED, undertaking situational analyses to understand the socio-economic and economic profiles of the Municipality, identifying opportunities and constraints, converting opportunities and constraints into programmes and viable projects, compiling feasibility studies, gaining access to capital and funding, implementing the LED Strategy, Programmes and Projects, monitoring and evaluating the progress, etc.

It is also necessary for the LED unit's financial capacity to be improved. Currently, just more than R160,000 is budgeted for the implementation of LED projects. This budget is quite limited, constraining the Municipality's ability to implement viable projects that are able to make a lasting difference in the local economy.

As is indicated above, the LED unit of Musina Municipality is currently reporting to the technical manager, with the LED unit consisting of a single section manager who is responsible for both LED and IDP and for the full range of activities related to these functions, including administration, planning, management and implementation. In this respect, consultations with municipal officials have revealed that the Municipality envisages the formation of a new management position that falls directly under the Municipal Manager's office and on the same level as the Technical Manager. This position would be that of Planning and Development Manager, who will be responsible for LED, IDP, Town Planning and other core planning functions yet to be determined. It is envisaged that this position will be approved and filled in the next financial year.

Under this new Head of Department position that is to be established, it is recommended that an appropriate and dedicated LED manager position be created, to ensure the necessary focus required in successfully planning, managing and implementing the Programmes and Projects of the LED Strategy. The responsibilities of the LED Manager would entail functions such as:

- Attending of sector meeting, Provincial department and District meetings pertaining to LED;
- The general running of LED the unit;
- Assessment and performance management of LED staff;
- Reporting to the Planning and Development Manager and the Council;
- Ensuring that no discrepancies occur in budget expenditures;
- Management of LED projects;
- Strategic planning and management of the LED Strategy and its various Programmes;
- Marketing and promotion of the LED Strategy and the projects/opportunities identified in the Strategy;
- Ensuring that the LED plan is implemented;
- Ensuring coordination between various economic sectors in the Municipality and public participation in LED matters;
- Ensuring the continued and sustainable development of the local economic development;

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- Ensuring that development facilitation is undertaken effectively;
- Mentoring of LED learners;
- Supporting and facilitating access to training for SMMEs; and
- Advising and assessing the economic impact of municipal activities and LED projects.

It is also important that specific responsibilities and tasks focussing on a single area of LED are assigned to specific posts/personnel. It is therefore necessary for an LED Officer position to be created, which will be tasked with the more detailed planning, project identification and feasibility assessment activities of the LED unit. Functions of the LED Officer would therefore entail:

- Reporting to LED manager;
- Assessment of economic ideas affecting the local economy;
- Planning for local economic development;
- Management of business, agricultural, tourism and mining sub-sections of LED;
- Development and review of sector plans for each sub-section;
- Marketing of SMME, agricultural, tourism and mining opportunities;
- Identification of priority Programmes and Projects; and
- Undertaking feasibility studies for identified projects.

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While this option is focussed on strengthening the Municipality's LED Unit to undertake all aspects of implementing the LED Strategy, it does not preclude feasibilities from being outsourced to external consultants and professionals, with the LED Unit again picking up the implementation responsibilities after completion of the feasibilities.

It is also important that a specific role for the implementation of projects be created within the LED Unit, to ensure that LED initiatives do not remain only Strategies and identified projects, but are followed through onto the ground. In this respect, it is considered ideal that the functions of the LED Unit should be separated between the overall management and planning of LED initiatives in the Municipality and the focussed implementation of specific projects. This will, however, require than an additional post be created for an LED facilitator. However, it is envisaged that, given the central concentration of economic activities around Musina town, the implementation responsibilities could be delegated to the LED Officer and overseen by the LED Manager in the short term, with a dedicated LED facilitator position being created in the long term, as the need arises. Alternatively, the implementation of projects could be outsourced to implementing agents, as discussed in Alternative 2 below.

The functions of the LED Facilitator would entail the focussed management and implementation of specific projects, including the targeting of support agencies and funding sources, the development of the required infrastructure, the promotion of feasible projects to private sector stakeholders and funding institutions, the identification of stakeholders and partners, the identification of suitable locations and infrastructure to support projects, the appointment of specialists if required, facilitating access to training, etc. The main purpose of the LED Facilitator is to ensure that projects are completed successfully and speedily.

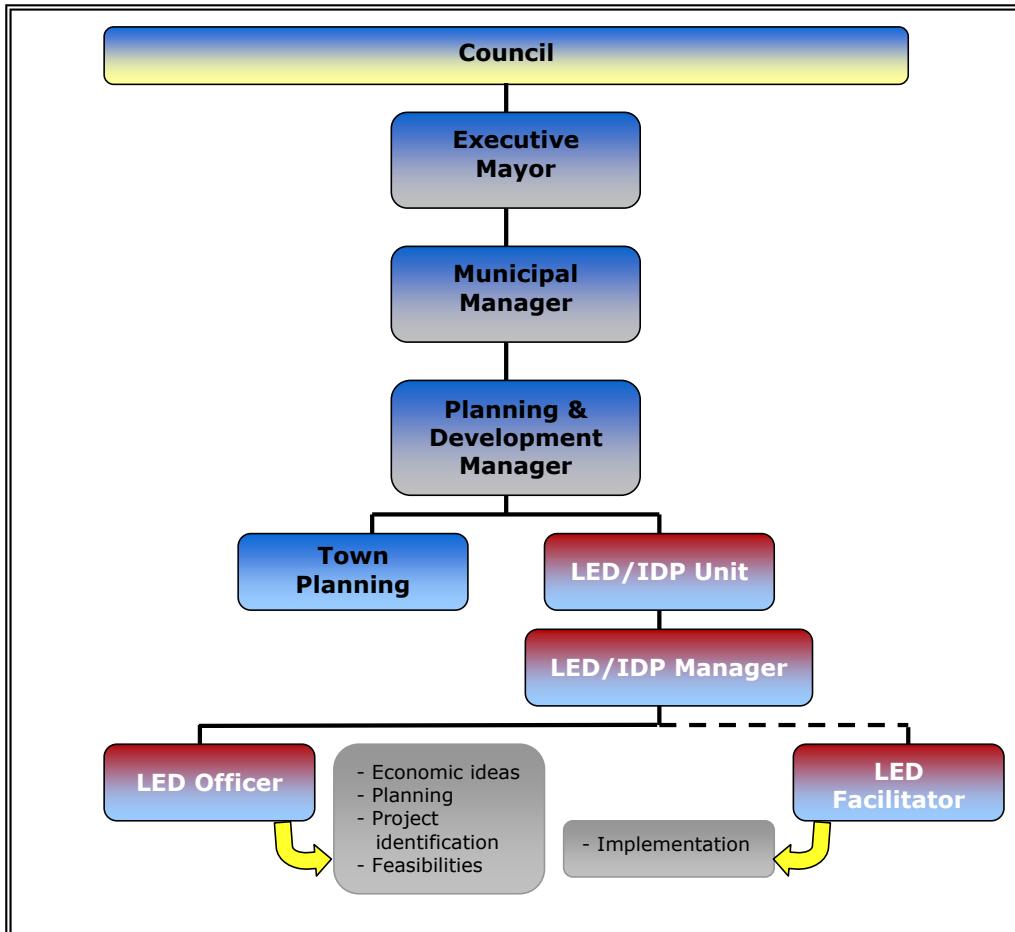
The strengthened LED Unit will be responsible for all necessary LED functions and activities, with the primary tasks and activities to be undertaken by the LED Unit including:

- | Developing a specific roles and responsibilities reference framework for all-stakeholders involved in LED in Musina Municipality;
- | Facilitating local economic development within the Municipality;
- | Integrating and coordinating LED initiatives on all levels of government and through external institutions;
- | Establishing networking opportunities; and
- | Implementing LED initiatives.

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The following Diagram sets out the proposed internal management structure of the LED unit for the implementation of LED initiatives in Musina Municipality.

Diagram 6.2 Proposed management structure for the Musina Municipality LED Unit



Alternative 2: Outsourcing projects for implementation

As discussed above, a second interim alternative aimed at overcoming the limitations of the current LED unit in terms of budgetary and capacity constraints, entails the outsourcing of the projects for implementation by separate implementing agencies. By following this approach, the LED Unit will assume a more coordinating role, particularly at Programme level, concentrating its efforts on the identification of LED Programmes and Projects, the prioritisation thereof and the planning for local economic development. Through this approach, the implementation of specifically identified projects is put out to tender, as is currently happening in a number of municipalities. This moves the time consuming responsibilities of conducting feasibilities, marketing the projects, sourcing financing and investors, as well as facilitating training and capacity building of participants to the implementing agencies. With the existing LED budget, one to two projects can successfully be outsourced or implemented by the Municipality.

As discussed above, certain aspects are characteristic of successful Project level institutions. It is essential that these characteristics are actively sought in the institutions to which tenders are awarded for the implementation of LED Projects. The implementers appointed should:

- Be capable of producing results;
- Have sufficient staff capacity to implement the project efficiently and effectively;
- Be able to mobilise sufficient finance and human resources for the project;
- Be able to transfer skills from any outside agents involved to the Municipality and community members to build in-house capacity where applicable;
- Match LED objectives and strategies of the project;
- Inspire confidence among the stakeholders;
- Be able to minimise the potential liability of the LED programme institution, the Municipality and other stakeholders if the project experiences problems; and
- Monitor the progress of the project and satisfy the requirements of government legislation and commercial law.

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It is also important that the implementers appointed contribute to the building of in-house capacity in the medium and long term, thereby ensuring that the Municipality will eventually be able to implement projects on their own. This can be achieved by involving the LED unit in the hands-on implementing process of projects from start to completion, allowing the transfer of skills to officials in the LED unit. This almost 'on-the-job' training approach could include training related to:

- Identification of local people to become involved in ownership of projects;
- Undertaking strategic workshops to engage relevant project stakeholders;
- Negotiating with communities, tribal authorities (where applicable), land owners etc. in finalising ownership;
- Putting projects out to tender by advertising and promoting opportunities for development of projects and evaluating tenders;
- Finding ways to obtain and secure start-up capital;
- Utilising feasibility studies to market project to potential funders;

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- Submitting applications for funding;
- Developing detailed business plans;
- Determining requirements in terms of location, such as licensing and rental;
- Determining infrastructure needs of project;
- Obtaining quotes for costs and appointing specialists;
- Finalising legal requirements/registration related to management of projects;
- Appointing appropriately skilled staff and developing suitable job descriptions;
- Identifying training and technical needs of members and sourcing appropriate training;
- Identifying appropriate training sources and sourcing training;
- Drawing up detailed marketing plans;
- Determining the market;
- Developing and implementing efficient financial and accounting systems;
- Undertaking progress and performance monitoring;
- Providing ongoing support and mentorship, etc.

In view of the lacking capacity of Musina Municipality's LED unit to effectively implement the LED Strategy and the Programmes and Projects identified as part thereof, as discussed above, it is recommended that the LED unit be strengthened as a first priority, in accordance with the proposed management structure set out in Alternative 1 above. However, in the short term, it is recommended that the LED unit only comprise a LED Manager and LED Officer, sharing the responsibilities of implementing LED Programmes and Projects, with a further post for a LED Facilitator only being created in the long term, as the need arises. Alternatively, it is suggested that the Municipality could, as an interim measure, outsource the implementation of projects to an appropriate implementing agency.

Strengthening the LED Forum

In undertaking local economic development, the Municipality should make use of external support mechanisms, such as establishing linkages beyond the Municipality as part of working with a wider group of stakeholders to advance local economic development in the Municipality. One such mechanism is to establish a dedicated LED forum, which comprises the full spectrum of local stakeholders, including all sectors of the economy, relevant departments and local communities. Despite some efforts to consult with communities, there is a widespread perception of a top-down approach by municipalities, a lack of involvement of traditional authorities (where applicable), and associated with this, a lack of commitment by communities to what they see as government projects, not their own. LED forums can, therefore, assist in increasing involvement and community ownership of LED initiatives, by sharing the 'vision' of the desired state with local communities. This ensures that all players, and not only those at the centre of planning and managing initiatives, can see how they fit into the process, see how they can benefit from being involved in LED and can pool relevant information.

The main function of the LED forum in Musina Municipality should be to ensure multi-stakeholder involvement in coordinating the activities of local stakeholders, mobilising local resources and commitment to LED and maintaining a common vision for the economic development of the Municipality. Musina Municipality has recently established

a LED forum as part of the process of developing the LED Strategy. This Forum was formalised at a launch held on 30th January 2007, where the roles and responsibilities of members were outlined. The Musina Municipality LED Forum currently comprises representatives from the Municipality, local businesses, emerging farmers, a number of provincial departments, government parastatals and support agencies, emerging and commercial mining enterprises, the tourism sector, the informal sector and the community, by way of ward councillors.

LED Forum is currently quite representative, it is somewhat biased towards emerging enterprises, thereby excluding inputs from particularly the formal business sector, commercial farmers and tourism product owners. This precludes valuable inputs from and linkages with the commercial sector, which could be beneficial in developing LED programmes and projects that are viable and sustainable. There is also lacking representation of the Education sector in the LED Forum. In order for the Forum to function effectively, it is essential that it remains representative of the Municipality and that additional key stakeholders are continually identified and involved in the LED Forum.

The role of the LED Forum is not limited to giving inputs into the development of the local LED Strategy, but should also be involved in the implementation of the Programmes and Projects of the Strategy, the monitoring, evaluation and adjustment of the LED Strategy as local circumstances change, the identification of further opportunities as they arise, identifying and finding solutions for problems constraining local economic development, etc. In this respect, the LED Forum could also establish economic/sectoral working committees that focus specifically on the Commercial, Agricultural, Tourism and Mining sectors. This will ensure a more focused approach to identifying and addressing issues in each of these sectors. Such committees could also ensure the forging of business related linkages or partnerships between the public and private sectors in undertaking local economic development, providing mentorship and transferring skills.

Furthermore, in order to ensure that the LED Forum continues to fulfil its function, it is vital that the Forum meets regularly to discuss the direction of local economic development in the Municipality and how to reach its vision and the Programmes and Projects identified in this LED. It is also imperative that Forum members are reminded of their roles and responsibilities, as well as the benefits of participating in the LED Forum, thereby ensuring that they remain committed to being involved in local economic development. The effective functioning of the LED Forum may also require members to undergo LED training, thereby capacitating them to give more informed and valuable inputs in respect of the local economic development of Musina Municipality.

6.2.4 External partnerships and support service agencies

The LED unit of Musina Municipality can not undertake local economic development in isolation, particularly in view of its currently constrained capacity and budgets, but should also utilise other institutional arrangements which could assist in achieving a dynamic, diverse and sustainable economy which benefits all communities in Musina Municipality. It is, therefore, necessary for the LED unit to coordinate the involvement of various community groups, support service agencies and government structures to successfully

implement the Programmes and Projects identified and described in this Strategy. This can be achieved by forging partnerships between the local LED unit and the LED Department of Vhembe District. Partnerships with support organisations also have a vital role to play and have the capacity to support local economic development. However, the majority of these organisations do not have local branches in Musina Municipality, constraining the access of residents, entrepreneurs, SMMEs and established businesses to the services they provide.

The Table below gives an indication of the support agencies that could be engaged to provide support in the implementation of LED Projects in Musina Municipality, together with an indication of where the nearest branches are located and a short description of the purpose of each.

Table 6.1: Support organisations

Organisation	Branches	Mission and purpose
LIBSA	Thohoyandou	Limpopo Business Support Agency provides developmental support focusing on developing and exploiting local business opportunities from within local communities in the mining, agriculture and tourism sectors, as well as the agro-processing and mining beneficiation industry sectors. Support provided includes Business Information, Business Incubation, Business Training and development, Cooperative Development and Business mentoring and counselling.
LIMDEV	Thohoyandou	LIMDEV is aimed at developing and promoting the SMME sector through the provision and facilitation of business and investment opportunities, by initiating and making strategic investments in viable tourism and property projects, facilitating rural nodal development, and empowering community, small business and BEE stakeholders through Public, Private and Community Partnerships.
NAFCOC	Musina	NAFCOC aims to facilitate the growth of the economy by ensuring fast-tracked economic transformation and broad-based empowerment that will result in job creation and poverty alleviation. NAFCOC's strategic role and objectives include: to lead the unification process between black and white business; to represent the interests of small, micro and medium-sized enterprises (SMMEs) and black economic empowerment companies (BEEs) in policy formulation; to contribute to economic transformation by building SMME capacity through business support services, business development and by creating employment opportunities; and to enable meaningful business opportunities for members by facilitating joint ventures and preferential procurement partnerships with both private and public enterprises.
SEDA	Thohoyandou	The Small Enterprise Development Agency provides information to small enterprises and prospective entrepreneurs that will help and encourage them to start and build sustainable businesses. Its role includes the support and promotion of co-operative enterprises, particularly those located in rural areas. LIMAC has also recently been incorporated into SEDA. LIMAC placed emphasis on developing the businesses of historically disadvantaged individuals, aimed at enabling them to join the mainstream economy and eventually become sustainable exporters.
TIL	Polokwane	Trade and Investment Limpopo promotes the Province as the preferred investment and trade location in Southern Africa, by marketing the competitive advantages of establishing and maintaining a business in Limpopo.

The list provided above is not exhaustive and other organisations that have a stake in LED initiatives should be added, including Provincial government departments, District government departments, and other support organisations. There is also a need for the capacity of the abovementioned organisations to be developed and expanded to better serve Musina Municipality. It should, however, be noted that negotiations between Musina Municipality and the District branches of SEDA and LibSA are underway to procure the location of full time staff from these organisations in Musina Municipality.

6.3 IMPLEMENTATION GUIDELINES FOR PRIORITY FOCUS AREAS

The purpose of this sub-section is to facilitate the streamlined and fast-tracked delivery of the LED Strategy, its Thrusts and Programmes, through the effective implementation of a number of key projects and development facilitation issues.

Through the detailed analysis and consultations with various relevant local stakeholders and role players, the following high priority focus areas were identified as requiring immediate attention:

- Establish Manufacturing Incubator in Musina town;
- Undertake poster campaign to entice business start-ups in projects identified by LED Strategy;
- Investigate potential and promote opportunities for development of retail, industrial, storage & distribution and wholesale enterprises and transport hub;
- Establish local Business Support Centre in Nancefield ;
- Create rural community support cooperatives in Madimbo, Malale and Domboni;
- Provide land claims support;
- Undertake expansion of aquaculture production and extension of aquaculture value chain linkages;
- Establish vegetable processing plant in Musina town;
- Develop map and brochures of local tourism facilities and attractions and improve and increase road signage to villages, major attractions and facilities;
- Establish arts and crafts, jewellery and ornament incubator, exhibition and workshop stalls and curio shop linked to tourism information centre in Musina town; and
- Establish database of available land for mining development and encourage commencement of mining activities with existing mineral rights owners.

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The priority focus areas provided in the list above should be implemented as a priority, requiring the facilitation of actions to commence in the immediate future. However, it should be noted that timeframes for the implementation and completion of the various focus areas will differ, depending on the scale and complexity of each.

The following sub-sections give a description of each of the priority focus areas listed above, setting out the actions required for implementation, together with the likely timeframes and budgets for each of the actions and the role-players that need to be involved. The action plans are also set out in an easy to use one-page summary for each of the priority focus areas. For the purpose of understanding the timeframes, it should be

noted that the timeframes are indicated in quarters of a year. In terms of the estimated budgets, costs are approximates and do not include the 'internal' costs of salaries, travel and subsistence, etc. The estimated capital costs associated with the priority focus areas are conservative and in some cases a nominal amount has been allocated to cover quick advice from a specialist.

PROJECT MARKETING SHEET

DESCRIPTION OF PROJECT:

- The manufacturing incubator in Musina Municipality will be designed to provide a protected environment in which young businesses in the manufacturing sector can be established. The manufacturing incubator will provide new manufacturing start-ups with a central location where they can gain access to shared facilities, skills development and the equipment required to manufacture quality products without having to invest in it themselves. The incubator will allow manufacturing start-ups to grow into sustainable businesses by providing:
 - Low/below market cost rent for workshop space and equipment ;
 - Services such as shared receptionist, fax, copier, offices, etc.
 - Technical assistance, mentorship and training;
 - Business and financial management training;
 - Assistance in understanding government regulations, obtaining business licenses and preparing income tax returns;
 - Knowledge transfer and networking opportunities between manufacturers to share experiences; and
 - Access to finance and seed capital.
- The manufacturing incubator will consist of a set of buildings comprising office and storage space and 3 workshop units for use by the incubatees. The building will be approximately 500m² in size, with each manufacturing unit measuring at 100m². The equipment acquired for the incubator will be dependent on the identified manufacturing needs in Musina Municipality.
- Potential manufacturing enterprises that could be developed through the Musina manufacturing incubator include, inter alia:
 - Welding and steel product manufacturing;
 - Fence making;
 - Woodwork and/or furniture manufacturing;
 - Candle making;
 - Soap and detergent manufacturing;
 - Plastic bottle manufacturing, etc.

Manufacturing incubator

OBJECTIVE OF PROJECT:

- The need for a manufacturing incubator in Musina Municipality was recognised through the identified challenges faced by small local businesses, particular in the manufacturing sector. The manufacturing incubator in Musina Municipality will, therefore, provide business start-ups with the necessary backing and support they require. The incubator will also assist in expanding urban-based businesses in Musina town and the surrounding areas and increasing the local supply of products to serve local needs.
- The objectives of the manufacturing incubator in Musina Municipality are to:
 - Increase job creation;
 - Transfer technology and knowledge;
 - Diversify the local economy;
 - Supply final products that serve the local demand;
 - Facilitate the development of manufacturing enterprises; and
 - Improve minority and women-owned business opportunities.
- The manufacturing incubator in Musina Municipality is aimed at guiding manufacturing businesses to strengthen their businesses
- The goal of the manufacturing incubator is to see business start-ups 'graduate' from the incubator and move out into their own business sites within two to three years

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PROJECT MARKETING SHEET

Manufacturing incubator

LOCATION:		BENEFICIARIES:	
<ul style="list-style-type: none"> ○ Planned new industrial site north of Musina town along N1 highway 		<ul style="list-style-type: none"> ○ Local unemployed in urban areas, especially women, youth and disabled ○ Local Entrepreneurs ○ Local Emerging businesses ○ Local SMMEs 	
APPROXIMATE CAPITAL REQUIREMENTS:		POTENTIAL IMPACTS:	
Professional fees	R50,000	<ul style="list-style-type: none"> ○ Local manufacturing of final products ○ Establishment of 2-3 manufacturing enterprises per annum ○ Direct permanent employment opportunities created by the incubator for 3 members of staff ○ Employment opportunities for up to 24 people per annum (3-8 employees per manufacturing enterprise) ○ Contribution to BEE by aiding entrepreneurs to enter into manufacturing industry ○ Enabling small businesses to participate in larger ventures or supply contracts ○ Service spin-offs for installation of manufactured products and transport of inputs and final products 	<p>Formatted: Indent: Left: 0.04", Bulleted + Level: 1 + Aligned at: 0.25" + Tab after: 0.5" + Indent at: 0.5", Tab stops: Not at 0.5"</p> <p>Formatted: Indent: Left: 0.04", Bulleted + Level: 1 + Aligned at: 0.25" + Tab after: 0.5" + Indent at: 0.5", Tab stops: Not at 0.5"</p> <p>Formatted: Indent: Left: 0.04", Bulleted + Level: 1 + Aligned at: 0.25" + Tab after: 0.5" + Indent at: 0.5", Tab stops: Not at 0.5"</p>
Implementation fees	R110,000		
First 3 months running costs	R80,000		
Marketing and signage	R20,000		
Site and buildings	R1,500,000		
Basic machinery and equipment	R200,000		
Furniture and office equipment	R20,000		
Input materials *	R50,000*		
TOTAL PROJECT BUDGET:	R2,030,000		

* Dependent on type of manufacturing enterprises

PROJECT IMPLEMENTATION SHEET

Manufacturing incubator

POSITION OF PROJECT IN STRATEGY:		POTENTIAL IMPACT RATING (1 LOW, 5 HIGH)		RATING
o Thrust 1: Business expansion and support		Economic impact	4	
o Programme: Urban-based business expansion and new business development		Sustainability	3	
PROJECT PRIORITY		TOTAL IMPACT RATING: (Out of 5)		3.8
KEY INTERNAL ROLEPLAYERS:		KEY EXTERNAL ROLEPLAYERS:		
o LED unit		o Limpopo DEDET		
o LED Forum		o Other provincial departments		
o Municipal Manager		o Department of Trade and Industry		
o Technical services department		o SEDA		
o Finance department		o LibSA		
KEY SUCCESS FACTORS:		RISKS AND CHALLENGES:		
o Key to the success of the incubator is the appointment of qualified and competent managers to provide strong managerial support to incubates. This involves having enough staff or giving adequate time to all the participating businesses.		o Poor management of the incubator		
o The incubator should only accept small businesses with sound concept/feasibility plans		o Limited involvement by support agencies and inappropriate training		
o Graduate businesses should provide in kind services by sharing experiences after moving out of the incubator		o Access to funding		
POTENTIAL FUNDING SOURCES:		POTENTIAL TRAINING SOURCES:		
o Musina Municipality		o SEDA		
o DEDET		o LibSA		
o Other Provincial departments		o Department of Science and Technology		
o Department of Trade and Industry		o Department of Trade and Industry		
o Industrial Development Corporation		o Industrial Development Corporation		
o Local mining houses		o SA Institute of Welding		
o Kagiso Trust		o Steel and Engineering Industries Federation of SA		

Manufacturing incubator							
PROJECT IMPLEMENTATION SHEET	2007	2008	2009	2010	2011	2012	COST
MUNICIPAL DEVELOPMENT FACILITATION ACTIONS:							Part of LED
○ Conduct feasibility of developing a manufacturing incubator							Internal
○ Determine local product needs to establish type of manufacturing enterprises							Internal
○ Contact, visit and cooperate with similar projects							Internal
○ Locate and facilitate acquisition of appropriate site							Internal
○ Establish network of role-players and funders							Internal
○ Finalise ownership of incubator							Internal
○ Appoint project implementer/self-implementation							Internal
○ Undertake awareness campaigns to attract potential incubatees							R20,000
TOTAL MUNICIPAL DEVELOPMENT FACILITATION ACTION BUDGET:							R20,000
PROJECT IMPLEMENTATION ACTIONS:	2007	2008	2009	2010	2011	2012	COST
○ Negotiate, acquire, develop and equip appropriate facilities							R110,000
○ Establish management structure & operating procedures and policies							
○ Recruit, select and appoint trainers, facilitators and staff							
○ Obtain access to appropriate learning materials and training programmes							
○ Negotiate and establish supply contracts for manufacturing inputs							
○ Recruit and select incubatees							
○ Conduct needs analysis to determine company specific needs							
○ Prepare schedule of demonstrations and training							
○ Negotiate contracts with buyers to purchase products							
TOTAL PROJECT IMPLEMENTATION ACTION BUDGET: (If sufficient in-house capacity exists = R0)							R110,000
MUNICIPAL BUDGET PER FINANCIAL YEAR:				'07/'08	'08/'09	'09/'10	
				R20,000	R0	R0	

PROJECT MARKETING SHEET

DESCRIPTION OF PROJECT:

- This project involves the active marketing of the LED Strategy to ensure awareness of the various development opportunities that have been identified in the LED Strategy
- The poster campaign will firstly involve the undertaking of inter-departmental awareness within Musina Municipality to ensure that all departments are aware of the programmes and projects that form part of the LED Strategy. In this way, the initiatives and development undertaken by other Municipal departments will be informed by the local economic development direction envisaged for Musina Municipality.
- The main aim of the LED poster campaign is to market the projects identified as part of the LED Strategy and to entice local community and potential investor involvement in the development of new business start-ups linked to these projects.
- The LED poster campaign will entail:
 - Local advertising and marketing of business opportunities;
 - Local advertising of LED projects;
 - Marketing of investment opportunities;
 - Sourcing of funding for LED projects;
 - Updating of Musina website to indicate identified LED opportunities;
 - Attending District and Provincial summits, including sector specific summits.
- Potential projects or development opportunities in Musina Municipality in which entrepreneurs can get involved include:
 - Manufacturing enterprises linked to the Manufacturing incubator;
 - Development of service SMMEs;
 - Establishment of a recycling cooperative;
 - Processing opportunities along the Aquaculture and game value chains;
 - Arts and crafts development, etc.

LED poster campaign

OBJECTIVE OF PROJECT:

- To ensure full community involvement and the successful development of the local economy, it is essential that the LED Strategy, its programmes and the projects identified therein, and which present valuable development opportunities, are widely marketed and promoted.
- The objectives of the LED poster campaign are to:
 - Create awareness of local development opportunities;
 - Ensure focused local economic development;
 - Ensure alignment of LED with District, Provincial and National initiatives;
 - Entice new business start-ups;
 - Encourage investment in the local economy;
 - Increase job creation; and
 - Diversify the local economy.
 - Supply final products that serve the local demand;
 - Facilitate the development of manufacturing enterprises; and
 - Improve minority and women-owned business opportunities.
- The goal of the LED poster campaign is to see entrepreneurs take up the opportunities identified in the LED Strategy by developing new business start-ups, to the benefit of Musina Municipality's economy and the local communities.

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PROJECT MARKETING SHEET		<i>LED poster campaign</i>	
LOCATION:		BENEFICIARIES:	
<ul style="list-style-type: none"> ○ Throughout Musina Municipality, as well as to potential investors, funders and relevant Departments outside of the municipal boundaries 		<ul style="list-style-type: none"> ○ Local communities and the unemployed in Musina Municipality ○ Women, youth and the disabled ○ Local Entrepreneurs ○ Local emerging businesses ○ Local SMMEs 	<p>Formatted: Indent: Left: 0.04", Bulleted + Level: 1 + Aligned at: 0.25" + Tab after: 0.5" + Indent at: 0.5", Tab stops: Not at 0.5"</p> <p>Formatted: Indent: Left: 0.04", Bulleted + Level: 1 + Aligned at: 0.25" + Tab after: 0.5" + Indent at: 0.5", Tab stops: Not at 0.5"</p>
APPROXIMATE CAPITAL REQUIREMENTS:	COST	POTENTIAL IMPACTS:	
Marketing and poster campaign Update Musina website to include LED opportunities Marketing materials for summit representation	R10,000 R5,000 R30,000	<ul style="list-style-type: none"> ○ Increased awareness of opportunities ○ Increased community involvement in local economic development ○ Increased BEE by enticing local entrepreneurs to start their own businesses ○ Increased outside investment in the economy of Musina Municipality 	<p>Formatted: Indent: Left: 0.04", Bulleted + Level: 1 + Aligned at: 0.25" + Tab after: 0.5" + Indent at: 0.5", Tab stops: Not at 0.5"</p>
TOTAL PROJECT BUDGET:		R45,000	

PROJECT IMPLEMENTATION SHEET		<i>LED poster campaign</i>	
POSITION OF PROJECT IN STRATEGY:	POTENTIAL IMPACT RATING (1 LOW, 5 HIGH)	RATING	
<ul style="list-style-type: none"> ○ Thrust 1: Business expansion and support ○ Programme: Urban-based business expansion and new business development 	Economic impact Sustainability Cost vs. impact Implementability Funding attainability Support availability (training, registration, etc.)	4 n.a. 4 5 3 3	Formatted: Indent: Left: 0.04", Bulleted + Level: 1 + Aligned at: 0.25" + Tab after: 0.5" + Indent at: 0.5", Tab stops: Not at 0.5" Formatted: Indent: Left: 0.04", Bulleted + Level: 1 + Aligned at: 0.25" + Tab after: 0.5" + Indent at: 0.5", Tab stops: Not at 0.5"
PROJECT PRIORITY	1	TOTAL IMPACT RATING: (Out of 5)	3.8
KEY INTERNAL ROLEPLAYERS:	KEY EXTERNAL ROLEPLAYERS:		
<ul style="list-style-type: none"> ○ LED unit ○ LED Forum ○ Finance department 	<ul style="list-style-type: none"> ○ Vhembe District LED unit ○ Provincial Departments 		Formatted: Indent: Left: 0.04", Bulleted + Level: 1 + Aligned at: 0.25" + Tab after: 0.5" + Indent at: 0.5", Tab stops: Not at 0.5" Formatted: Indent: Left: 0.04", Bulleted + Level: 1 + Aligned at: 0.25" + Tab after: 0.5" + Indent at: 0.5", Tab stops: Not at 0.5"
KEY SUCCESS FACTORS:	RISKS AND CHALLENGES:		<ul style="list-style-type: none"> ○ Relevant and effective marketing materials ○ Representation at District and Provincial summits ○ Visible LED impacts in local communities ○ Easy access to relevant and up-to-date information <ul style="list-style-type: none"> ○ Poor access by communities to information regarding LED opportunities
POTENTIAL FUNDING SOURCES:	POTENTIAL TRAINING SOURCES:		
<ul style="list-style-type: none"> ○ Musina Municipality ○ Vhembe District ○ DEDET ○ Limpopo LED ○ TIL 	<ul style="list-style-type: none"> ○ Limpopo LED ○ TIL 		Formatted: Indent: Left: 0.04", Bulleted + Level: 1 + Aligned at: 0.25" + Tab after: 0.5" + Indent at: 0.5", Tab stops: Not at 0.5" Formatted: Indent: Left: 0.04", Bulleted + Level: 1 + Aligned at: 0.25" + Tab after: 0.5" + Indent at: 0.5", Tab stops: Not at 0.5"

PROJECT IMPLEMENTATION SHEET							<i>LED poster campaign</i>
MUNICIPAL DEVELOPMENT FACILITATION ACTIONS:	2007	2008	2009	2010	2011	2012	COST
○ Undertake inter-departmental awareness campaign promoting LED programmes and projects identified in the LED Strategy							Internal
○ Undertake poster campaign to entice business start-ups to participate in projects identified in the LED Strategy							R10,000
○ Seek and apply for funding for priority projects							Internal
○ Update and maintain Musina website with identified LED opportunities							R5,000
○ Prepare materials and ensure that Musina is represented by District at annual development and sector specific summits							R30,000
TOTAL MUNICIPAL DEVELOPMENT FACILITATION ACTION BUDGET:							R45,000
MUNICIPAL BUDGET PER FINANCIAL YEAR:			'07/'08	'08/'09	'09/'10		
			R45,000	R0	R0		

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PROJECT MARKETING SHEET

Cross-border retail and distribution development

DESCRIPTION OF PROJECT:

- Local economic development cannot and should not be undertaken by Musina Municipality alone, but development and investment opportunities should continuously be marketed to potential investors in order to secure outside private sector investment in the Municipality, particularly as such opportunities normally include larger developments requiring private sector investment.
- While such private sector investment does not directly impact on community ownership of developments in a Municipality, these developments often create valuable injections into the local economy and create employment opportunities locally.
- Musina Municipality benefits from a strategic location along the N1, bordering Zimbabwe to the north, thereby forming a gateway to the rest of Africa. Musina also draws large volumes of buying power from across the Zimbabwe border, with many trans-frontier shoppers travelling from Zimbabwe to Musina and even Johannesburg to buy goods for resale back home. This project will actively promote the opportunities related to the development of further retail stores and wholesale enterprises to serve the smaller retailers and communities of both Musina Municipality and Zimbabwe.
- Musina Municipality's strategic location also creates an excellent opportunity for the development of facilities related to the movement of goods. This project will promote Musina Municipality's strategic location benefit and the opportunities for the development of storage & distribution enterprises and a transport hub. Such a distribution and transport hub will act as a centre providing transportation, warehousing and distribution facilities through which products can be transferred between different transport modes, can be loaded onto smaller transportation units and can be distributed to dispersed geographical locations. This is particularly relevant as imports and exports to and from the rest of Africa could be effectively managed from such a centre in Musina town.
- The transport and distribution hub could consist of:
 - Loading and transfer facilities;
 - Weighbridge facilities;
 - Warehousing and storage facilities, etc.

OBJECTIVE OF PROJECT:

- Musina Municipality currently provides little wholesalers and limited retailing in Musina town. In view of its strategic location, the need arises for the Municipality to capitalise on the buying power of cross-border shoppers and the through-flow of goods through Musina Municipality.
- The objectives of the investment attraction drive in Musina Municipality are to:
 - Market the Municipality's development potential and specific opportunities for investment;
 - Increase private sector investment in the local economy;
 - Capitalise on the Municipality's strategic location;
 - Diversify the local economy;
 - Capture benefits of transportation through the Municipality;
 - Create local employment opportunities.
- The investment attraction drive is aimed at creating awareness among potential investors of the development opportunities present in Musina Municipality and to entice private sector investment in the development of such opportunities.

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PROJECT MARKETING SHEET

Cross-border retail and distribution development

LOCATION:		BENEFICIARIES:	
<ul style="list-style-type: none"> ○ Storage, distribution and transport hub: Close to railway station in Musina town ○ Retail and wholesalers: Close to N1 to the north of Musina town 		<ul style="list-style-type: none"> ○ Local unemployed in urban areas, especially women, youth and disabled ○ Local communities and retailers ○ Communities and retailers in Zimbabwe ○ Local SMMEs through spin-off opportunities 	
APPROXIMATE CAPITAL REQUIREMENTS: *	COST	POTENTIAL IMPACTS:	
Retail development Wholesale development Storage, distribution & transport hub development	R5,000,000 R8,000,000 R5,000,000	<ul style="list-style-type: none"> ○ Economic growth in local retail and transport sectors ○ Increased local bulk sales to small retailers ○ Induced employment opportunities for approximately 50 local people ○ Spin-off business and employment opportunities for construction of facilities, service SMMEs and transport of products 	<p>Formatted: Indent: Left: 0.04", Bulleted + Level: 1 + Aligned at: 0.25" + Tab after: 0.5" + Indent at: 0.5", Tab stops: Not at 0.5"</p> <p>Formatted: Indent: Left: 0.04", Bulleted + Level: 1 + Aligned at: 0.25" + Tab after: 0.5" + Indent at: 0.5", Tab stops: Not at 0.5"</p> <p>Formatted: Indent: Left: 0.04", Bulleted + Level: 1 + Aligned at: 0.25" + Tab after: 0.5" + Indent at: 0.5", Tab stops: Not at 0.5"</p>
TOTAL PROJECT BUDGET:	R18,000,000		

* Dependent on scale of developments and type of investor

PROJECT IMPLEMENTATION SHEET		<i>Cross-border retail and distribution development</i>	
POSITION OF PROJECT IN STRATEGY:		POTENTIAL IMPACT RATING (1 LOW, 5 HIGH)	RATING
<ul style="list-style-type: none"> ○ Thrust 1: Business expansion and support ○ Programme: Market penetration, investment attraction and maximising strategic location benefit 		Economic impact Sustainability Cost vs. impact Implementability Funding attainability Support availability (training, registration, etc.)	5 n.a. 3 3 4 2
PROJECT PRIORITY	6	TOTAL IMPACT RATING: (Out of 5)	3.4
KEY INTERNAL ROLEPLAYERS:		KEY EXTERNAL ROLEPLAYERS:	
<ul style="list-style-type: none"> ○ LED unit ○ LED Forum ○ Municipal Manager ○ Finance department ○ Technical Manager 		Vhembe District TIL LibSA Department of Trade and Industry Local private sector businesses Private sector investors Spoornet	
KEY SUCCESS FACTORS:		RISKS AND CHALLENGES:	
<ul style="list-style-type: none"> ○ Detailed needs and potential analysis ○ Targeted promotion of opportunities to appropriate investors 		High capital expenditure Lack of buy-in from local business community Current political situation in Zimbabwe Distance to Gauteng and other markets Lack of land available for development	
POTENTIAL INVESTMENT SOURCES:		POTENTIAL FUNDING SOURCES FOR INVESTMENT ATTRACTION DRIVE:	
<ul style="list-style-type: none"> ○ Shell South Africa (Pty) Ltd ○ Private sector commercial developers ○ Pick 'n Pay Group ○ Shoprite Group ○ Metro Cash & Carry Ltd ○ MassMart Group 		Musina Municipality Vhembe District LibSA TIL Department of Trade and Industry Industrial Development Corporation	

PROJECT IMPLEMENTATION SHEET		Cross-border retail and distribution development						
MUNICIPAL DEVELOPMENT FACILITATION ACTIONS:		2007	2008	2009	2010	2011	2012	COST
o Appoint specialist to undertake square metre demand and potential study for establishment of retail, wholesale, storage, distribution enterprises and transport hub								R80,000
o Undertake marketing campaigns to promote development opportunities and attract potential investors								R10,000
o Negotiate and ensure local labour procurement								Internal
o Assist in locating and acquiring appropriate site								Internal
o Assist in complying with legislative and customs requirements and procedures								Internal
o Negotiate and establish client networks								Internal
o Assist in marketing and promoting products and services								Internal
TOTAL MUNICIPAL DEVELOPMENT FACILITATION ACTION BUDGET:								
MUNICIPAL BUDGET PER FINANCIAL YEAR:				'07/'08	'08/'09	'09/'10		R90,000
				R50,000	R40,000	R0		

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PROJECT MARKETING SHEET

DESCRIPTION OF PROJECT:

- The Business Support Centre (BSC) in Musina Municipality will be developed as a one-stop shop where aspirant and existing small and micro entrepreneurs can gain access to relevant and accurate business information, expert training, professional advice and assistance and support for linkages with established and emerging businesses from a range of support agencies, all under one roof. The BSC will also provide mobile support services at the Municipality's satellite offices throughout the Municipality, to ensure easier access to these services in the more remote areas of the Municipality.
- The BSC will bring together the expertise of a range of existing business support agencies such as SEDA, LibSA, Limdev, Government support services etc. to provide entrepreneurs with one-on-one consultations, workshops and sector-specific networking sessions to provide the following support:
 - Training, mentorship and visitation;
 - Business and marketing plan preparation;
 - Fundraising and networking with financial institutions;
 - Business registration, certification and legislation;
 - Tender advice;
 - Business management skills;
 - Basic financials, budgeting and bookkeeping, etc.
- The BSC will provide participants with flexible space, shared equipment and administrative services. This will allow entrepreneurs, who would not otherwise have access to administrative services, to gain access to administrative tools such as computers, internet, telecommunications equipment, typing services, etc.
- The building will consist of a number of consultation rooms and help desks allocated to various support agencies, a conference room for hosting of training and networking sessions and an open plan area with access to telephones, computers and a resource library. The BSC will comprise approximately 150m².
- The BSC will also provide ancillary services such as local job and tender boards.

Business Support Centre

OBJECTIVE OF PROJECT:

- The absence of existing business support services such as SEDA, Limdev etc. in Musina Municipality, with the closest offices for many of these organisations only being located in Thohoyandou, to a large extent constrains access to these services. Difficulties in registering new small businesses are also experienced locally, which creates the need for access to support services to be localised and centralised, allowing access to a wide range of services and support in one single location.
- The objectives of the BSC in Musina Municipality are to:
 - Centralise business support;
 - Allow local representation of District, Provincial and National support services;
 - Improve access to training and mentorship;
 - Increase business start-ups;
 - Increase sustainability of small businesses;
 - Improve access to start-up capital and funding; and
 - Improve access to larger markets and contracts.
- The BSC is aimed at equipping small and micro businesses to successfully establish and sustainably manage and grow their businesses.



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PROJECT MARKETING SHEET

Business Support Centre

LOCATION:			BENEFICIARIES:	
<p>B\$C to be located in Nancefield, with mobile services provided at Municipal satellite offices in Malale and Madimbo and at the Chief's Kraal in Domboni</p>		<ul style="list-style-type: none"> ○ Local aspirant entrepreneurs ○ Local emerging businesses ○ Local SMMEs 	<p>Formatted: Indent: Left: 0.04", Bulleted + Level: 1 + Aligned at: 0.25" + Tab after: 0.5" + Indent at: 0.5", Tab stops: Not at 0.5"</p>	
APPROXIMATE CAPITAL REQUIREMENTS:		COST	POTENTIAL IMPACTS:	
Professional fees Implementation fees First year running costs* Marketing and promotions Site and buildings Machinery and equipment Furniture and office equipment Input materials		R15,000 R35,000 R200,000 R20,000 R450,000 R0 R100,000 R0	<ul style="list-style-type: none"> ○ Support 50 visitors per month ○ Providing tender advice ○ Hold 2 workshops per month ○ Hosting more than 50 workshop attendants per month ○ Direct permanent employment opportunities created by the BSC for 2-3 members of staff ○ Contribution to BEE by aiding entrepreneurs to start their own businesses ○ Enabling small businesses to gain access to larger tenders or contracts 	<p>Formatted: Indent: Left: 0.04", Bulleted + Level: 1 + Aligned at: 0.25" + Tab after: 0.5" + Indent at: 0.5", Tab stops: Not at 0.5"</p>
TOTAL PROJECT BUDGET:		R760,000		

* Given the role of Business Support Centres to assist entrepreneurs, they do not become financially sustainable for some time. The capital requirements, therefore, include the running costs of the Centre for the first year.

PROJECT IMPLEMENTATION SHEET

Business Support Centre

POSITION OF PROJECT IN STRATEGY:		POTENTIAL IMPACT RATING (1 LOW, 5 HIGH)	RATING
o Thrust 1: Business expansion and support		Economic impact	5
o Programme: Entrepreneurial business support, mentorship and skills development		Sustainability	3
		Cost vs. impact	3
		Implementability	4
		Funding attainability	3
		Support availability (training, registration, etc.)	5
PROJECT PRIORITY	3	TOTAL IMPACT RATING: (Out of 5)	3.8
KEY INTERNAL ROLEPLAYERS:		KEY EXTERNAL ROLEPLAYERS:	
o LED unit		o Vhembe District	
o LED Forum		o SEDA	
o Municipal Manager		o LibSA	
o Technical services department		o Limpopo DEDET	
o Finance department		o Other provincial departments	
o Community services department		o Department of Trade and Industry	
KEY SUCCESS FACTORS:		RISKS AND CHALLENGES:	
o Buy-in and commitment from business support agencies		o Limited involvement by support agencies	
o Procurement of qualified business advisors, permanently stationed at or regularly visiting the BSC		o Inappropriate training	
o Up-to-date and relevant training and advice		o Low attendance levels of emerging local businesses and entrepreneurs	
o Exclusivity of support to specific sectors/groups rather than broadbased outreach to all entrepreneurs			
POTENTIAL FUNDING SOURCES:		POTENTIAL TRAINING SOURCES:	
o Musina Municipality		o SEDA	
o DEDET		o LibSA	
o Industrial Development Corporation		o DEDET	
o Department of Labour		o Department of Science and Technology	
o Department of Trade and Industry		o Department of Trade and Industry	
o National Business Initiative		o Industrial Development Corporation	
o JSE Emerging Enterprise Zone		o Small Enterprise Development Agency	
o Anglo American Platinum			

Business Support Centre							
MUNICIPAL DEVELOPMENT FACILITATION ACTIONS:	2007	2008	2009	2010	2011	2012	COST
○ Undertake needs assessment to ascertain type and extent of business support required by local businesses							Internal
○ Contact, visit and cooperate with similar projects							Internal
○ Locate and facilitate acquisition of appropriate site							Internal
○ Establish and negotiate commitment from business support agencies							Internal
○ Finalise ownership of BSC							Internal
○ Appoint project implementer/self-implementation							Internal
TOTAL MUNICIPAL DEVELOPMENT FACILITATION ACTION BUDGET:							Internal
PROJECT IMPLEMENTATION ACTIONS:	2007	2008	2009	2010	2011	2012	COST
○ Acquire, develop and equip appropriate facilities							R35,000
○ Establish management structure & operating procedures and policies							
○ Procure business support advisors from support agencies							
○ Procure information for business resource library							
○ Negotiate and develop training, mentorship and visitation programmes							
○ Establish network of funders							
○ Establish network of business linkages/supply contracts							
○ Market and promote services of BSC locally							
TOTAL PROJECT IMPLEMENTATION ACTION BUDGET: (If sufficient in-house capacity exists = R10,000)							R35,000
MUNICIPAL BUDGET PER FINANCIAL YEAR:	'07/'08		'08/'09	'09/'10			
	R0	R0	R0				

PROJECT MARKETING SHEET

DESCRIPTION OF PROJECT:

- Musina town currently provides the only major development node in Musina Municipality with a range of retail and business services. Small villages (Madimbo, Malale, Domboni etc.) along the eastern border of the Municipality are remotely located from these services, constraining the accessibility of these services to communities in these areas.
- In order to ensure that these villages can serve their own needs, this project will encourage the development of community support or service cooperatives. Cooperatives are enterprises which are jointly owned and controlled by voluntary members who work together to meet their common economic, social and cultural needs. Because the consumers of the services they provide own them, cooperatives make decisions that are in the greater interests of the community that they serve.
- Social cooperatives are non-profit cooperatives that provide social services to its members and can include health and child care, transportation and communications services. The service cooperatives established in Musina Municipality will largely be non-profit cooperatives, focussed on providing services to their own members. Specific service cooperatives that will be established in Musina Municipality include:
 - Day-care centres or crèches cooperatively owned and run by parents and workers. This cooperative will see members rotating day care duties at their own residences, freeing up the time for other members to seek employment, educate themselves, take up part-time employment or start a business. The cooperative could also in future employ full-time staff to run the day care centre, allowing parents to enter into full-time employment;
 - A car-pooling cooperative will provide the shared use of a vehicle(s) purchased by the cooperative. Members will each contribute to the purchase and up-keep of the vehicle, with use of the vehicle being proportional to the capital input made by each member. This will allow members access to transportation which would not have been possible for the individual.
 - A local savings and loan cooperative will see members pooling their savings to allow larger loans to be given to its members.

Rural community support cooperatives

OBJECTIVE OF PROJECT:

- The need for the establishment of community support cooperatives in the remote villages of Musina Municipality arises as a result of the distances and constraints in accessing banking facilities and other services in Musina town, particularly due to the infrequent and unreliable public transport services between these areas and Musina town. The establishment of community support cooperatives will allow these villages to meet their own needs where individuals are not able to do so themselves.
- The main objectives of this project are to:
 - Improve access to facilities and services not currently accessible in the rural areas of Musina Municipality; and
 - Improve the well-being of local communities;
- The primary goal of the community support cooperatives in the villages of Musina Municipality is to achieve the sustainable development of their local communities and to meet their needs.



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PROJECT MARKETING SHEET		Rural community support cooperatives
LOCATION:		BENEFICIARIES:
<ul style="list-style-type: none"> ○ Remote villages along eastern boundary of Musina Municipality (eg. Malale, Madimbo, Domboni, etc.) 		<ul style="list-style-type: none"> ○ Local communities in remote villages
APPROXIMATE CAPITAL REQUIREMENTS:		POTENTIAL IMPACTS:
<p>The capital required to establish the rural community support cooperatives are to be covered by the member contributions made by each member to gain membership to the cooperative. This ensures that ownership and responsibility is taken by each member for the successful development and operation of the cooperative.</p> <p>The vehicle required for the car-pooling cooperative (approximately R80,000) will be acquired with member contributions, with usage rights being representative of the capital input made by each individual member. Alternatively, a loan or donor vehicle will be sought by the cooperative.</p>		<ul style="list-style-type: none"> ○ Improved living standards of local rural communities ○ Access to services not otherwise readily accessible ○ Direct permanent employment opportunities created for 2 caretakers

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PROJECT IMPLEMENTATION SHEET

Rural community support cooperatives

POSITION OF PROJECT IN STRATEGY:		POTENTIAL IMPACT RATING (1 LOW, 5 HIGH)		RATING
o Thrust 2: Rural integration		Economic impact	1	
o Programme: Rural development and advancement		Sustainability	3	
		Cost vs. impact	3	
		Implementability	4	
		Funding attainability	1	
		Support availability (training, registration, etc.)	3	
PROJECT PRIORITY	11	TOTAL IMPACT RATING: (Out of 5)		2.5
KEY INTERNAL ROLEPLAYERS:		KEY EXTERNAL ROLEPLAYERS:		
<ul style="list-style-type: none"> o LED unit o LED Forum o Community services department 		<ul style="list-style-type: none"> o SEDA o LibSA 		
KEY SUCCESS FACTORS:		RISKS AND CHALLENGES:		
<ul style="list-style-type: none"> o Commitment by all members of the cooperative o Voluntary and open membership o Ensure economic participation of members o Effective and clear management and benefit structures, procedures and policies o Democratic control of cooperatives by members 		<ul style="list-style-type: none"> o Lack of cooperation by all members of the cooperatives o Poor management of cooperative funds o Loss of democratic control o Limited member involvement 		
POTENTIAL FUNDING SOURCES:		POTENTIAL TRAINING AND SUPPORT SERVICES:		
<ul style="list-style-type: none"> o Independent Development Trust o Kagiso Trust o OXFAM international o National Development Agency 		<ul style="list-style-type: none"> o SEDA o LibSA o Joint Education Trust 		

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PROJECT IMPLEMENTATION SHEET							<i>Rural community support cooperatives</i>						
MUNICIPAL DEVELOPMENT FACILITATION ACTIONS:							2007	2008	2009	2010	2011	2012	COST
○ Undertake awareness campaigns to entice cooperative development and promote benefits among rural communities													Internal
○ Facilitate establishment and implementation of community support cooperatives													Internal
○ Facilitate access to support agencies for registration of cooperatives													Internal
TOTAL MUNICIPAL DEVELOPMENT FACILITATION ACTION BUDGET:													Internal
PROJECT IMPLEMENTATION ACTIONS:							2007	2008	2009	2010	2011	2012	COST
○ Identify requirements for establishment of cooperatives in consultation with support agencies													
○ Assist in recruiting and organising interested parties													
○ Finalise ownership and membership of support cooperatives													
○ Establish management and benefit structures, procedures and policies													
○ Hold first members meeting, adopt constitution, elect directors and select name of cooperative													
○ Register cooperatives with Registrar's office													
○ Facilitate procurement of vehicle for car-pooling cooperative													
TOTAL PROJECT IMPLEMENTATION ACTION BUDGET: To be implemented by Municipality													R0
MUNICIPAL BUDGET PER FINANCIAL YEAR:								'07/'08	'08/'09	'09/'10			
								R0	R0	R0			

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PROJECT INFORMATION SHEET

DESCRIPTION OF PROJECT:

- 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 comprise 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 agriculture. 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. A small number of these land claims have already been settled and land has been handed over to its rightful owners, with the remainder of claims to be settled in the near future.



- This project will focus on providing the necessary support to ensure the speedy completion of land claims not yet settled, as well as the introduction and development of sustainable and viable economic enterprises in line with the potential of individual areas of land.
- Development opportunities for claimed land include:
 - Mining exploration and development;
 - Agricultural production; and
 - Tourism development.

Land claims support

OBJECTIVE OF PROJECT:

- 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 objectives of land claims support in Musina Municipality are to:
 - Improve sustainable practices on claimed land;
 - Develop claimed land to its full potential;
 - Increase skills development in agricultural, mining and tourism activities on claimed land;
 - Increase community ownership and benefit from claimed land; and
 - Encourage public-private partnerships in development of claimed land.
- The land claims support programme is aimed at ensuring the successful implementation of viable economic activities that benefit its rightful owners and local communities in a sustainable manner.

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PROJECT INFORMATION SHEET		<i>Land claims support</i>
LOCATION: <ul style="list-style-type: none"> ○ Successfully claimed land throughout Musina Municipality 	BENEFICIARIES: <ul style="list-style-type: none"> ○ Land claimants ○ Local communities and unemployed in rural areas ○ Local farmers ○ Local small scale mining entrepreneurs ○ Local tourism SMMEs and operators 	<p>Formatted: Indent: Left: 0.04", Bulleted + Level: 1 + Aligned at: 0.25" + Tab after: 0.5" + Indent at: 0.5", Tab stops: Not at 0.5"</p> <p>Formatted: Indent: Left: 0.04", Bulleted + Level: 1 + Aligned at: 0.25" + Tab after: 0.5" + Indent at: 0.5", Tab stops: Not at 0.5"</p>
APPROXIMATE CAPITAL REQUIREMENTS: <p>The purpose of this project is to provide continued support to ensure the speedy and successful completion of the land claims process in Musina Municipality. This project also forms the initial phase to the successful and sustainable development of successfully claimed land in the Municipality. Therefore, the capital layout of developments on claimed land will be dependent on the type and extent of individual projects identified and implemented and can involve anything from R500,000 to a few million Rand per settled claim. Professional fees will also be required to facilitate the development and implementation of identified projects on successfully claimed land in collaboration with RLCC, DLA, DoA, DEDET, DEAT, DME etc.</p>	POTENTIAL IMPACTS: <ul style="list-style-type: none"> ○ Development of economically viable enterprises on claimed land ○ Sustainable practices ○ Local community benefit through increased income generation and employment opportunities ○ Contribution to BEE by aiding claimants to establish agricultural, mining and tourism enterprises ○ Access to funding sources ○ Access to technical know-how and skills training 	<p>Formatted: Indent: Left: 0.04", Bulleted + Level: 1 + Aligned at: 0.25" + Tab after: 0.5" + Indent at: 0.5", Tab stops: Not at 0.5"</p>

PROJECT IMPLEMENTATION SHEET

Land claims support

POSITION OF PROJECT IN STRATEGY:		POTENTIAL IMPACT RATING (1 LOW, 5 HIGH)	RATING
o Thrust 2: Rural integration		Economic impact	4
o Support for land claims beneficiaries		Sustainability	4
		Cost vs. impact	4
		Implementability	3
		Funding attainability	4
		Support availability (training, registration, etc.)	4
PROJECT PRIORITY	2	TOTAL IMPACT RATING: (Out of 5)	3.8
KEY INTERNAL ROLEPLAYERS:		KEY EXTERNAL ROLEPLAYERS:	
o LED unit		o Vhembe District	
o LED Forum		o Limpopo Department of Agriculture	
o Finance department		o Limpopo DEDET	
		o Other provincial departments	
		o DME	
		o DEAT	
		o Private sector	
KEY SUCCESS FACTORS:		RISKS AND CHALLENGES:	
o Utilisation of sustainable practices		o Poor management of successfully claimed land	
o Skills development and training		o Lack of technical knowledge	
o Public-private partnerships		o Lack of access to funding	
		o Access to commercial markets	
		o Water shortages	
POTENTIAL FUNDING SOURCES:		POTENTIAL TRAINING SOURCES:	
o Department of Agriculture		o SEDA	
o Department of Land Affairs		o Theta	
o DEAT		o Department of Agriculture	
o DME		o MEETI	
o Ford Foundation		o GSSA	
o Capespan (Pty) Ltd		o Mintek	

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PROJECT IMPLEMENTATION SHEET

Land claims support

MUNICIPAL DEVELOPMENT FACILITATION ACTIONS:

- | Support successful and speedy conclusion of land claims process
- | Assist claimants in establishing development potential of successfully claimed land in conjunction with relevant departments
- | Negotiate and ensure DLA, DEAT, DOA, DME involvement in establishing viable development opportunities on successfully claimed land
- | Provide continued feedback to communities on land claims processes and progress
- | Facilitate access to funding sources
- | Facilitate access to skills training and demonstrations
- | Facilitate and negotiate joint ventures in development of mining, agricultural and tourism activities on successfully claimed land
- | Monitor, evaluate and support development enterprises to ensure sustainability

The chart illustrates the breakdown of costs from 2007 to 2012. The total cost increased from approximately R5,000 in 2007 to R10,000 in 2012. The costs are broken down into four main categories: Internal, External, Direct, and Indirect. Internal costs are the largest, followed by External, then Direct, and finally Indirect.

Year	Internal	External	Direct	Indirect	Total
2007	R1,500	R1,000	R1,000	R1,000	R5,000
2008	R1,800	R1,200	R1,200	R1,200	R6,000
2009	R2,000	R1,400	R1,400	R1,400	R6,800
2010	R2,200	R1,600	R1,600	R1,600	R7,000
2011	R2,500	R1,800	R1,800	R1,800	R8,100
2012	R2,800	R2,000	R2,000	R2,000	R10,000

TOTAL MUNICIPAL DEVELOPMENT FACILITATION ACTION BUDGET:

MUNICIPAL BUDGET PER FINANCIAL YEAR:

‘07/’08	‘08/’09	‘09/’10
R5,000	R0	R0

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PROJECT MARKETING SHEET

DESCRIPTION OF PROJECT:

- Aquaculture refers to the controlled production of aquatic species for human consumption, industrial use and recreational purposes. Aquaculture production has also grown by 31% in South Africa between 1997 and 2000, as the demand for high-quality protein continues to rise.
- The Musina fish production project which has been implemented in Campbell consists of six dams producing carp for local demand. This project sells up to 180 packets of fish a month, with each packet containing 30 fish (5cm sized fish). Indications are that this project is not capable of satisfying the local demand.
- Given the success of the existing fish farming enterprise in Campbell, this project will facilitate the duplication and roll-out of further aquaculture projects throughout the Municipality. The roll-out of further aquaculture projects will involve the provision of appropriate training and mentorship to interested emerging fish farmers, the provision of fish ponds, harvesting nets, fish feeds etc. Initially, it is envisaged that 4 fish farming enterprises be established, comprising 3-4 dams each.
- The successful expansion of aquaculture production in Musina Municipality will also create further development opportunities to establish an aquaculture cluster, comprising the full range of activities along the aquaculture value chain. Development opportunities in the Aquaculture cluster include:
 - Establishment of fish hatcheries;
 - Development of abattoirs and fish processing facilities;
 - Freezing and packaging of harvested fish;
 - Production of fish products; and
 - Marketing and retail of fish and fish products.
- The current fish farming enterprise is focused on the production of carp. This project will also investigate the potential of diversifying aquaculture production in Musina Municipality to include a larger variety of fish species (eg. tilapia and trout), as well as the possible production of fresh water crayfish and crocodiles.
- In the long term and following the successful implementation of enough aquaculture projects to create economies of scale, a central processing facility to undertake the processing of fish products will be developed.

Aquaculture cluster

OBJECTIVE OF PROJECT:

- The establishment of an aquaculture cluster in Musina Municipality will not only ensure development opportunities for emerging farmers and entrepreneurs along the aquaculture value chain, but will also increase the local supply of valuable protein sources to many local poor households.
- The objectives of the aquaculture cluster in Musina Municipality are to:
 - Increase fish production for local consumption;
 - Establish new local fish farming enterprises;
 - Increase job creation and income generation;
 - Facilitate the development of new business enterprises along the aquaculture value chain.



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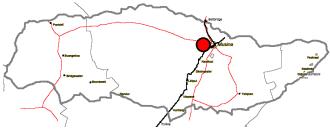
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PROJECT MARKETING SHEET

Aquaculture cluster

LOCATION:		BENEFICIARIES:	
<ul style="list-style-type: none"> ○ Throughout Musina Municipality, with future production/processing facilities being located in Musina town 		<ul style="list-style-type: none"> ○ Local emerging farmers ○ Local unemployed, especially women, youth and disabled ○ Local entrepreneurs and SMMEs 	
APPROXIMATE CAPITAL REQUIREMENTS: (Capital cost of 4 fish farming enterprises) *		POTENTIAL IMPACTS:	
Professional fees	R0	<ul style="list-style-type: none"> ○ Increased production of fish for local consumption 	
Implementation fees	R0	<ul style="list-style-type: none"> ○ Local manufacturing of final fish products 	
First 3 months running costs	R30,000	<ul style="list-style-type: none"> ○ Establishment of 5-10 fish farming enterprises 	
Marketing and branding	R0	<ul style="list-style-type: none"> ○ Creation of up to 20 direct permanent employment opportunities (1-2 employees per fish farming enterprise) 	
Site and buildings	R0	<ul style="list-style-type: none"> ○ Establishment of 3-5 spin off enterprises related to the production of fish food and the construction and installation of aquaculture dams and systems 	
Machinery and equipment (dam, hand net, etc.)	R120,000	<ul style="list-style-type: none"> ○ Induced employment opportunities for up to 15 people in spin-off enterprises (1-3 employees per enterprise) 	
Furniture and office equipment	R0	<ul style="list-style-type: none"> ○ Contribution to BEE by aiding entrepreneurs to enter into agricultural and agro-processing industry 	
Input materials (fish feed, fingerlings, etc.)	R10,000		
TOTAL PROJECT BUDGET:	R160,000		

*Excludes cost of processing facility

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PROJECT IMPLEMENTATION SHEET			Aquaculture cluster	
POSITION OF PROJECT IN STRATEGY:		POTENTIAL IMPACT RATING (1 LOW, 5 HIGH)		RATING
<ul style="list-style-type: none"> ○ Thrust 2: Agricultural production, value chain development and integration ○ Programme: Agricultural production diversification and expansion 		Economic impact	3	3
		Sustainability	3	3
		Cost vs. impact	3	3
		Implementability	3	3
		Funding attainability	2	2
		Support availability (training, registration, etc.)	4	4
PROJECT PRIORITY	10	TOTAL IMPACT RATING: (Out of 5)		3.0
KEY INTERNAL ROLEPLAYERS:		KEY EXTERNAL ROLEPLAYERS:		
<ul style="list-style-type: none"> ○ LED unit ○ LED Forum 		<ul style="list-style-type: none"> ○ Vhembe District ○ Department of Agriculture ○ Department of Water Affairs and Forestry ○ Emerging farmers ○ SEDA ○ Limdev ○ Private sector 		
KEY SUCCESS FACTORS:		RISKS AND CHALLENGES:		
<ul style="list-style-type: none"> ○ Appropriate training and mentorship ○ Effective marketing of products 		<ul style="list-style-type: none"> ○ Lack of knowledge and skills ○ Lack of extension services and support ○ Inappropriate training ○ Inconsistent quality and supply of fish ○ Water shortages ○ Cost of water ○ Access to funding 		
POTENTIAL FUNDING SOURCES:		POTENTIAL TRAINING SOURCES:		
<ul style="list-style-type: none"> ○ Department of Environmental Affairs and Tourism ○ Department of Agriculture ○ Development Bank of South Africa ○ WK Kellogg Foundation ○ Municipal and Special Infrastructure Grants ○ European Union 		<ul style="list-style-type: none"> ○ ARC ○ Department of Agriculture ○ Department of Water Affairs and Forestry 		

PROJECT IMPLEMENTATION SHEET							<i>Aquaculture cluster</i>
MUNICIPAL DEVELOPMENT FACILITATION ACTIONS:	2007	2008	2009	2010	2011	2012	COST
o Investigate potential of diversifying aquaculture production							R20,000
o Identify problems and lessons learnt from existing fish farming enterprise							Internal
o Negotiate and liaise with DoA to roll-out fish farming projects to other locations							Internal
o Identify potential beneficiaries for fish farming projects							Internal
o Establish network of role-players and funders							Internal
o Facilitate development and implementation of cluster start-ups							Internal
TOTAL MUNICIPAL DEVELOPMENT FACILITATION ACTION BUDGET:							R20,000
PROJECT IMPLEMENTATION ACTIONS:	2007	2008	2009	2010	2011	2012	COST
o Identify feasible locations for roll-out of fish farming projects							R0
o Develop and equip fish farming projects							R0
o Undertake training of emerging fish farmers							R0
o Negotiate contracts with local buyers to purchase products							R0
o Draft development plan to establish fish processing plant							R0
TOTAL PROJECT IMPLEMENTATION ACTION BUDGET: (To be implemented by Municipality in collaboration with DoA)							R0
MUNICIPAL BUDGET PER FINANCIAL YEAR:			'07/'08	'08/'09	'09/'10		
			R0	R0	R20,000		

PROJECT MARKETING SHEET

DESCRIPTION OF PROJECT:

- Musina Municipality benefits from a climate which is conducive to horticultural, and in particular, vegetable production, with local production comprising both emerging and commercial farming enterprises. A large variety of vegetables are currently grown in the Municipality, including butternut, potatoes, cabbage, sweet potatoes, tomatoes, green peppers etc. Local emerging farmers often struggling to access markets, with low incomes being generated by the farming activities. In order to increase the economic benefits reaped by local emerging farmers, this project will encourage emerging farmers to become involved in the beneficiation of their products, by establishing a vegetable processing plant.
- The most cost-effective method of processing is to locate processing facilities close to the point of production, thereby reducing the input costs. This project will therefore establish a vegetable processing facility in Musina town, allowing it to be both centrally located within the Municipality and in relation to transport accessibility, but still close to the areas of highest production. The processing facility will be established as a cooperative, with smaller producer cooperatives in the four production zones (Nwanedi, Weipe, Mopane and Tshipise) supplying produce to the processing facility. Emerging farmers will be members of both the producer and processing cooperatives and will adjust production in accordance with the demand from the processing facility. Decentralised collection points will be established in each of the production zones, from which produce will be transported to the processing facility. The processing plant will comprise 200m².
- Agricultural value adding and agro-processing opportunities for Musina Municipality are based on the existing range of fresh vegetables produced locally and include the following vegetable processing activities:
 - Chutney, pickled vegetables and atchar;
 - Jam, preserve juice, puree and paste production
 - Drying of vegetables and dried soup production;
 - Chopping, semi-processing and packaging eg. Potato chip production;
 - Canning; and
 - Freezing and packaging.

OBJECTIVE OF PROJECT:

- The declining profits generated by agricultural and the constrained access to markets experienced by emerging farmers in Musina Municipality necessitate the involvement of emerging farmers in the development of new products with higher profit margins.
- The objectives of establishing a vegetable processing plant in Musina Municipality are to:
 - Increase income generation of emerging farmers;
 - Improve access fixed supply contracts;
 - Increase job creation; and
 - Supply final products that serve the local demand;
- The goal of this project is to ensure that local producers, particularly emerging farmers, are supported to become involved further down the value chain, thereby increasing their profits and ensuring an off-set market for their produce.



Vegetable processing plant

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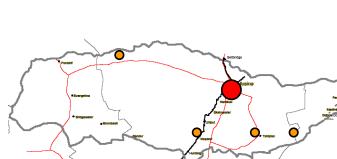
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PROJECT MARKETING SHEET		Vegetable processing plant																				
LOCATION:	<ul style="list-style-type: none"> Processing plant to be established in planned new industrial site north of Musina town along N1 highway Collection points to be located in Nwanedi, Weipe, Mopane & Tshipise 	BENEFICIARIES: <ul style="list-style-type: none"> Local emerging farmers Local rural and urban unemployed 																				
APPROXIMATE CAPITAL REQUIREMENTS:	<table> <thead> <tr> <th></th> <th>COST</th> </tr> </thead> <tbody> <tr> <td>Professional fees</td> <td>R180,000</td> </tr> <tr> <td>Implementation fees</td> <td>R200,000</td> </tr> <tr> <td>First 3 months running costs</td> <td>R600,000</td> </tr> <tr> <td>Marketing and branding</td> <td>R100,000</td> </tr> <tr> <td>Site and buildings</td> <td>R1,500,000</td> </tr> <tr> <td>Machinery and equipment</td> <td>R2,000,000</td> </tr> <tr> <td>Furniture and office equipment</td> <td>R70,000</td> </tr> <tr> <td>Input materials</td> <td>R150,000</td> </tr> <tr> <td>TOTAL PROJECT BUDGET:</td> <td>R4,800,000</td> </tr> </tbody> </table>		COST	Professional fees	R180,000	Implementation fees	R200,000	First 3 months running costs	R600,000	Marketing and branding	R100,000	Site and buildings	R1,500,000	Machinery and equipment	R2,000,000	Furniture and office equipment	R70,000	Input materials	R150,000	TOTAL PROJECT BUDGET:	R4,800,000	POTENTIAL IMPACTS: <ul style="list-style-type: none"> Local manufacturing of final processed vegetable products to serve local demand Fixed supply contracts for emerging farmers Economies of scale that reduce input cost Direct permanent employment opportunities created for 15 members of staff Induced employment opportunities for up to 100 farm workers Contribution to BEE by aiding entrepreneurs to enter into manufacturing/agro-processing industry Enabling Service spin-offs for production of inputs and transport of final products
	COST																					
Professional fees	R180,000																					
Implementation fees	R200,000																					
First 3 months running costs	R600,000																					
Marketing and branding	R100,000																					
Site and buildings	R1,500,000																					
Machinery and equipment	R2,000,000																					
Furniture and office equipment	R70,000																					
Input materials	R150,000																					
TOTAL PROJECT BUDGET:	R4,800,000																					

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PROJECT IMPLEMENTATION SHEET

Vegetable processing plant

POSITION OF PROJECT IN STRATEGY:		POTENTIAL IMPACT RATING (1 LOW, 5 HIGH)	RATING
o Thrust 2: Agricultural production, value chain development and integration		Economic impact	4
o Programme: Agricultural value adding and agro-processing industrial development		Sustainability	4
		Cost vs. impact	3
		Implementability	3
		Funding attainability	3
		Support availability (training, registration, etc.)	4
PROJECT PRIORITY	5	TOTAL IMPACT RATING: (Out of 5)	3.5
KEY INTERNAL ROLEPLAYERS:		KEY EXTERNAL ROLEPLAYERS:	
o LED unit o LED Forum o Municipal Manager o Technical services department o Finance department		o Limpopo Department of Agriculture o Limpopo DEDET o Other provincial departments o Department of Trade and Industry o SEDA o LibSA o TIL o Private sector	
KEY SUCCESS FACTORS:		RISKS AND CHALLENGES:	
o Appropriate management of processing facility o Commitment of emerging farmers		o Water shortages o Transport costs and distance to Gauteng o Inconsistent quality and quantity of vegetable production o Access to commercial markets o Access to funding o Lack of market information	
POTENTIAL FUNDING SOURCES:		POTENTIAL TRAINING SOURCES:	
o Musina Municipality o Department of Trade and Industry o Industrial Development Corporation o Kagiso Trust o Development Bank of South Africa		o SEDA o Department of Agriculture o Department of Trade and Industry o Industrial Development Corporation o ARC	

PROJECT IMPLEMENTATION SHEET

Vegetable processing plant

MUNICIPAL DEVELOPMENT FACILITATION ACTIONS:	2007	2008	2009	2010	2011	2012	COST
	Part of LED	Internal	Internal	Internal	Internal	Internal	
○ Conduct feasibility of developing a vegetable processing plant							
○ Liase with DLA and DoA and support development of vegetable farming activities on successfully claimed land							
○ Locate and facilitate acquisition of appropriate site for processing plant							
○ Locate and facilitate acquisition of appropriate sites for collection points							
○ Assist and support finalisation of ownership of project							
○ Facilitate raising of capital and sourcing of funding							
○ Appoint project implementer/self-implementation							
○ Facilitate and support establishment of producer cooperatives							
TOTAL MUNICIPAL DEVELOPMENT FACILITATION ACTION BUDGET:							Internal
PROJECT IMPLEMENTATION ACTIONS:	2007	2008	2009	2010	2011	2012	COST
○ Recruit and organise interested parties							
○ Finalise ownership and membership of support cooperatives							
○ Establish management and benefit structures, procedures and policies							
○ Hold first members meeting, adopt constitution, elect directors and select name of cooperative							
○ Register cooperatives with Registrar's office							
○ Acquire, develop and equip collection points and processing facilities							
○ Establish management structure & operating procedures and policies							
○ Seek and negotiate capital, funding and potential investors							
○ Recruit, select and appoint staff							
○ Undertake training of collection point and processing facility staff							
○ Negotiate and establish input supply contracts							
○ Negotiate contracts with local and regional buyers to purchase products							
TOTAL PROJECT IMPLEMENTATION ACTION BUDGET: (If sufficient in-house capacity exists = R20,000)							R200,000
MUNICIPAL BUDGET PER FINANCIAL YEAR:	'07/'08	'08/'09	'09/'10				
	R0	R0	R0				

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PROJECT MARKETING SHEET

Tourism information dissemination

DESCRIPTION OF PROJECT:

- Tourists are unlikely to visit places that are unfamiliar to them, or places for which they do not know what is offered at that location. To ensure that Musina Municipality is extensively marketed as a unique tourism destination with its own distinctive character and special attractions, this project will provide potential visitors with comprehensive and up-to-date information on the attractions and tourism products and services the Municipality has to offer, by continuously updating the existing tourist information website. This website will also be linked to other websites of local tourism product and activity owners.
- A gap identified in the tourism industry of Musina Municipality is the availability of information regarding the existing tourist attractions, activities and facilities, and in particular the locations thereof. The development of an effective package of activities is essential in making the visit worth the time and money spent by tourists in reaching Musina Municipality. To achieve this, attractions and assets need to be linked in a logical manner, guiding tourists from the one attraction to the next. This project will develop a comprehensive map, clearly indicating the routes to and locations of the various tourist attractions in Musina Municipality. By providing the whole range of attractions the Municipality has to offer on a single map, tourists will be enticed to stop off at other attractions along the route to their main destination. Linked to this, where attractions are visible from the existing major routes of the Municipality, information cairns will be placed alongside these routes, allowing tourists to stop and view the attractions, while gaining further information on the background and history of the tourism asset.
- To aid the flow of self-drive tourists within the Municipality and from one attraction to the next, road signage to local villages, major attractions and local facilities will be improved and increased. This will not only include signage to tourism products and activities, but also to Municipal and police offices, hospitals etc.
- Ancillary to the development of a tourist attraction map, this project will also develop a range of high quality colour brochures, providing comprehensive information on each tourist attraction, activity and facility offered by the Municipality, including both practical details such as location, entrance fees/pricing and contact details and information of educational value, such as the history of the tourist attraction.

OBJECTIVE OF PROJECT:

- Tourist information currently available at the Tourist Information Centre is fairly outdated and does not encompass the full range of attractions and activities offered in Musina Municipality. In particular, maps indicating the locations of tourist attractions and activities and the directions to these facilities are lacking. There is, therefore, a need for tourist information in Musina Municipality to be streamlined and updated to provide tourists to the area with easy to use and comprehensive package of information.
- The objectives of the tourism information dissemination project in Musina Municipality are to:
 - Increase value for time and money experienced by visitors to Musina Municipality;
 - Provide tourists with a package of relevant information;
 - Guide and entice tourists to visit the full range of attractions and activities offered;
 - Entice tourist to stay in the Municipality for longer.
- The goal of the tourism information dissemination is to have tourists “Come, Stop, Stay and Spend”



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PROJECT MARKETING SHEET

Tourism information dissemination

LOCATION:

- Throughout Musina Municipality.
- Maps and brochures mainly be obtainable at the Tourist Information Centre in Musina town
- Maps and brochures should will also be distributed to other attractions in the region to entice tourists to visit Musina Municipality



BENEFICIARIES:

- Tourists and visitors to Musina Municipality
- Local tourism product owners
- Local tourism activity operators
- Local SMMEs

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APPROXIMATE CAPITAL REQUIREMENTS:

COST

Brochure and map research, design, print & distribute
Website update
Signposting

R100,000
R10,000
R750,000*

TOTAL PROJECT BUDGET:

R860,000

POTENTIAL IMPACTS:

- Increased and improved tourism flows to and within Musina Municipality
- Increased value for time and money experienced by visitors

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* Calculated at R2,500 per km x 300km

PROJECT IMPLEMENTATION SHEET

Tourism information dissemination

POSITION OF PROJECT IN STRATEGY:		POTENTIAL IMPACT RATING (1 LOW, 5 HIGH)		RATING
<ul style="list-style-type: none"> ○ Thrust 3: Tourism development and promotion ○ Programme: Destination building, marketing and branding 	<ul style="list-style-type: none"> Economic impact Sustainability Cost vs. impact Implementability Funding attainability Support availability (training, registration, etc.) 	<ul style="list-style-type: none"> 2 n.a 3 4 3 3 		
PROJECT PRIORITY	8	TOTAL IMPACT RATING: (Out of 5)	3	
KEY INTERNAL ROLEPLAYERS:	KEY EXTERNAL ROLEPLAYERS:			
<ul style="list-style-type: none"> ○ LED unit ○ LED Forum ○ Community services department ○ Technical services department ○ Finance department 	<ul style="list-style-type: none"> ○ Vhembe District ○ Limpopo Tourism and Parks Board ○ Limpopo DEDET ○ DEAT ○ Musina Limpopo Valley Tourism Association ○ Private sector 			
KEY SUCCESS FACTORS:	RISKS AND CHALLENGES:			
<ul style="list-style-type: none"> ○ Appointment of qualified professionals with extensive knowledge and experience in the field of graphic design and tourism to design and develop tourist map and brochures. ○ Effective distribution of maps and brochures to tourists 	<ul style="list-style-type: none"> ○ Lack of buy-in from local tourist attraction and product owners ○ Poor quality of maps and brochures ○ Outdated information 			
POTENTIAL FUNDING SOURCES:	POTENTIAL TRAINING SOURCES:			
<ul style="list-style-type: none"> ○ Musina Municipality ○ DEAT ○ Limpopo DEDET ○ National Lottery Distribution Trust Fund Arts, Culture and National Heritage 	<ul style="list-style-type: none"> ○ Theta ○ DEAT ○ Tourism Enterprise Programme 			

PROJECT IMPLEMENTATION SHEET								<i>Tourism information dissemination</i>		
MUNICIPAL DEVELOPMENT FACILITATION ACTIONS:		2007	2008	2009	2010	2011	2012	COST		
o	Undertake drive to secure participation of tourism product owners and operators								Internal	
o	Appoint specialist to research, update and collate outstanding information from existing tourism attractions, product owners and activity operators								Internal	
o	Update and maintain vibrant, user-friendly and comprehensive website								R10,000	
o	Appoint specialist to design and print tourist map and brochures								Internal	
o	Appoint specialist to design and develop uniform signage and information cairns (including directional, place marking, welcome signage etc.)								Internal	
TOTAL MUNICIPAL DEVELOPMENT FACILITATION ACTION BUDGET:								R10,000		
MUNICIPAL BUDGET PER FINANCIAL YEAR:								'07/'08	'08/'09	'09/'10
								R5,000	R5,000	R0

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PROJECT MARKETING SHEET

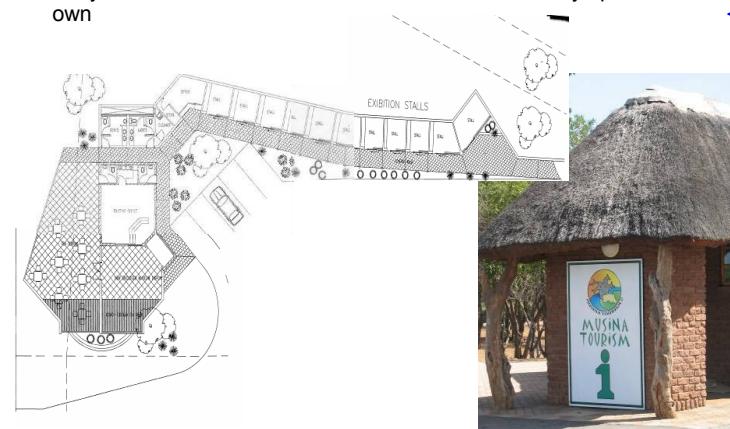
DESCRIPTION OF PROJECT:

- The importance of the Tourism industry in the economy of Musina Municipality creates opportunities for the development of unique and interesting arts and crafts, particularly in view of the skills of Zimbabweans in craft making upon which can be drawn.
- The arts and crafts incubator in Musina Municipality will be developed to provide new and up-coming arts and crafts entrepreneurs with the capacity and assistance to apply their craft making skills in developing viable and sustainable businesses. The arts and crafts incubator will provide artists and crafters with access to shared facilities, skills development and the equipment required to create unique and high quality products. Training provided by the incubator will include product development related to:
 - Choosing products to be created;
 - Improving products, colours to be used, etc.;
 - Product interpretation and branding to add value;
 - Pricing and marketing of products.
- The incubator will also draw on the local commodities available, such as locally mined colour and gemstones, to create jewellery and other ornaments and game hides and horns to manufacture lamp shades and other crafts. The incubator will also ensure that influences from Musina Municipality's heritage are incorporated into local crafts, creating linkages with existing tourist attractions to create unique and specific products, such as replica gold rhinos.
- The arts and crafts incubator will consist of a new museum display area, a terrace with tables and chairs and exhibition stalls, which together with the existing Tourist Information office will comprise 430m². The exhibition stalls will provide incubates with the workshop space in which they can manufacture their arts and crafts. At the same time, tourists visiting the Tourist Information Centre will be able to get a glimpse of how the arts and crafts are made and to purchase goods from the incubates. This will add to the basket of attractions and experiences for tourists to Musina Municipality, with unique products ensuring that tourists take away a memento that evokes fond memories of their visit to the Municipality.

Arts & Crafts incubator

OBJECTIVE OF PROJECT:

- The development of an arts and crafts incubator in Musina Municipality will fulfil the need for new opportunities to be created for the locally unemployed to start their own businesses. The strength of the Tourism sector in Musina Municipality creates the opportunity for new start-up businesses to supply arts and crafts to these attractions.
- The objectives of the manufacturing incubator in Musina Municipality are to:
 - Facilitate the development of local art, craft and jewellery making enterprises;
 - Increase job creation;
 - Knowledge and skills transfer; and
 - Supply final arts and crafts that serve local curio shops and tourists to Musina Municipality and surrounding areas.
- The goal of the arts and crafts incubator in Musina Municipality is to guide local artists and crafters to develop and grow their own businesses within 2-3 year into sustainable business that can successfully operate on their own



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PROJECT MARKETING SHEET

Arts & Crafts incubator

LOCATION:																					
<ul style="list-style-type: none"> ○ Existing site of the Tourist Information Centre, along the N1 entering into Musina town from the south 		BENEFICIARIES: <ul style="list-style-type: none"> ○ Local unemployed in urban areas, especially women, youth and disabled ○ Local arts and crafts entrepreneurs ○ Local SMMEs 																			
APPROXIMATE CAPITAL REQUIREMENTS:		<table border="1"> <thead> <tr> <th></th> <th>COST</th> </tr> </thead> <tbody> <tr> <td>Professional fees</td> <td>R60,000</td> </tr> <tr> <td>Implementation fees</td> <td>R90,000</td> </tr> <tr> <td>First 3 months running costs</td> <td>R50,000</td> </tr> <tr> <td>Product marketing and signage</td> <td>R50,000</td> </tr> <tr> <td>Site and buildings</td> <td>R1,300,000</td> </tr> <tr> <td>Machinery, equipment & input materials (loan) *</td> <td>R50,000</td> </tr> <tr> <td>Furniture and office equipment (including displays)</td> <td>R100,000</td> </tr> <tr> <td>TOTAL PROJECT BUDGET:</td> <td>R1,700,000</td> </tr> </tbody> </table>			COST	Professional fees	R60,000	Implementation fees	R90,000	First 3 months running costs	R50,000	Product marketing and signage	R50,000	Site and buildings	R1,300,000	Machinery, equipment & input materials (loan) *	R50,000	Furniture and office equipment (including displays)	R100,000	TOTAL PROJECT BUDGET:	R1,700,000
	COST																				
Professional fees	R60,000																				
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Machinery, equipment & input materials (loan) *	R50,000																				
Furniture and office equipment (including displays)	R100,000																				
TOTAL PROJECT BUDGET:	R1,700,000																				
		POTENTIAL IMPACTS: <ul style="list-style-type: none"> ○ Exhibition space for 11 artists & crafters ○ Establishment of 2-3 arts and crafts enterprises per annum ○ Direct permanent employment opportunities created by the incubator for 3 members of staff ○ Induced employment opportunities for up to 6 people per annum (1-2 employees per manufacturing enterprise) ○ Contribution to BEE by aiding entrepreneurs to enter into tourism & manufacturing industry ○ Enabling artists and crafters to apply skills to viable enterprises able to gain access to supply contracts 																			

* Incubatees will collectively obtain a loan for the purposes of acquiring equipment and input materials. Individual incubatees will also be able to utilise smaller amounts of the loan to acquire the necessary input materials. Incubatees will have the obligation to service the loan from the sales of products.

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PROJECT IMPLEMENTATION SHEET

Arts & Crafts incubator

POSITION OF PROJECT IN STRATEGY:		POTENTIAL IMPACT RATING (1 LOW, 5 HIGH)	RATING
o Thrust 3: Tourism development and promotion		Economic impact	3
o Programme: Arts and crafts manufacturing, retail and skills development		Sustainability	3
		Cost vs. impact	3
		Implementability	3
		Funding attainability	3
		Support availability (training, registration, etc.)	4
PROJECT PRIORITY	7	TOTAL IMPACT RATING: (Out of 5)	3.2
KEY INTERNAL ROLEPLAYERS:		KEY EXTERNAL ROLEPLAYERS:	
<ul style="list-style-type: none"> o LED unit o LED Forum o Community services department o Technical services department o Finance department 		<ul style="list-style-type: none"> o Limpopo DEDET o DEAT o Department of Trade and Industry o SEDA o THETA o LibSA 	
KEY SUCCESS FACTORS:		RISKS AND CHALLENGES:	
<ul style="list-style-type: none"> o Qualified and competent managers, trainers and mentors o Appropriate training materials and programmes 		<ul style="list-style-type: none"> o Poor management of the incubator o Inconsistent supply of input materials o Access to funding o Access to commercial markets o Limited involvement by support agencies and inappropriate training 	
POTENTIAL FUNDING SOURCES:		POTENTIAL TRAINING SOURCES:	
<ul style="list-style-type: none"> o Musina Municipality o DEDET o DEAT o Khula Enterprise Finance o Industrial Development Corporation o National Arts Council of South Africa o National Lottery Distribution Trust Fund Arts, Culture and National Heritage 		<ul style="list-style-type: none"> o THETA o Craft Council of South Africa o SEDA o LibSA o Department of Science and Technology o Department of Trade and Industry 	

PROJECT IMPLEMENTATION SHEET							Arts & Crafts incubator
MUNICIPAL DEVELOPMENT FACILITATION ACTIONS:	2007	2008	2009	2010	2011	2012	COST
o Conduct feasibility of developing an arts and crafts incubator							R25,000
o Contact, visit and cooperate with similar projects							Internal
o Establish network of role-players and funders							Internal
o Facilitate extension of Tourism Information Centre							Internal
o Appoint project implementer/self-implementation							Internal
o Finalise management structure of incubator							Internal
o Undertake awareness campaigns to attract local art and craft makers							R5,000
TOTAL MUNICIPAL DEVELOPMENT FACILITATION ACTION BUDGET:							R25,000
PROJECT IMPLEMENTATION ACTIONS:	2007	2008	2009	2010	2011	2012	COST
o Undertake arts & crafts audit to determine existing product range and potential craft-making skills of local communities							R90,000
o Extend/develop Tourism Information Centre and equip facilities							
o Establish management structure & operating procedures and policies							
o Recruit, select and appoint trainers, facilitators and staff							
o Obtain access to appropriate learning materials and training programmes							
o Negotiate and establish supply contracts for art, craft and jewellery inputs							
o Recruit and select incubatees							
o Prepare schedule of demonstrations and training							
o Negotiate contracts with local and regional tourist attractions and buyers to purchase products							
TOTAL PROJECT IMPLEMENTATION ACTION BUDGET: (If sufficient in-house capacity exists = R30,000)							R90,000
MUNICIPAL BUDGET PER FINANCIAL YEAR:			'07/'08	'08/'09	'09/'10		
			R25,000	R0	R0		

PROJECT MARKETING SHEET

DESCRIPTION OF PROJECT:

- Musina Municipality benefits from the occurrence of a variety of known mineral deposits, which include diamonds, coal, copper and magnesite. However, the exact extent and mining potential of these deposits are not known. In collaboration with the Department of Mineral Affairs and Energy, this project will develop a comprehensive database of land on which mineral deposits occur and the mining potential thereof. The database will also comprise land to which mining and prospecting rights have been awarded, together with the ownership of such rights. A comprehensive list of existing mining operations in Musina Municipality will also be incorporated into the mining database.
- The mining development database will not only guide the Municipality in gaining a better understanding of the local minerals that have the potential to be exploited for economic benefit, but will also allow the Municipality to actively promote and market mining opportunities and to attract investment in the local Mining industry.
- The prospecting of coal deposits along the northern regions of Musina Municipality have recently revealed that these deposits are quite viable for mining, with the exploitation of these coal fields being imminent. Through the use of the mining development database the Municipality will be able to identify and plan for the development of SMME opportunities linked to the coal mining activities. The database will also allow the Municipality to make coal beneficiation industries aware of the opportunities arising from the anticipated coal mining operations and to entice local investment in the establishment of such facilities.
- The development of a comprehensive mining development database will give the Municipality access to information on land which have existing mineral rights, but that are not being utilised. This will allow the Municipality to encourage the owners of land to commence mining activities, or to sell their mineral rights to other interested parties.

Mining development database

OBJECTIVE OF PROJECT:

- The aim of this project is develop a comprehensive mining database that can guide and encourage future development and can be utilised to entice investors to invest in the development of Musina Municipality's mining sector.
- The objectives of the mining development database are to:
 - Compile comprehensive and up-to-date information on mining rights, mineral deposits and ownership;
 - Facilitate the development of mining enterprises;
 - Encourage and entice the establishment of local mining beneficiation facilities; and
 - Identify and develop SMME opportunities linked to the mining industry.



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PROJECT INFORMATION SHEET		<i>Mining development database</i>
LOCATION: <ul style="list-style-type: none"> ○ Throughout Musina Municipality 	BENEFICIARIES: <ul style="list-style-type: none"> ○ Local mining enterprises ○ Potential investors ○ Private sector ○ Local SMMEs 	<p>Formatted: Indent: Left: 0.04", Bulleted + Level: 1 + Aligned at: 0.25" + Tab after: 0.5" + Indent at: 0.5", Tab stops: Not at 0.5"</p> <p>Formatted: Indent: Left: 0.04", Bulleted + Level: 1 + Aligned at: 0.25" + Tab after: 0.5" + Indent at: 0.5", Tab stops: Not at 0.5"</p>
APPROXIMATE CAPITAL REQUIREMENTS: <p>This project is aimed at creating awareness in respect of the opportunities for mining development, as well as the opportunities for the establishment of mining beneficiation facilities and business linkages in Musina Municipality. The capital layout will depend on the mining enterprises established locally.</p>	POTENTIAL IMPACTS: <ul style="list-style-type: none"> ○ Attraction and development of new local mining enterprises ○ Establishment of up to 3 mining support service and input supply SMMEs ○ Creation of permanent employment opportunities for 100-500 mine workers ○ Induced employment opportunities for up to 12 people (1-4 employees per mining support SMME) ○ Contribution to BEE by aiding entrepreneurs to enter into local Mining industry 	<p>Formatted: Indent: Left: 0.04", Bulleted + Level: 1 + Aligned at: 0.25" + Tab after: 0.5" + Indent at: 0.5", Tab stops: Not at 0.5"</p>

PROJECT INFORMATION SHEET			<i>Mining development database</i>	
POSITION OF PROJECT IN STRATEGY:			POTENTIAL IMPACT RATING (1 LOW, 5 HIGH)	RATING
<ul style="list-style-type: none"> ○ Thrust 4: Mining sector expansion, value chain development and integration ○ Programme: Expansion and diversification of mining activities 			Economic impact Sustainability Cost vs. impact Implementability Funding attainability Support availability (training, registration, etc.)	4 n.a. 4 3 2 2
PROJECT PRIORITY	9	TOTAL IMPACT RATING: (Out of 5)		3.0
KEY INTERNAL ROLEPLAYERS:	KEY EXTERNAL ROLEPLAYERS:			
<ul style="list-style-type: none"> ○ LED unit ○ LED Forum 	<ul style="list-style-type: none"> ○ Vhembe District ○ Department of Mineral Affairs and Energy ○ Council for Geosciences ○ Department of Water Affairs and Forestry ○ Private sector 			
KEY SUCCESS FACTORS:	RISKS AND CHALLENGES:			
<ul style="list-style-type: none"> ○ Cooperation of mineral rights owners and relevant departments ○ Relevant and up-to-date information 	<ul style="list-style-type: none"> ○ Cost of geo-technical surveys to determine mineral potential for exploitation ○ Outdated and limited information available ○ Poor maintenance of information in database ○ Access to funding 			
POTENTIAL FUNDING SOURCES:	POTENTIAL TECHNICAL SUPPORT SOURCES:			
<ul style="list-style-type: none"> ○ Musina Municipality ○ Local mining houses ○ Department of Mineral Affairs and Energy ○ Industrial Development Corporation ○ Amalgamated Banks of South Africa ○ Zimele Investments (Pty) Ltd (Anglo American) 	<ul style="list-style-type: none"> ○ Council for Geosciences ○ Department of Water Affairs and Forestry ○ Mining Technology Business Unit of CSIR 			

PROJECT IMPLEMENTATION SHEET							Mining development database						
MUNICIPAL DEVELOPMENT FACILITATION ACTIONS:							2007	2008	2009	2010	2011	2012	COST
o Contact and liaise with DME and other departments to obtain geological and mineral deposit information													Internal
o Undertake drive to secure participation of mining houses and land owners													R10,000
o Develop database of available land with mining potential, existing mineral deposits, prospecting and exploration licenses etc.													R70,000
o Contact and encourage mineral rights owners to mine minerals or sell mineral rights to other interested parties													Internal
o Undertake marketing campaigns to promote development opportunities and attract potential investors													R20,000
o Facilitate discussions between potential prospectors and land owners to form joint ventures													Internal
TOTAL MUNICIPAL DEVELOPMENT FACILITATION ACTION BUDGET:							R100,000						
MUNICIPAL BUDGET PER FINANCIAL YEAR:							'07/'08	'08/'09	'09/'10				R0
							R0	R100,000	R0				

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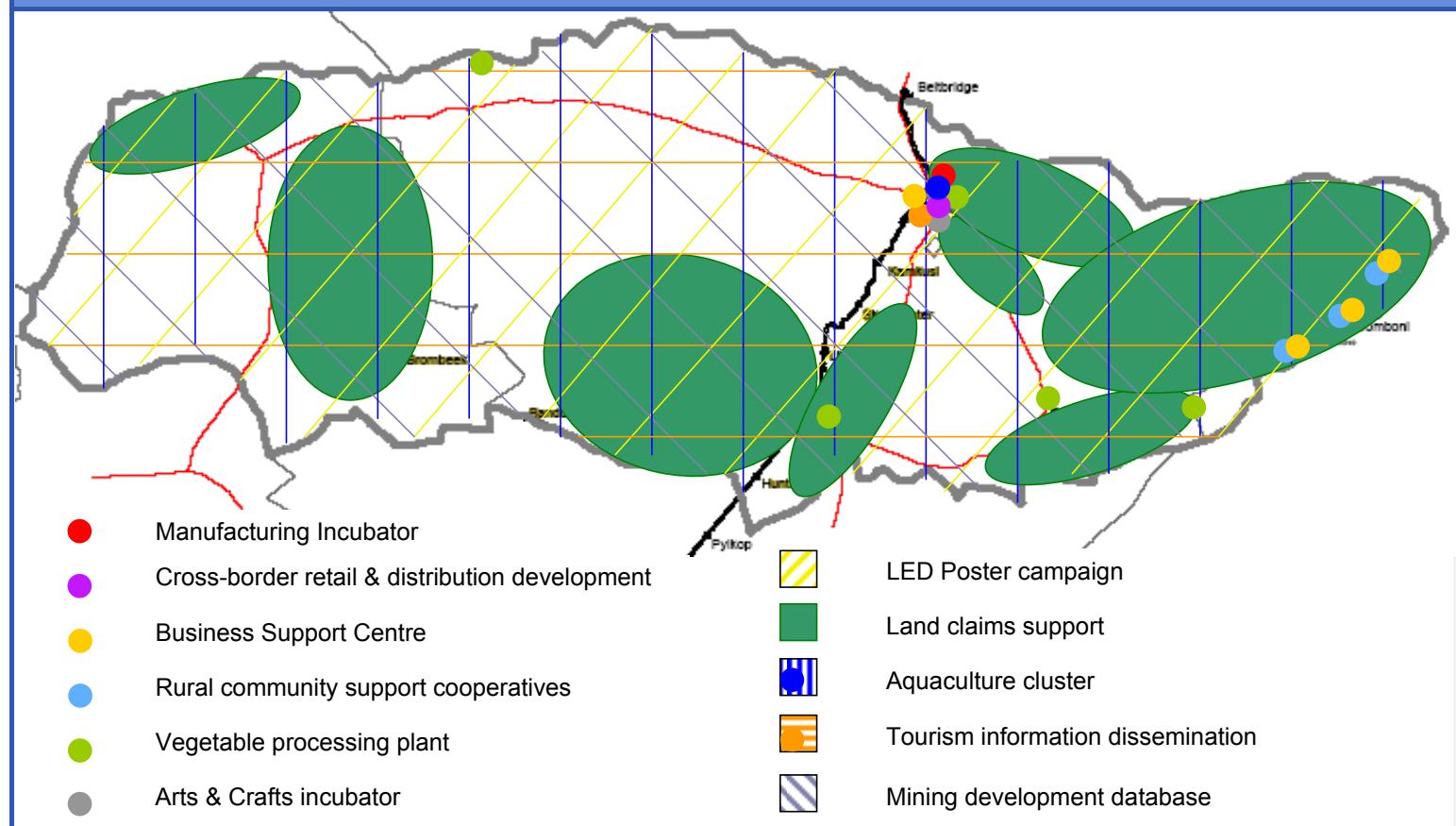
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SUMMARY OF PROJECTS

PROJECT NAME	PRIORITY	MUNICIPAL FACILITATION BUDGET	IMPLEMENTATION BUDGET (if implemented internally)	TOTAL MUNICIPAL BUDGET (if implemented internally)	APPROXIMATE CAPITAL REQUIREMENTS
LED poster campaign	1	R45,000	R0	R45,000	R45,000
Land claims support	2	R5,000	R0	R5,000	R0
Business Support Centre	3	R0	R10,000	R10,000	R760,000
Manufacturing incubator	4	R20,000	R0	R20,000	R2,030,000
Vegetable processing plant	5	R0	R20,000	R20,000	R4,800,000
Cross-border retail and distribution development	6	R90,000	R0	R90,000	R18,000,000
Arts and crafts incubator	7	R25,000	R30,000	R55,000	R1,700,000
Tourism information dissemination	8	R10,000	R0	R10,000	R860,000
Mining development database	9	R100,000	R0	R100,000	R0
Aquaculture cluster	10	R20,000	R0	R20,000	R160,000
Rural community support cooperatives	11	R0	R0	R0	R0
TOTAL		R315,000	R60,000	R375,000	R28,355,000

LOCATION PLAN



6.3.1 Ownership models

The central focus of government in implementing local economic development must be on creating an ideal environment for private sector investment through appropriate public sector investment and by supporting the retention, growth and development of enterprises, be they private or cooperatives and whether they are small, medium or large.

Successful private enterprises (and productive public-private partnerships) create wealth in local communities. Private enterprise, however, depends upon favourable local business conditions to achieve prosperity. Local governments have vital role to play in creating favourable environments for business success. Local economic development is thus a partnership between local government, business and community interests.

There are three types of economic development strategies that can be applied to the development of an area. The Table below shows how they differ in regards to project ownership, market orientation, the intended outcomes of the project and the project facilitators.

Table 6.3 Market, ownership, and facilitators of development strategies

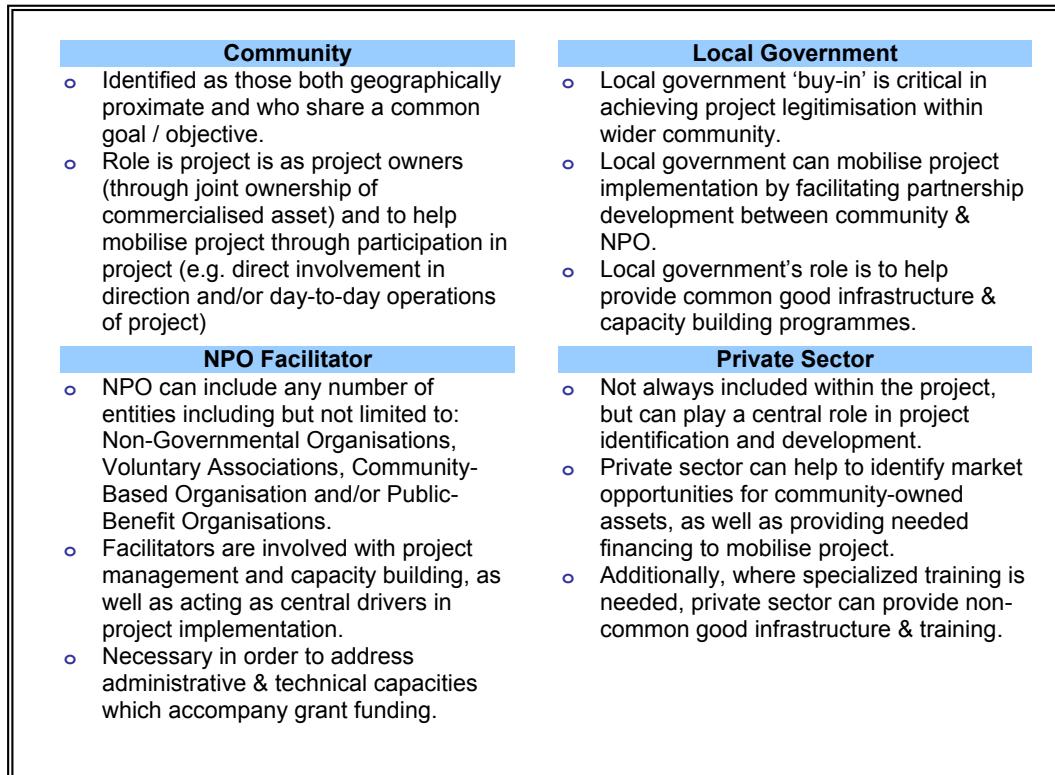
	Community Development	Local Economic Development	Community Economic Development
Market Orientation	Not market orientated – socially orientated in marginalized communities.	First economy orientated (e.g. mainstream, formal markets).	Second economy orientated (e.g. isolated, marginalized & informal markets).
Project Ownership	Ownership lies with funder (e.g. state, private donor, service provider) with the community helping to mobilise implementation	Ownership lies with individual businesses that are beneficiaries for the project and with government body applying funds	Ownership lies with the community (either at larger or community group) with mobilisation through partnerships with NPOs/government bodies.
Facilitator(s)	Main facilitator is through NPO or government (community acts as participants).	Government bodies (e.g. local / state government, parastatals, agencies)	NPOs act to facilitate in partnerships with community-who own project
Intended Outcomes of Project	Infrastructure and capacity building (e.g. skills and basic infrastructure dev.	Increase competitiveness of and support business environment within first economy.	Increase retention and reinvestment of wealth in local market to transform second economy with first.

Community economic development is an important focus when considering the implementation of projects in Lepelle-Nkumpi Municipality. Community economic

development is aimed at altering traditional local economic development (LED) through stressing the importance of ownership within the community. Projects are thus implemented through NGO or local service providers. Community Economic Development in Lepelle-Nkumpi would guide economic development in achieving the following: build ownership of assets; facilitation by open and accountable community-groups / NPOs; increase the self-reliance of local communities; reconnect poorer communities to the mainstream; regenerate the locality to meet needs locally; retain wealth within the community; self-sustainable change; utilise community based solutions to economic issues.

Partnerships within a project are often established through CPPPs (community public private partnerships) and PPPs, although a formal document need not be signed. And while the community will be identified as the owners of the project, because of the general under-capacitated nature of communities (both in terms of skills and infrastructure) in the second economy in which CED projects are based, it is necessary for an external facilitator to be appointed in order to maximise resources and build both operational and management capacities. In light of this, the general roles for each stakeholder are identified in the below flow chart.

Diagram 6.4: Stakeholder roles



In light of these requirements, a community can structure the ownership of an asset through:

- | **Community Trusts:** Community Trusts are particularly prevalent within the tourism sector and involve a community holding an asset through a trust which can then outsource the asset to a private sector entity. A good illustration of a community trust is the emergence of community-owned tourism lodges in which land has been acquired by the community (normally through the land rights process), and the community then commercialises this land by setting up a community trust, and then contracting out the rights to a lodge or tourism facility on the land through a Build-Operate & Transfer (BOT) agreement. BOT agreements allow for the community to receive a percentage of profits accrued by the private operator to be returned to the Community Trust, while at the end of the lease, the ownership of lodge is returned to the community through the trust. At this point, the community can choose to enter into another BOT with the same or another private sector firm, or they can choose to enter into a different project or take on the project entirely themselves.
- | **Community Foundations:** Community foundations, like community trusts, involve a community holding an asset, which is then outsourced for reinvestment back into the community. A community foundation operates to fund projects which meet the goals of CED but does not actually engage in the project's development itself. A good illustration of a working community foundation is the Greater Rustenburg Community Foundation (GRCF), which is a foundation which funds community social and economic development service providers. The GRCF operates by reinvesting 75% of the interest accrued on the monies received from mining corporate social responsibility funds, as well as private donors. The community owns the money invested, and in order to ensure that the local community is involved in the direction and management of the foundation, only residents of the Greater Rustenburg community can sit on the board of trustees, and those on the board must act in an individual capacity, irrespective of the firm or area he or she may also represent. Community foundations are particularly present within the mining industries and have become an increasingly popular method to help fund and mobilise CED projects.
- | **Cooperatives:** Cooperatives involve a group ownership and often, group participation, of a product. In terms of CED projects, cooperatives are particularly present within the agriculture and retail sectors given the ability of cooperatives to include multiple beneficiaries and to provide clear identification as to the redistribution of profits. Voluntary Associations
- | **Voluntary associations:** Voluntary associations are groups of, at minimum 3 people, which come together and form a constitution which clearly illustrates each member's role under the Communal Properties Act (Act 28 of 1996). Voluntary associations are conducive to again agriculture and retail orientated CED projects because of their low membership requirements and because like a co-operative, they often involve the collective purchasing of inputs, growth and development of project and reinvestment of profits. A working illustration of a CED voluntary association includes the Masana MDC Retrenched Growth Project in Limpopo which

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involves 11 retrenched members who have formed a voluntary association and now engage in poultry farming. The farmers initially came together in order to reduce the transaction costs of having to purchase their inputs from a hatchery in Pretoria. Currently, the project has led to the pre-establishment phase (e.g. securing funding) for the development of a local hatchery to be owned by the community and once established, will need to an expected additional 50 to 60 jobs within the Masana community.

6.4 MONITORING AND EVALUATION PLAN

The Monitoring and Evaluation Plan is an important component of the LED Strategy, as it allows Musina Municipality to assess and report on how well it is performing in implementing the Strategy and reaching its goals in terms of local economic development. Monitoring and evaluation can effectively be used to improve how the LED Unit achieves results, as it provides set benchmarks against which progress can be tracked and can be utilised as essential feedback mechanisms, whereby the Municipality can ensure that its LED initiatives remain dynamic and responsive to changing conditions in the local, national and international economy.

Monitoring and evaluation are two separate, but interrelated strategies, which involve the collection of data and reporting on the findings, allowing the Municipality to assess its performance. The monitoring component of the Plan involves the continuous collection and analysis of information in order to compare how well the Strategy and its component Thrusts are performing against expected results. Results-based monitoring, therefore, demonstrates whether a project, programme, or policy is achieving its stated goals.

The evaluation component of the Plan involves assessing the information received during the monitoring process to measure how well local economic development is being implemented in the Municipality. It, therefore, entails analysis of the information and data collected during the monitoring phase. The evaluation component of the Monitoring and Evaluation Plan assesses the efficiency, effectiveness, and sustainability of any individual intervention in the local economy, as put forth by the LED Strategy. The evaluation component is also intended to incorporate lessons learnt into the decision-making process when implementing further development programmes. Both components are essential in the successful implementation of both the Musina Municipality LED as a whole and the individual Programmes themselves.

6.4.1 Objectives and indexes for the LED Strategy

The most crucial step in the development of a Monitoring and Evaluation Plan is the selection of the exact outcomes that need to be monitored and evaluated. Musina Municipality's LED Strategy utilises four Thrusts, as described in the previous Section, to achieve its objectives of job creation, economic diversification, linkage development and the creation of a conducive business environment. The Monitoring and Evaluation Plan will assess how well the Thrusts set out in this Strategy have been implemented, by measuring the achievement of the individual objectives set by each Thrust. Additionally, the Monitoring and Evaluation Plan will measure the general effectiveness of LED.

The costs and human capital involved in the direct measurement of the effects of LED in the Municipality can be prohibitive and costly. Therefore, a set of proxies that indirectly measure the economic impact of each of the Thrusts, as well as LED in general was developed. These proxies are compiled into a Development Index specific to the Musina Municipality. Proxies are based on readily available and reliable data, which allows for annual measurements.

Indicators are measurements that provide an indication of the condition or direction of the economy and help describe changes over time, measured against a common base value. Indicators can also identify benchmarks and measure progress in relation to the goals, as well as reflect the status of the goals. Indicators are also useful because they are able to express complex information and a large volume of data in a simple way. Examples of indicators most people are familiar with include:

- Weather indicators (information on daily temperatures and weather conditions);
- Consumer price index (indications on the affordability of market goods and services);
- Dow Jones Sustainability index (indicates the financial performance of all listed companies for comparison with other companies); etc.

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Economic indicators are usually reports that contain specific information, e.g. population growth, GDP growth, etc. The indicators utilised in this Monitoring and Evaluation Plan were selected on the basis that information would be readily available for use by Musina Municipality and would be reflective of the objective that they were designed to measure. They were also designed to be based on reliable data that can be measured on an annual basis.

Indicators were developed for each of the Thrusts of this LED Strategy in order to measure the success of each individually. A further indicator was also developed to directly measure the success of the Municipality in implementing the LED Strategy as a whole. These indicators are discussed below.

Business expansion and support index

This Thrust focuses on the creation of an enabling business environment that provides a supportive platform for new businesses to develop and existing businesses to grow and expand. It is aimed at providing local business owners and entrepreneurs with the necessary skills and knowledge to effectively manage their businesses, as well as providing financial support and increasing access to external markets.

The successful implementation of this Thrust would not only see increased direct employment, but also the generation of indirect job opportunities and further spin-off effects in the local economy. The Thrust is also aimed at seeing GDP growth, thereby increasing the incomes of local people and improving their quality of life.

Both the overall Employment level and GDP for the Municipality are used as proxies for the level of support given to local businesses. These proxies are used on the basis that the local economy would grow at a faster rate in a more supportive business environment

and, therefore, growth is used as proxies to measure the level of business support in Musina Municipality.

The Tress Index is a measure of the sectoral composition of economic activity in a region and gives a good indication of the level of diversification or concentration in the local economy. A Tress Index of zero represents a totally diversified economy, where all sectors of the economy contribute equally to the economy as a whole. On the other hand, the higher the index (closer to 100), the more concentrated the economy is in certain sectors. Economies which are concentrated in a small number of sectors are more vulnerable to exogenous variables such as adverse climatic conditions, commodity price fluctuations, etc. Therefore, an increase in the Tress Index of a region reflects an increase in the dependence of the local economy on a single or a few economic activities, which is seen as a negative trend making the economy more vulnerable.

The following indicators are used as a proxy to measure the success of the LED Unit in implementing this Thrust:

- Overall GDP;
- Overall Employment; and
- Tress Index for GDP.

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Rural integration index

The objective of this Thrust is to improve urban-rural linkages in Musina Municipality by providing the necessary business support to allow these areas to advance and develop to contribute to the economy of the Municipality. This Thrust is also aimed at providing support for beneficiaries of land claims to ensure the successful implementation of developments on successfully claimed land.

The success achieved by the LED unit in increasing urban-rural integration can also be measured by the number of community owned entities established in the rural areas. Cooperatives need to be registered with the Registrar of Cooperatives, which forms part of the Companies and Intellectual Property Registration Office (CIPRO). The Registrar of Cooperatives is generally able to provide information on the number of cooperatives registered in a given area. As measurement of the growth in the economy of the rural areas, the number of new cooperatives registered at the Registrar of Cooperatives is therefore utilised. The number of projects implemented on successfully claimed land is also used as measure of the success of the LED unit in supporting rural integration.

The proxies utilised to measure rural integration in this index are:

- Number of new cooperatives registered at the registrar of cooperatives; and
- Number of projects successfully implemented on claimed land.

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Agricultural production, value chain development and integration index

The Thrust objective of this Thrust is to extend the agricultural value chain in Musina Municipality, building on the existing primary Agricultural sector activities and the products produced locally and focussing on local beneficiation and agro-processing. Its objective is, furthermore, to expand the production of existing agricultural products and to diversify the range products produced in Musina Municipality.

To measure the progress in implementing this Thrust, employment and GDP growth in the Agriculture sector are used as indicators, based on the fact that as the Sector develops and expands, there will be increased opportunities for job and GDP growth.

As this Thrust is also specifically focused on extending the agriculture value chain, the level of employment and GDP for agro-processing were also utilised to indicate the extent of agricultural beneficiation taking place in Musina Municipality. This information is contained in the Food, Beverages and Tobacco sub-sector of the Manufacturing sector.

The proxies used as indicators for this index are:

- Agriculture Sector GDP;
- Agriculture Sector Employment;
- Agro-processing GDP; and
- Agro-processing Employment.

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Tourism development and promotion index

The objective of this Thrust is to stimulate the development of the Tourism industry in Musina Municipality by exploiting the unique cultural, historical and natural assets found in the Municipality and to ensure the effective development and marketing of these attractions and activities in order to establish Musina Municipality as a worthwhile tourism destination. The Thrust is, furthermore, aimed at not only attracting more tourists, but through the provision of a range of attractions and activities, also enticing tourists to stay in the region for longer periods, indirectly increasing tourist spending in the Municipality, thereby creating meaningful employment and income generation opportunities within the Municipality.

The Tourism sector encompasses a wide range of activities and services, crosscutting through almost all sectors of the economy, including retail, accommodation, manufacturing, etc. and is therefore not represented as an individual economic sector in the Standard Industrial Classification of all Economic Activities. This creates constraints in developing effective and representative indexes focussed solely on the impact of the Tourism sector. Nonetheless, catering and accommodation GDP and employment levels, a sub-sector of the Wholesale Retail and Trade Sector, were utilised as one measure of Tourism growth.

The Tourism Grading Council of South Africa (TGCSA) also lists the number of graded establishments on a web based directory. For the purpose of this index, only the graded Accommodation establishments were utilised, which include categories such as

Backpacker and Hostelling; Bed & Breakfast; Caravan & Camping; Country House; Guest House; Hotel; Lodge; MESE (Meeting, exhibition or special events venue) and Self Catering. The directory revealed the following TGCSA graded establishments within Musina Municipality:

- Dongola Ranch Caravan Park;
- Dongola Ranch Hotel;
- Dongola Ranch Self-catering;
- Game Lodge Klein Bolayi;
- Limpopo Safaris/Limpopo View Lodge;
- Mopane Bush Lodge;
- The Bushmen Inn (Bed and Breakfast);
- The Guest House (Bed and Breakfast);
- Forever Resorts Aventura Tshipise (MESE);
- Forever Resorts Aventura Tshipise Caravan and Camping;
- Forever Resorts Aventura Tshipise Chalet (Self catering);
- Popallin Ranch: De Wet's Camp (Lodge).

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For the purposes of this index, accommodation searches included Musina and Tshipise and each individually graded facility at a single location was counted as a separate establishment, which in this instance resulted in a baseline figure of 12 graded establishments.

Annual sport and tourism-related events can focus favourable attention on the Municipality as a tourist destination, giving local tourism activities and attraction more exposure and increasing tourist flows into the area. For the duration of events, tourist spending also increases in the region, as visitors take up local accommodation, utilise local services and retail shops and visit local attractions. In utilising events as a monitoring and evaluation indicator for this Thrust, the hosting of events is defined as a significant scheduled happening which will attract attention and a large number of visitors, including visitors from outside the boundaries of the Municipality. Such events will focus on special activities which are, for this Thrust, specifically related to sport, tourism, art and culture. These events could include activities such as expositions, big races or festivals, but will not include local Imbizo's or workshops. Information in this regard is not readily available and it could only be established that one event, the Two Countries Marathon, is currently staged in Musina Municipality on an annual basis.

The following indicators are used as proxies to measure the successful implementation of this Thrust in increasing the number of tourists and the tourist spending in Musina Municipality:

- GDP for catering and accommodation;
- Employment for catering and accommodation;
- Number of establishments accredited by the Tourism Grading Council of South Africa's (TGCSA); and
- Number of events held annually.

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Mining sector expansion, value chain development and integration index

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

To measure the progress in implementing this Thrust, employment and GDP growth in the Mining sector are used as indicators. To further measure the effectiveness of this Thrust in developing and expanding the local Mining sector along the value chain and increasing local beneficiation, the combined values of the 'Other non-metal mineral products' sub-sector and the 'Metal products, machinery and equipment' sub-sector, as provided under the Manufacturing sector, for both GDP and employment, were utilised as proxies.

The indicators utilised in this index are:

- Mining Sector GDP;
- Mining Sector Employment;
- Combined mining beneficiation GDP; and
- Combined mining beneficiation Employment.

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LED implementation index

This Index seeks to measure the effectiveness of the LED Unit in implementing the Projects and Programmes identified in the LED Strategy. Through this Index, the LED Unit can measure its performance in implementing the Strategy, as well as its effect on the local economy.

The number of LED projects successfully implemented and the number of LED actions per programme successfully facilitated by the Greater Letaba Municipality LED unit gives an indication of how effective the Unit is in the implementation of the LED Strategy. The number of direct job opportunities created through the implementation of certain projects and actions is a further measure of the Unit's effectiveness in meeting the employment generation goals and objectives of the LED Strategy.

The indicators utilised as performance proxy for the LED unit are:

- The number of LED projects successfully implemented in Musina Municipality;
- The number of LED actions per programme successfully facilitated;
- The number of direct permanent employment opportunities created in Musina Municipality; and
- The number of direct temporary employment opportunities created in Musina Municipality.

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6.4.2 Monitoring and Evaluation matrix

In order to monitor and evaluate the effective implementation of the LED Strategy, a Monitoring and Evaluation Matrix has been developed for Musina Municipality, setting out the different indexes discussed above, as well as providing the baseline data and indicator goals for each of these indexes. The matrix is provided as **Annexure B**. In utilising the Matrix, the following important aspects should be noted:

- The matrix should be 'populated' with real values, so that inflation is unaccounted for;
- The baseline data is for 2005;
- The 2007/2008 financial year is the first year to be 'populated' in the model;
- Once new figures have been inserted, the model needs to be 'SAVED' in order for it to automatically capture the resultant changes; and
- The goals of the indicators are to have 5% growth in the 2007/8 financial year, 6% growth in the 2008/9 financial year, 7% growth in the 2009/10 financial year, and ultimately 8% growth in the 2010/11 and 2011/12 financial years (in line with the proposed growth indicated in the PGDS).

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6.4.3 The way forward

The successful implementation of this LED Strategy urges the need for the proposed institutional drivers to be established as a matter of urgency. This is essential in ensuring that momentum and commitment is not lost, particularly as it could be difficult to turn around and could negatively influence future efforts to initiate similar development initiatives.

Furthermore, the institutional drivers will probably not succeed unless the political ambition to ensure success is not included in the LED process as a whole. This political ambition can be initiated and developed through the inclusion of all interested and affected parties, stakeholders and role players during the planning and implementation phases. Through the participation and inclusion of all of these stakeholders, the political will, interest and communication is stimulated, which when combined, will contribute to the success of the Strategy.

Another critically important aspect for the successful implementation of the LED Strategy in Musina Municipality is the need to ensure that all stakeholders and parties involved in the LED process take ownership of the Programmes and Projects identified. It is also important that the monitoring and evaluation elements of the Strategy are incorporated into the performance management system of Musina Municipality. This will ensure accountability and responsibility for the implementation of the LED Strategy and its Programmes.

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- ANNEXURE A -

STAKEHOLDERS CONSULTED

LED Steering Committee and LED Forum meetings were held on the following dates:

- 22 January 2007
- 19 March 2007
- 3 May 2007

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The LED Strategy was also presented at the Musina Municipality Strats meeting held on 12 May 2007.

NAME	ORGANISATION
Chauke, H.	MPAK
Cronje, Steve	Tiger Brands
De Vries, Karel	ABSA Bank
Dube, L.M.	Musina Municipality
Du Toit, Jakkie	Musina Municipality – Technical Services Manager
Gausi, A.	Vhembe Colourstone Mining
Govender, Bob	Venetia Diamond Mine
Hatty, Paul	Mopane Bush Lodge
Kapp	MPAK
Khorombi, Florah	Campbell Fish Farming
Khuele, Munyaliwa	Ward Committee Member – Ward 5
Knott, Howard	Kuduland Safaris
Kwinda, Johannes M	Musina Limpopo Valley Tourism Association
Lebepe, Abbey	Office of the Premier (CDW)
Luruli, Abram	Musina Municipality – Municipal Manager
Magadzi, B.S.	Economic Development, Environment and Tourism
Mahasela, M.C.	Musina Municipality – Mayor & Councillor Ward 3
Mahlaule, B.D.	Community Development Sector
Makhathu	Fabcos
Makhubele, R.	Vhembe District Municipality
Malepo, Sello	Youth Council

Malotsha, T.D.	DEAT
Malovhele, Jonas	Nafcoc
Maluleke, L.	Musina Municipality
Maphanga, J.B.	Musina Municipality – Councillor Ward 6
Mashapa, A.A.	Department of Agriculture – Musina office
Matshiba, M.T.	Matshiva's Holdings
Matshivha, Johnson M	Musina Municipality
Matsila, R.	Vhembe Colourstone Mining
Mbedzi, A.	Beitbridge Rural District Council
Mbedzi, Catherine	Musina Youth Agriculture Project
Mbovani, S.	Department of Agriculture – Musina office
Mbulaneni, T.S.	Department of Agriculture – Musina office
Mhlanga, D.E.	Department of Agriculture – Musina office
Milanzi, Nkele	Ward Committee Member – Ward 5
Milanzi, V.A.	Office of the Premier (CDW)
Mocke, T.	Musina Municipality
Mokobi, David	Musina Municipality – Mayor's Office
Mokoditoa, Jacominah	Zulu Supply Store
Morwathelle, G	Joeladies
Moyo, B.	Beitbridge Rural District Council
Mnandi, P.	Economic Development, Environment and Tourism
Mphigalale, R.	Vhembe District Municipality
Mukhuthu, R.S.	Capitec Bank
Mukumela, Marcus	SEDA
Mukundi, Mushapi	Vhembe District Municipality
Mulaudzi, Phondo	Musina Municipality – Councillor
Munyai, L.	GCIS
Ncube, Themba	Musina Municipality – LED/IDP Manager
Negondeni, E.M	Hawkers Association
Nemuthavhanani, N.A.	Department of Agriculture – Musina office
Neshivhulana, B.	Ward Committee Member – Ward 5
Nethavani, MC	Musina Municipality – Councillor Ward 1
Nevhulamba, Frans	Ward Committee Member – Ward 1
Ndhlovu, Sim	Office of the Premier (CDW)

Nndwa, Pedron	Musina Municipality – Community Services Manager
Nwamba, M.I.D	Social Development
Phiri, Calvin	Office of the Premier (CDW)
Phiri, MS	Musina Municipality – Councillor Ward 2
Phungo, Peter	Agriculture
Radzuma, M.M	GCIS
Ramakonya, S.J.	Economic Development, Environment and Tourism
Ramaru, N. S.	LIMDEV
Ramulongo, B.D.	DLGH
Ramushu, M.L.Z	Department of Agriculture – Musina Office
Ramushwana, R	SAWEN
Rossouw, P.	Musina Municipality – Section Head: Environmental Health
Sethalko, KG	Musina Municipality – Councillor Ward 4
Shirilele, SE	Musina Municipality – Councillor Ward 5
Shirundza, H.G.	Makhado Municipality
Siko, P.M.	Office of the Premier (CDW)
Sitholimela, MB	Department of Agriculture – Musina office
Thavhana, T.	DEDET
Tshivhula, Phethani	DEDET
Tshouambea, Mpho	Office of the Premier (CDW)

- ANNEXURE B -

MONITORING & EVALUATION

MATRIX

See Monitoring and Evaluation model developed in Excel.