



cooperative governance

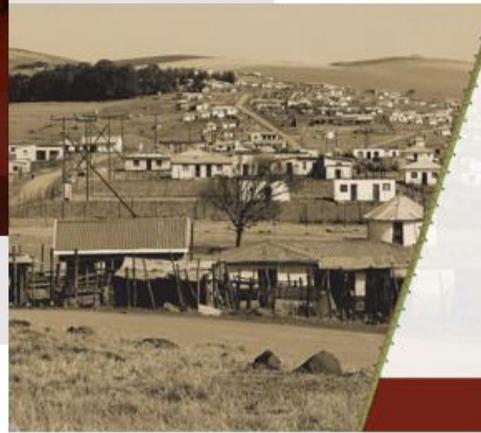
Department:
Cooperative Governance
REPUBLIC OF SOUTH AFRICA



Province of the
EASTERN CAPE
COOPERATIVE GOVERNANCE
& TRADITIONAL AFFAIRS



ALFRED NZO
DISTRICT MUNICIPALITY



LED Review Stakeholder Engagement Workshop

20 – 21 February 2020

Sophia Park, Mount Frere, Eastern Cape

Draft Learning Notes

TABLE OF CONTENTS

1. SCENE-SETTING	3
1.1. INTRODUCTION AND BACKGROUND	3
1.2. ANTICIPATED OUTCOMES.....	3
1.3. STRUCTURE OF THE DOCUMENT	4
2. IDENTIFYING THE KEY ELEMENTS OF THE STRATEGY	4
2.1 STATUS OF UMZIMVUBU LED STRATEGY.....	4
2.2 ALFRED NZO LED STRATEGY.....	5
2.3 INPUTS FROM THE REVISED NATIONAL FRAMEWORK FOR LED -DCOG.....	5
2.4 REGIONAL APPROACHES TO ECONOMIC DEVELOPMENT -SALGA.....	6
2.5 EC SMALL TOWNS AND CORRIDOR DEVELOPMENT -EC COGTA	6
3. GROUP EXERCISE	7
3.1 IDENTIFYING THE KEY ELEMENTS OF AN LED STRATEGY.....	7
3.1.1. Brainstormed key elements of the reviewed ULM LED Strategy.....	7
3.1.2. Prioritised Key Elements of the reviewed ULM LED Strategy.....	8
3.2 SUCCESSES AND GAPS/CHALLENGES OF THE CURRENT LED	8
3.2.1. Successes.....	9
3.2.2. Challenges/Gaps	10
4. OVERVIEW OF THE EXISTING REGIONAL LED APPROACHES & PRIORITIES	18
4.1 EASTERN CAPE PARKS AND TOURISM AGENCY	18
4.2 EASTERN CAPE RURAL DEVELOPMENT AGENCY	18
4.3 EASTERN CAPE DEVELOPMENT COOPERATION.....	18
5. STRATEGY DEVELOPMENT	19
5.1. IDENTIFICATION OF CRITICAL PROGRAMMES	19
5.1.1. Key priority areas identified.....	19
5.1.2. Priority areas and programmes	20
6. CONCLUSION AND WAY FORWARD	22

LIST OF ACRONYMS & ABBREVIATIONS

COGTA	Cooperative Governance and Traditional Affairs
DAFF	Department of Agriculture, Forestry and Fisheries
DCOG	Department of Cooperative Governance
DEDEAT	Department of Economic Development, Environmental Affairs and Tourism
EC	Eastern Cape
ECDC	Eastern Cape Development Cooperation
ECPTA	Eastern Cape Parks and Tourism Agency
ECRDA	Eastern Cape Rural Development Agency
IDP	Integrate Development Plan
LED	Local Economic Development
LG	Local Government
MILE	Municipal Institute of Learning
M&E	Monitoring and Evaluation
MOU	Memorandum of Understanding
NGO	Non-Governmental Organisation
NPO	Non-Profit Organisation
P.E.S.T.L.E	Political, Economic, Sociological, Technological, Legal and Environment
R-GDP	Real Gross Domestic Product
SALGA	South African Local Government Association
SEDA	Small Enterprise Development Agency
SMART	Specific, Measurable, Attainable, Relevant, and Time-Bound
SMME	Small Micro Medium Enterprise
STR	Small Town Regeneration
TVET	Technical and Vocational Education and Training
ULM	Umzimvubu Local Municipality

1. SCENE-SETTING

1.1. INTRODUCTION AND BACKGROUND

Local Government is mandated by Chapter 7, Section 152(c) of the Constitution of the Republic of South Africa to promote social and economic development within its jurisdiction as sustainability of service provision relies on a productive local economy. In this regard, strategies are required to enable them to fulfil their role in ensuring LED is implemented. The importance of LED in a municipality is centred on the principle of identifying and utilising local resources, ideas and skills to stimulate economic growth and development. It aims to create employment opportunities for local residents, alleviate poverty, and redistribute resources and opportunities to benefit of local residents.

The White Paper on Local Government sets forth the role of various government tiers in the nation's economic development. Part of this mandate includes the creation of a conducive environment for economic development and growth through proactive steps and actions. This LED Strategy serves as part of the municipality's response to this responsibility. The Umzimvubu faces a number of challenges to LED, such as low employment levels and high levels of poverty. An LED Strategy provides an integrated approach to assist the district in promoting inclusive growth and development in the region.

On the 20th-21st of February 2020, MILE in collaboration with National Department of Cooperative Governance (DCOG) facilitated the Umzimvubu LED Review Stakeholder Engagement Workshop of which attendees included the political, municipal officials and stakeholders of Umzimvubu responsible for LED. The overall purpose of the workshop was to allow and encourage local stakeholders to plan towards an inclusive economic development that is innovative driven. The LED Strategy for ULM was developed in 2011 with the passing of time the need to update and review the strategy was identified.

1.2. ANTICIPATED OUTCOMES

The following outputs were anticipated for Umzimvubu LED Review Stakeholder Engagement Workshop:

- Listen to what stakeholders are saying to have a jointly owned LED strategy;
- To profile various economic indicators and to set sector trends;
- To come up with strategy that talks to different sectors; and

- Develop strategy to promote sustainable economic development within Umzimvubu kwaBhaca and emaXesibeni.

1.3. STRUCTURE OF THE DOCUMENT

This document reflects key outcomes that were deliberated during the workshop, and serves as an internal resource to guide further work in positively contributing towards the reviewed Umzimvubu LED Strategy. Therefore, it does not provide a verbatim of proceedings but however emphasises on central themes that emerged from the workshop.

2. IDENTIFYING THE KEY ELEMENTS OF THE STRATEGY

2.1 STATUS OF UMZIMVUBU LED STRATEGY

The ULM presentation outlined the background, objectives, overview, strategic considerations, vision and goals, situational analysis, the Progress on projects implemented and proposed programmes or projects of the Umzimvubu LED Strategy. The guiding principles of the LED Strategic Framework were considered to include the following:

- Promoting competitive advantage in the municipality and focus on high potential sectors;
- Promoting a vibrant business environment through red tape reduction and business support;
- Concentrate on getting the basics right- thus focusing on service delivery;
- Target 'quick win' projects to boost public confidence;
- Focus on the structural issues within the economy through long term projects and investment;
- Focus on economic development that has wide ranging benefits and that will impact on rural and urban communities; and
- value chain maximisation.

For detailed information, kindly refer to the presentation.

2.2 ALFRED NZO LED STRATEGY

ANDM LRED Strategy recognises that Alfred Nzo District is faced with high levels of unemployment and poverty which result in low affordability levels and further manifest in low levels of investment, development, service delivery and underutilization of development opportunities. Furthermore, it identifies the communities of ANDM as the greatest asset beyond which to see an intensified radical local economic development. New private sector investments are needed to create jobs and improve livelihoods in the District. Commercial and business development in the District is confined to the urban centres of Mount Ayliff, Mount Frere, Ntabankulu, Mbizana and Matatiele and to a smaller extent Cedarville. More substantial commercial and business activities are restricted to Kokstad which falls within Kwazulu-Natal province, which therefore means that a substantial portion of the District's money is not even being reinvested into the Eastern Cape Province. The District has a limited and almost non-existent industrial economy, and has a high dependency upon primary economic activities. Youth unemployment is escalating; poverty and inequality continue to characterize Alfred Nzo post democratic dispensation.

Therefore, it is envisaged that the primary objective and part of the outcomes of this session were to develop a strategy for ULM LED that will assist in creating an environment in which the overall economic and social conditions of the locality are conducive for the implementation of programmes that will lead to the creation of employment opportunities. *For detailed information, kindly refer to the presentation.*

2.3 INPUTS FROM THE REVISED NATIONAL FRAMEWORK FOR LED -DCOG

The Department of Cooperative Governance presented the Revised National Framework for LED. Local government is a key sphere to promote sustainable development and change the quality of life of the people. Section 152 of the Constitution mandates local government to structure and manage its administration, budgeting and planning processes to promote the social and economic development of the community. Fulfilling this task requires it to have the right "pillars and tools" to enable it not only to start activities, but to maintain those activities.

Part of the presentation touched on the white paper outlines, which suggests the role of local government is not to create jobs; but to ensure that the overall economic and social conditions of the locality are conducive to the creation of employment opportunities. Through the Provision of

infrastructure, Regulation, the Price and quality of water, electricity as well as Planning and land-use management. *For detailed information, kindly refer to the presentation.*

2.4 REGIONAL APPROACHES TO ECONOMIC DEVELOPMENT – EC SALGA

The STR programme is an initiative by SALGA that is aimed at the regeneration, restoration and fulfilling the economic potential of underperforming small towns. In summary, the STR programme looks for ways and means to, strengthen small town economies; provide better quality of life and to build and leverage on the town's local assets.

South African landscape is predominantly rural, with more than **35%** of the population residing in rural areas, which are mainly anchored by small towns (data.worldbank.org, 2016). South African cities underprepared to deal with rapid & unprecedented urbanisation levels. Need for a concerted effort to develop smaller centres; there are selected cases where small towns are attracting both population and investment, mainly in tourist towns and where there is adequate infrastructure (e.g. Clarens, coastal towns). *For detailed information, kindly refer to the presentation.*

2.5 EC SMALL TOWNS AND CORRIDOR DEVELOPMENT - EC COGTA

EC-COGTA outlined the purpose of the presentation which was to share the Draft Provincial Small Town Development Framework (STDF) with key stakeholders supporting the development of Umzimvubu LED Strategy and also to promote partnerships towards the development and implementation of the STDF and Umzimvubu LED Strategy. The below recommendations were made to:

- Note the progress made in the development of the Small Town Development Framework; and
- Align the development of Umzimvubu LED Strategy with national and provincial policy imperatives and lastly commit to support the development & implementation of the STDF and Umzimvubu LED Strategy.

For detailed information, kindly refer to the presentation

3. GROUP EXERCISE

3.1 IDENTIFYING THE KEY ELEMENTS OF AN LED STRATEGY

In groups, participants were requested to identify the most important of a Local Municipality's LED Strategy. They used flip chart papers to brainstorm the ideas, and thereafter prioritise the top five in key cards.



Identifying the Key Elements of the reviewed ULM LED Strategy

What are the most important elements of a REGIONAL LED Strategy?

3.1.1. Brainstormed key elements of the reviewed ULM LED Strategy

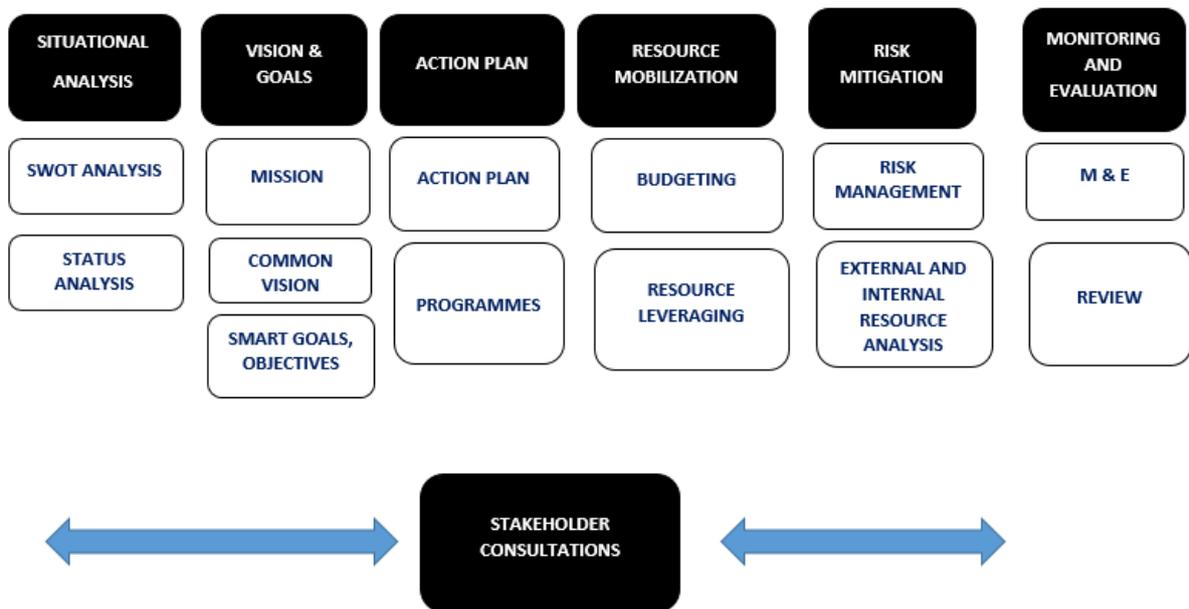
Below are the identified key elements (brainstormed on flip charts) in no particular order:

Forward Planning (Common Vision, Goals, Strategic Objectives)	Needs Analysis	Stakeholder Consultation	Communication Strategy	Programme and Project Identification	Project Cost Analysis	Effective Monitoring and Evaluation
Summarised Situational Analysis	Budgeting	Business Retention and Attraction Strategy	Resource Mobilization	Identification of relevant partnerships	Creating a platform for small businesses	Investor Attraction strategies
Strong Business Case	Economic Profile	Action Plan (Milestones, Responsibilities, Resource Allocation, Timeframes, M&E)	Strong Leadership Capacity	Resource Leveraging	Stakeholder Consultation	SMART Objectives

Implementation	Risk Analysis with mitigation strategies	Internal Analysis (Resource-based view, Value-Chain Analysis, SWOT)	External Analysis (SWOT, P.E.S.T.E.L)	Organisational input (Boards/Chambers/Stokvels); (Local Municipal Council); (NPOs/NGOs/Co-ops); (Inter-governmental); Funders
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3.1.2. Prioritised Key Elements of the reviewed ULM LED Strategy

Below are the prioritised key elements whereby themes emerged as follows:



3.2 SUCCESSES AND GAPS/CHALLENGES OF THE CURRENT LED

Participants were given the opportunity to discuss what is working well in the LED Strategy and the gaps that require to be addressed to enhance the LED Strategy. These were written on flipcharts, prioritised on key cards and arranged thematically as follows:



Identifying the Successes and Gaps/Challenges of the ULM LED

1. What is working well in the LED Strategy? (Successes)
2. What are some of the gaps that need to be addressed to enhance the LED Strategy? (Gaps)

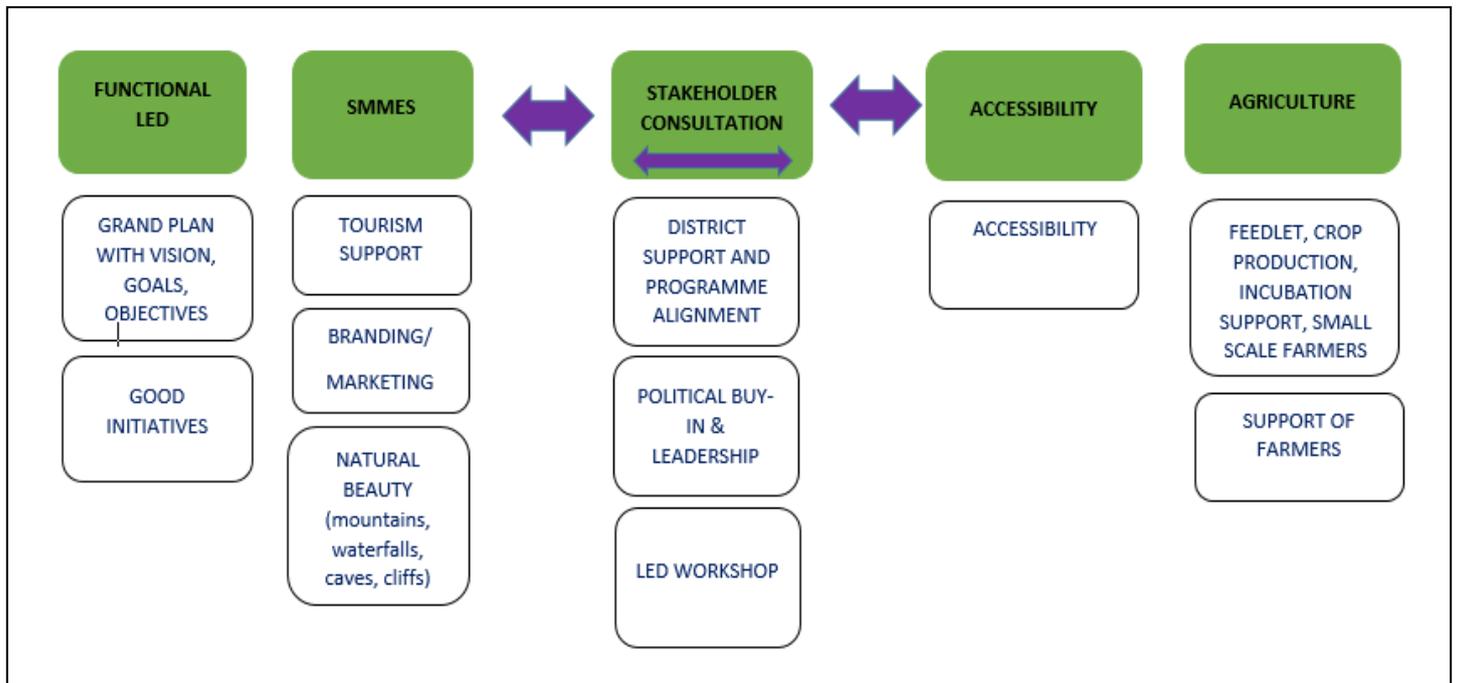
Below are the identified key elements (brainstormed on flip charts) in no particular order:

3.2.1. Successes

- Leadership is very supportive;
- District support and good LED programme coordination;
- Implementable programmes and projects;
- LED Strategy is a good plan with clear vision and goals;
- Supporting small business developments;
- Support of farmers;
- Good business plan for tourism;
- Accessibility;
- Stakeholder mobilisation;
- Mentorship programme;
- availability of arable and pasture land;
- natural beauty of the area;
- strong retail; and
- SMME development

3.2.1.1. Thematically arranged successes of the current LED

Below are the prioritised key elements of the successes whereby themes emerged.



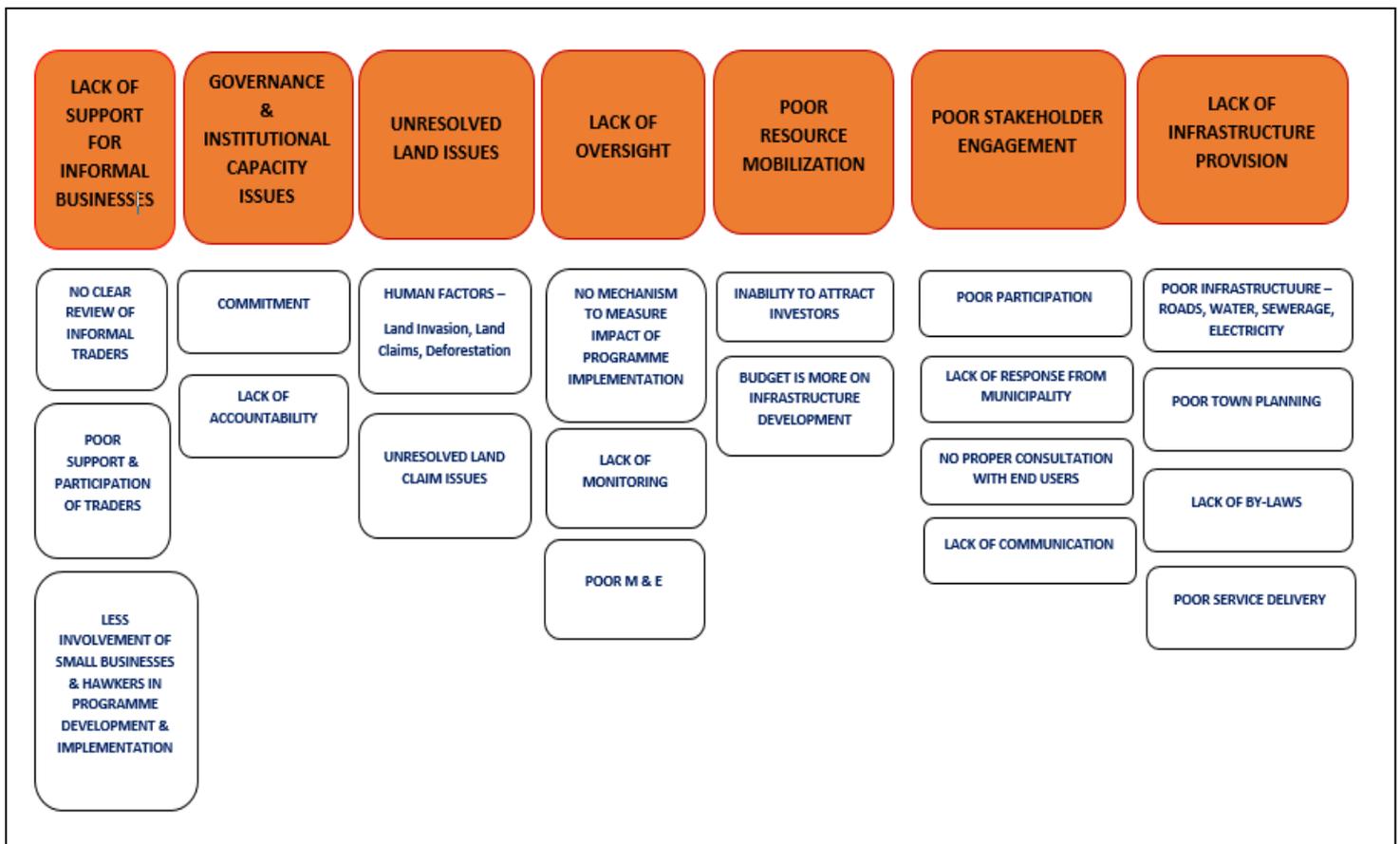
3.2.2. Challenges/Gaps

- Poor participation and support by formal businesses;
- Tourism industry not well marketed (poor signage, lack of tourist facilities);
- Involvement of small business/hawkers in programme development;
- Lack of infrastructure provision;
- Lack of monitoring ie. resulting in project failures;
- Budget is more biased to infrastructure development that do not address needs;
- No clear plan for informal traders;
- Poor town planning;
- Lack of By-Laws;
- Business model to be strengthened;
- No proper consultation with end-users;
- Lack of implementation;
- No proper identification of private partners and resource mobilisation;
- Inability to attract investors;
- Infrastructure – Roads, Access to health centre;
- Lack of access to community;

- Lack of communication;
- Poor service delivery;
- Lack of municipal response (communication);
- Lack of accountability;
- Funding; and
- Human factors (land invasion, land claims, deforestation)

3.2.2.1. Thematically arranged gaps / challenges of the current LED

Below are the prioritised key elements of the successes whereby themes emerged:



3.2.2.2. TURN-AROUND STRATEGIES TO ADDRESS GAPS / CHALLENGES

GAP 1.1	INTERVENTION	RESOURCES	STAKEHOLDERS
<p>Lack of support for informal businesses</p>	<ul style="list-style-type: none"> ✚ Needs assessment; ✚ Market assessment; ✚ Identify the informal traders – what is capacity, details and expertise; ✚ Feasibility of business; ✚ Regulate the business (informal market); ✚ Develop database; and ✚ Consultation session with informal traders/ stakeholders <p>HOW?</p> <ul style="list-style-type: none"> ✚ Capacitate through workshops/ education; ✚ Networking with other spheres of government; ✚ Marketing our natural resources for international investors; ✚ Formalisation – create space, licence to trade; ✚ Create a market; ✚ Market cleaning (limit operators in the market); ✚ Support of informal traders; ✚ Mobilise as informal traders to form legal entity; ✚ Establish By-Laws; ✚ Engagements with the associations/ forums; ✚ Develop informal trade strategy (monitor transition); and 	<ul style="list-style-type: none"> ✚ Funding – investors, partnership; ✚ Water – shelter (infrastructure); ✚ Natural resources; ✚ Land; ✚ Statutory body – regulate; ✚ Human resource; ✚ SMME support; and ✚ Stakeholder, communities, claimants, Department of Rural Development and Land Reform, youth forums 	<ul style="list-style-type: none"> ✚ The informal traders; ✚ Formal business; ✚ SCDA; ✚ Municipality; ✚ External land investors; ✚ Government departments; ✚ Community members; ✚ ECDC; and ✚ Department of small business

	<ul style="list-style-type: none"> ✚ Control bylaws enforcement and tribal authority 		
GAP 1.2	INTERVENTION	RESOURCES	STAKEHOLDERS
Governance and Institutional Capacity Issues	<ul style="list-style-type: none"> ✚ Stakeholders involvement in IDP processes/ planning; ✚ Municipality should be transparent to private sector and businesses; ✚ Alignment of programmes from local to national; ✚ Skilling programmes of PSC in bookkeeping; ✚ Alignment of programme from local to national; ✚ State holder's identification; ✚ Recruitment of skilled personnel; ✚ Skills development; ✚ Continuity of LED projects; ✚ Alignment of plans and projects; ✚ Principles of Batho Pele; ✚ Multi sector forum received; ✚ War rooms revised; and ✚ Stakeholder involvement <p>HOW?</p> <ul style="list-style-type: none"> ✚ Awareness raising; and ✚ Invites to development session 	<ul style="list-style-type: none"> ✚ Human Resources; and ✚ Financial resources 	<ul style="list-style-type: none"> ✚ Communities; ✚ Business sector; ✚ Government departments; ✚ Traditional leadership; ✚ Civil organizations; ✚ Higher learning institutions; ✚ NGOs; ✚ LED forum; and ✚ Institutions of higher learning

GAP 1.3	INTERVENTION	RESOURCES	STAKEHOLDERS
<p>Unresolved land Issues</p>	<ul style="list-style-type: none"> ✚ Awareness: land claim processes; ✚ Identification of current owners vs claimants ✚ Identification of land (PTO, Lease agreements, Community resolutions); ✚ Establish CPA's under the Traditional Authorities; and ✚ Consult deeds office for maps, traditional leaders, Department of Rural Development and Agrarian Reform for measurements of plats/ lad of landowners <p>HOW?</p> <ul style="list-style-type: none"> ✚ CBD – Local municipality engage claimants on the land plans (spatial planning); <ul style="list-style-type: none"> - Land commission appoint land surveyors compensate claimants accordingly; and - Municipality facilitate development plan and CPA ✚ Rural area – Surveyors <ul style="list-style-type: none"> - Negotiate until current owner on the land; and - Available to be evaluated/ integrated plan be done and implemented ✚ Compensation for landowners especially if there's going to be new developments; and ✚ Address land restitution from previous history (dispossession) 	<ul style="list-style-type: none"> ✚ Finance; ✚ Stakeholder, communities, claimants, Department of Rural Development and Land Reform, youth forums; ✚ Old archives maps; ✚ PTO/ Title deed; and ✚ Human resources 	<ul style="list-style-type: none"> ✚ Implementation of By-Laws; ✚ Research and references; ✚ Department of Rural Development and Land Reform; ✚ Department of Rural Development and Agrarian Reform; ✚ Traditional leaders; ✚ Councillors; ✚ Communities; and ✚ Land Surveyors

GAP 1.4	INTERVENTION	RESOURCES	STAKEHOLDERS
Lack of Oversight	<ul style="list-style-type: none"> ✚ Consequence management; ✚ Statutory body should be budgeted (Meeting, vehicle allocated for them, sitting allowance); ✚ Meetings to be done quarterly which they do their programs – visit these projects; and ✚ Need empowerment of councillors on LED. 	<ul style="list-style-type: none"> ✚ ICT; and ✚ Supply chain – entrepreneurs (rotation of business support) 	<ul style="list-style-type: none"> ✚ Establishing statutory (Representation churches, society element, local businesspeople – audit committee (external person who have no interest); and ✚ Standing committee (SMME’s) NGO, CBO – (Meaning oversight can be enhanced)
GAP 1.5	INTERVENTION	RESOURCES	STAKEHOLDERS
Poor Resource Mobilisation	<ul style="list-style-type: none"> ✚ Do what the national have done (economy envoy); and - Constitute resource mobilization envoy ✚ Mayor must lead the process; - MM must make sure that the will of the council for resource mobilization is implemented; and - LED, Portfolio Head should monitor the implementation and a work of this resource mobilization envoy <p>HOW?</p> <ul style="list-style-type: none"> ✚ Data collection (Profiting resource mobilization); ✚ Political structure – monthly seating with admin and transparency; and 	<ul style="list-style-type: none"> ✚ Funding; and ✚ Personnel 	<ul style="list-style-type: none"> ✚ Government Department; ✚ Private sectors; ✚ Business; and ✚ Trad/ comm

	<ul style="list-style-type: none"> ✚ Training of MPAC (Over site committee) – empower this committee (MPAC) 		
GAP 1.6	INTERVENTION	RESOURCES	STAKEHOLDERS
Poor Stakeholder Engagement	<ul style="list-style-type: none"> ✚ Awareness campaigns through Imbizo, council structures (CDWs, ward committees, Cllrs, Traditional leaders) war rooms, radios (community radio) print media, social networks, general meetings; ✚ Monthly information sharing sessions with associations; ✚ Quarterly meetings with all stakeholders where all sector departments will be invited, District municipalities; ✚ Stakeholder awards (annual) recognition of their contribution; ✚ Develop framework on how to engage with the stakeholders (clear TOR for each association); ✚ Establish forums for each sector to ensure proper planning and implementation of their interests/ programmes; ✚ Capacitate stakeholders, only committee members of forums on relevant skills, business chamber; ✚ Integration of resources by all organisations for proper implementation of engagement sessions; ✚ MOU between UCM and all stakeholder in their respective sectors; and 	<ul style="list-style-type: none"> ✚ Budget; ✚ Human Resource; and ✚ Vehicle 	<ul style="list-style-type: none"> ✚ Hawkers; ✚ Taxis; ✚ Rate payers; ✚ Farmers; ✚ Business owners; ✚ Truck/bus owners; and ✚ LTOs organisations

	<ul style="list-style-type: none"> ✚ Planning with stakeholders (budget, IDP process) 		
GAP 1.7	INTERVENTION	RESOURCES	STAKEHOLDERS
Lack of Infrastructure Provision	<ul style="list-style-type: none"> ✚ Tourism Road to tourism site; Access to clean water; and Electrification ✚ Agriculture Irrigation not in place; Fencing of arable land; Storage of folder; No shearing shed/ equipment; and Machinery ✚ SMMEs Hawkers stalls/ shelters; and No suitable places for local mechanics 	Funding; and Human Resource	<ul style="list-style-type: none"> ✚ Agriculture/ Land reform; ✚ DTI; ✚ Environmental Affairs; ✚ NWGA; ✚ Economic Affairs; ✚ Municipality; ✚ Traditional Authority; and ✚ Private Sector

4. OVERVIEW OF THE EXISTING REGIONAL LED APPROACHES & PRIORITIES

4.1 EASTERN CAPE PARKS AND TOURISM AGENCY

ECPT presented its responsibilities which covered the promotion of responsible tourism practices, the provisions for the effective marketing of the province, both domestically and internationally. The promotion of quality tourism products and services, as well as the establishment of concrete inter-governmental relations to develop and manage tourism and facilitating the transformation in the industry were also mentioned as responsibilities. *For detailed information, kindly refer to the presentation.*

4.2 EASTERN CAPE RURAL DEVELOPMENT AGENCY

The brief overview of the ECRDA strategy, and a summary of the intended direction of the regional office, few strategic elements and few operational proposals were highlighted in the presentation. A brief summary of services and programmes were listed as below:

- Agro Processing which focuses on primary production, processing and marketing;
- High priority projects CHIPPS which focuses on RED Hubs, Magwa – Majola;
- Forestry which focuses on Sinawo and Zinini Forestry Project;
- Livestock which focuses on conditioning and marketing; and
- Rural Finance which focuses on Re-engineering / refocusing. (GIS, a variety of financial services beyond loan funding, financial and non – finance support, enterprise establishment / development) and building and strengthening partnerships.

For detailed information, kindly refer to the presentation

4.3 EASTERN CAPE DEVELOPMENT COOPERATION

ECDC is a dynamic economic development agency in the Eastern Cape. It is the official economic development and investment agency for the Eastern Cape Province of South Africa and is entirely owned by the Eastern Cape government. The intentions of ECDC are as follows:

- Attract new investors and position the Eastern Cape as the investment target of choice;
- Stimulate exports;

- Facilitate economic development;
- Derive value from our assets, including our large property portfolio;
- Build existing businesses; and
- Facilitate start-up businesses

For detailed information, kindly refer to the presentation.

5. STRATEGY DEVELOPMENT

5.1. IDENTIFICATION OF CRITICAL PROGRAMMES

Participants were given the opportunity to discuss and identify critical programmes to be developed for Umzimvubu LED Review. These were written on key cards, arranged thematically and listed below:

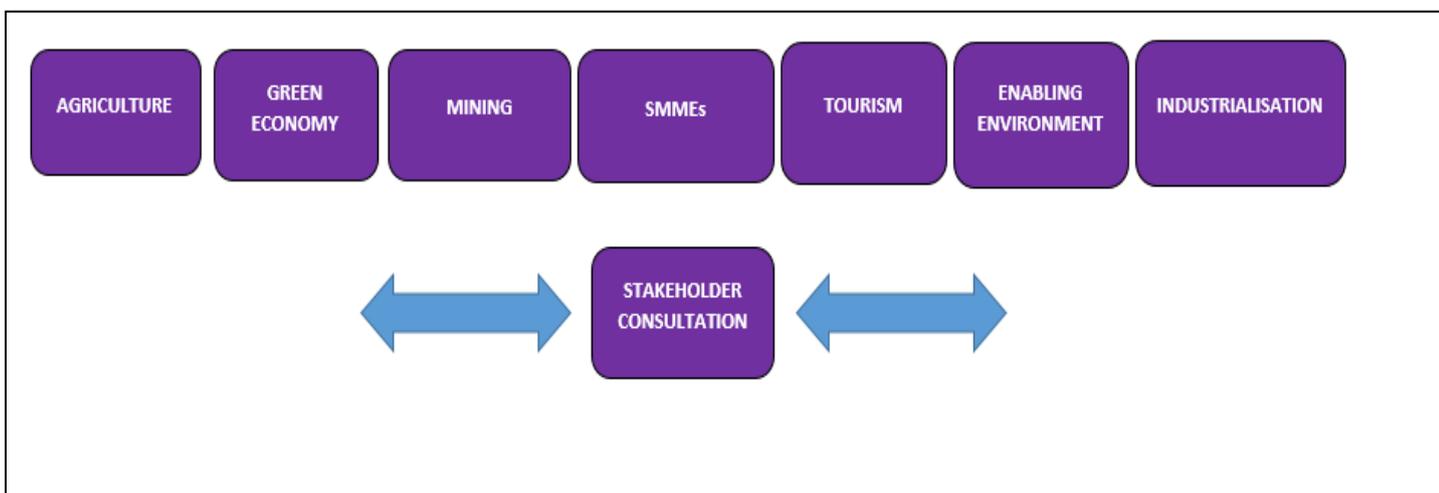


Strategy Development

Key strategic priority areas and or **programmes** that are needed for the successful Implementation of the Reviewed ULM LED Strategy.

5.1.1. Key priority areas identified

The identified key priority areas were identified as follows:



5.1.2. Priority areas and programmes

The identified priority areas were thereafter linked with programmes as follows:

PRIORITY AREAS	PROGRAMMES
Agriculture	Feedlet; Crop production; Incubation support – small scale farmers; Farmer support programmes; AND Make available land that is arable and pastures
Green Economy	Donga Rehabilitation (Soil erosion which negatively impacts alien plants/ ploughing, land and aloe); Climate change awareness; Grazing management; Wind farming (generate electricity); Spring water protection; Water (Rivers, Streams, dams, waterfalls); Scrap metal recycling (collection of cardboards, scrap metals, bottles, tins, plastics); and Renewable energy (solar)
Mining	Geological Studies; Sand; Clay; Gravel; Coal; Minerals; and Granite
SMME Development	Agriculture; Tourism; Contractor Development;

	<p>Strong Retail and SMME Development – enhancement of buying power and rural economy;</p> <p>Bridge gap between subsistence and commercial SMMEs;</p> <p>Supporting small business development; and</p> <p>More skills development programmes for SMMEs;</p>
Tourism Support	<p>Unlock bottlenecks;</p> <p>Grading of tourism establishments;</p> <p>Re-zoning of businesses (Bed and Breakfast establishments);</p> <p>Natural beauty (mountains, waterfalls, caves/cliffs);</p> <p>Good business plan for tourism;</p> <p>Branding/Marketing (Annual and Heritage events);</p> <p>Cultural Heritage; and</p> <p>Research</p>
Enabling Environment	<p>Economic growth (industrial sites, attract investors, town planning, development of facilities, incubation programmes);</p> <p>Infrastructure development;</p> <p>IT development;</p> <p>Planning, Survey, 4IR; and</p> <p>Small town development</p>
Industrialization	<p>Manufacturing;</p> <p>Value-addition (aloe, peach, water);</p> <p>Forestry (commercial plantations, timber, charcoal (source of heat), paper, poles, mushrooms, bee-farming, herbs);</p> <p>Forestry – availability of land;</p> <p>Aloe production; and</p> <p>Carpentry</p>
Stakeholder consultation (transversal)	<p>Political buy-in and ownership of leadership;</p> <p>LED workshop;</p> <p>District support and alignment of programmes/projects; and</p> <p>Manage to organise local groups into for a Stakeholder mobilisation</p>

6. CONCLUSION AND WAY FORWARD

As a way forward, ULM Municipal manager strongly emphasised on the need for assessing institutional arrangements that will enable the municipality to implement the strategy and prioritize the 5-year plan strategy. Moreover, the multi-stakeholder forum was urged to sign an MOU on engagements and have an annual review on the progress of the strategy.