LOCAL ECONOMIC DEVELOPMENT STRATEGY FOR VHEMBE DISTRICT MUNICIPALITY

2021-2031

Vhembe District Municipality

Postal Address. Private Bag X5006, THOHOYANDOU, 0950

Street Address. **Old Parliament Government Complex, Tusk Venda Street, THOHOYANDOU**

0950

November 2021

EXECUTIVE SUMMARY

The Local Economic Development Strategy for Vhembe District Municipality, 2021-2028 is a key transformative roadmap aimed at addressing the pervasive challenges of poverty, unemployment and inequality in Collins Chabane, Makhado, Musina and Thulamela Local Municipalities. Developed through an inclusive process that engaged diverse stakeholders, from grassroots communities to higher education institutions, this strategy emphasizes the integration of science, technology and innovation to yield sustainable economic growth. Through prioritizing collaboration and community involvement, it seeks to empower local citizens and create a robust framework for innovation-driven economic development that concretely reflects the needs and aspirations of Vhembe District. Below are the key insights in each chapter.

Chapter 1 is devoted to introducing Vhembe District Municipality, highlighting its classification as a predominantly rural area with significant socio-economic challenges that include high poverty, inequality and unemployment rates. It emphasizes the need for a Local Economic Development (LED) strategy tailored to the District's unique context, particularly focusing on fostering innovation-driven local economies as per the National Framework for Local Economic Development: Creating Innovation-driven Local Economies, 2018-2028.

The methodology for formulating the strategy involved stakeholder engagement and various analyses (SWOT and PESTLE) to identify economic drivers and opportunities for innovation. Thus, in this chapter the LED strategy development process that covered planning meetings, scoping priority economic drivers, mapping the innovation landscape and prioritizing economic drivers through stakeholder engagement is articulated.

Innovation-driven LED Imperatives and Opportunities

a) Adopting participatory approaches to amplify the voices of multiple stakeholders and create platforms for inclusive decision-making
b) Embracing the need for deepening democracy and creating innovation-driven local economies as central tenets of the National Framework for LED
c) Recognizing the importance of co-generating scientific knowledge of integrity to craft a multiple stakeholder-owned LED strategy

In ***Chapter 2***, the legislative environment for LED is covered. It contains details relating to the legislative framework guiding LED in South Africa, including the roles of local government and international agreements such as the Sustainable Development Goals and the African Union Agenda 2063. National legislation, for example the Constitution and various acts that shape economic development initiatives are reviewed, emphasizing the importance of compliance with these frameworks to ensure effective LED implementation. In addition, provincial policies and local strategies that align with national objectives are included, highlighting the Science, Technology and Innovation for Africa 2024 (STISA 2024) framework. The latter emphasizes the role of science, technology and innovation in achieving the vision of the African Union.

Innovation-driven LED Imperatives and Opportunities

a) Aligning LED strategies with international agreements and conventions that promote innovation and sustainable development

b) Leveraging national legislation and policies that support the integration of science, technology, and innovation in local economic development initiatives
c) Collaborating with provincial and local authorities to develop policies and strategies that foster innovation-driven LED

Chapter 3 focuses on the findings of situational analysis of the Vhembe District economy. This provides a comprehensive overview of the Vhembe District's demographic and economic landscape, revealing critical issues such as migration patterns, education levels, and pervasive poverty. Furthermore, employment trends, access to services, and economic growth, identifying strengths, weaknesses, opportunities, and threats (SWOT) related to the local economy are assessed. The last part of the chapter is an overview of institutions engaged in LED efforts within the District. Among these are government departments, state agencies, non-governmental entities, international organizations and tertiary institutions. These institutions can play a crucial role in supporting innovation-driven LED initiatives.

Innovation-driven LED Imperatives and Opportunities

a) Leveraging the strengths and opportunities identified in the SWOT analysis to drive innovation-led economic growth
b) Collaborating with institutions engaged in LED efforts to foster innovation and knowledge sharing
c) Identifying and addressing weaknesses and threats to create an enabling environment for innovation-driven LED

Strategies for facilitating and promoting innovation-driven are articulated in ***Chapter 4***. This chapter outlines strategic objectives aimed at fostering innovation-driven local economies in the District. It articulates a vision and mission for the LED strategy, focusing on inclusive economic development and sustainable enterprise support. Key economic sectors and strategic objectives are identified, emphasizing the need to build diverse economies, develop skills, and enhance governance and infrastructure. The strategic objectives include:

a) Building diverse and innovation-driven local economies
b) Developing inclusive local economies
c) Developing and supporting sustainable enterprises
d) Developing employable or deployable skills for LED and learning from practice
e) Strengthening governance and infrastructure for vibrant LED
f) Fostering effective local and regional systems of innovation for enhanced economic performance

Innovation-driven LED Imperatives and Opportunities

a) Aligning strategic objectives with the National Framework for LED to promote innovation-driven local economies
b) Identifying key economic sectors with potential for innovation and growth
c) Developing skills and infrastructure necessary to support innovation-driven LED initiatives
d) Fostering effective local and regional innovation systems to enhance economic performance

Details on the Musina-Makhado Special Economic Zone Development Trajectory are covered in ***Chapter 5***. This chapter provides an overview of its governance model, skills development strategy and investment opportunities. It highlights the potential contributions of the MMSEZ to LED, including job

creation and enterprise support. Performance indicators to measure its impact on the Vhembe District economy are outlined. It is imperative to note that the MMSEZ presents opportunities for innovation-driven LED through:

a) Attracting investment in high-tech and knowledge-intensive industries
b) Developing skills and infrastructure necessary to support innovation
c) Fostering linkages between the SEZ and local businesses to promote technology transfer and innovation

Innovation-driven LED Imperatives and Opportunities

a) Ensuring the MMSEZ's governance model and strategies align with and support innovation-driven LED objectives
b) Developing skills and infrastructure necessary to attract investment in innovative industries
c) Leveraging the MMSEZ's potential to drive technology transfer and innovation in the local economy

Chapter 6 is the last one in the strategy. It spells out the importance of effective documentation and communication strategies in promoting LED practices. Also included are the objectives and target audiences for these strategies, detailing methods for disseminating information and engaging the community. The need for continuous monitoring and evaluation of LED initiatives to ensure transparency and public participation is emphasized. Effective documentation, communication and social marketing are crucial for promoting innovation-driven LED by:

a) Raising awareness and garnering support for innovation-driven LED initiatives
b) Facilitating knowledge sharing and collaboration among stakeholders
c) Ensuring transparency and accountability in the implementation of LED strategies

Innovation-driven LED Imperatives and Opportunities

a) Incorporating innovative communication methods to reach diverse stakeholders and promote LED initiatives
b) Documenting and sharing best practices and lessons learned in implementing innovation-driven LED strategies
c) Continuously monitoring and evaluating LED initiatives to identify opportunities for improvement and innovation

In conclusion, the LED strategy for Vhembe District Municipality (2021-2028) reflects the transformative power of innovation in addressing District challenges. Through integrating cutting-edge technologies and fostering collaborative ecosystems, the strategy tackles poverty and unemployment, in addition to propelling the District towards sustainable growth. Innovation lies at the heart of this approach, driving economic resilience and creating new opportunities for local community members. This forward-thinking strategy positions Vhembe as a model for other areas in the country, thus highlighting how innovation can be harnessed to achieve profound and lasting socio-economic impact.

ACKNOWLEDGEMENTS

As all the other mainly rural areas in South Africa, high rates of poverty, unemployment, inequality and underdevelopment pervade Vhembe District. The challenges must be addressed through crafting and implementing viable, stakeholder-owned intervention plans. Such plans should be developed in an inclusive manner, ensuring that the voices of individuals and organised community-based organisations are heard and amplified. In this regard, I am excited and elated to highlight that Vhembe District has a Local Economic Development (LED) Strategy that was developed following an inclusive approach that enabled the voices of grassroots communities, community-based leadership institutions, government departments and agencies and institutions of higher learning to be heard. Engagement of these stakeholders was achieved in a creative and intensive manner. The combination of top-down and bottom-up approaches that was applied started at the local development node and went through local municipal platforms up to the District. Thus, we can proudly pronounce that this LED strategy belongs to the citizens of the District and truly not the District Municipality. If ever there was any doubt about our ability to demonstrate how to actualise "The People Shall Govern", here is the evidence. Special gratitude goes to the University of Venda's Institute for Rural Development (IRD) for providing thought leadership and deploying its development facilitation competence and tools that made us achieve this unique feat. Let me extend hearty thanks to the Department of Science and Innovation (DSI), and Technology Innovation Agency for funding the development of the LED strategy through the IRD.

Our strategy introduces a new approach to LED that emphasises infusion of science, technology and innovation. Both the developed and developmental states use the approach to advance improvement of the quality of life of their citizens. Most notable in the strategy is the decision to analyse and develop key value chains in the economy, and integrating innovation at each stage of them. We will identify the gaps and close them whilst facilitating the creation of jobs along the value chains.

The inclusive approach followed whilst formulating this strategy helped us to create relationships that we need as we implement it. Going forward, we look forward to the continued support of tertiary institutions, government departments, business and grassroots communities in Traditional Authorities. Another milestone worth celebrating is that we are generating interest and commitment to the development of Vhembe District from our alumni who are currently based out of this area. For a considerable time we have been decrying the brain drain from this District especially of a sizeable number of illustrious academics and business persons. Their increased interest in willingness to walk hand in hand with us as we develop our District is a new milestone that we are proud of. May this enthusiasm, desire, zeal and sense of philanthropic trend continue to gain momentum.

In conclusion, I would like to thank the DSI and the national Department of Cooperative Governance and Traditional Affairs for choosing Vhembe District as the first pilot site for innovation-driven LED. We believe that we have delivered on our mandate and are ready to show other Municipalities how to implement the *National Framework for Local Economic Development: Creating Innovation-driven Local Economies, 2018-2028.*

Thank you

Councillor Dowelani Alton Nenguda
Executive Mayor, Vhembe District Municipality

TABLE OF CONTENTS

LIST OF TABLES

LIST OF FIGURES

ABBREVIATIONS

AfCTA	African Continental Free Trade Area
AGRISETA	Agriculture Sector Education Training Authority
ARC	Agricultural Research Council
AU	African Union
BBBEE	Broad-Based Black Economic Empowerment
CDW	Community Development Worker
CFERI	Centre for Entrepreneurship and Rapid Incubation
CoGHSTA	Cooperative Governance, Human Settlements and Traditional Affairs
CoGTA	Cooperative Governance and Traditional Affairs
DSBD	Department of Small Business Development
DSI	Department of Science and Innovation
DTIC	Department of Trade, Industry and Competition
EIA	Environmental Impact Assessment
GDP	Gross Domestic Product
GEF SGP	Global Environmental Facility Small Grants Programme
IC4LED	Innovation Champions for Local Economic Development
IDP	Integrated Development Plan
ILED	Innovation for Local Economic Development
IMF	International Monitoring Fund
IRMA	Institute of Rural Management Anand
KNP	Kruger National Park
LDARD	Limpopo Department of Agriculture and Rural Development
LDP	Limpopo Development Plan
LED	Local Economic Development
LEDA	Limpopo Economic Development Agency
LEDET	Limpopo Economic Development, Environment and Tourism
LGSETA	Local Government Sector Education Training Authority
LIAT	Local Innovation Advancement Toolbox
LTA	Limpopo Tourism Agency
MMSEZ	Musina-Makhado Special Economic Zone
MTEF	Medium Term Expenditure Framework
NDP	National Development Plan
NGOs	Non-governmental Organizations
NSI	National System of Innovation
NYDA	National Youth Development Agency

PESTILE	Political, Economic, Social, Technological, Innovation, Legal and Environmental
PESTLE	Political, Economic, Social, Technological, Legal and Environmental
PFMA	Public Finance Management Act
SADC	Southern African Development Community
SALGA	South African Local Government Association
SARB	South Africa Reserve Bank
SDGs	Sustainable Development Goals
SETA	Sector Education Training Authority
SMME	Small, Medium, Microenterprises
SPLUMA	Spatial Planning and Land Use Management Act
STATSSA	Statistics South Africa
STI	Science, Technology and Innovation
STIA	Science, Technology and Innovation for Africa
SWOT	Strengths, Weaknesses, Opportunities, Threats
TIA	Technology Innovation Agency
TOSW	Threats, Opportunities, Strengths, Weaknesses
TVET	Technical and Vocational Education Training
UCLG	United Cities and Local Government
UNDP	United Nations Development Programme
UNFCCC	United Nations Framework Convention on Climate Change
UNIVEN	University of Venda
VBR	Vhembe Biosphere Reserve
VDM	Vhembe District Municipality

CHAPTER 1 INTRODUCTION AND BACKGROUND

> *Do not monopolise your knowledge nor impose arrogantly your techniques, but respect and combine your skills with the knowledge of the researched or grassroots communities, taking them as full partners and co-researchers. Do not trust elitist versions of history and science which respond to dominant interests, but be receptive to counter-narratives and try to capture them. Do not depend solely on your culture to interpret facts, but recover local values, traits, beliefs, and arts for action by and with the research organisations. Do not impose your own ponderous scientific style for communicating results, but diffuse and share what you have learned together with the people, in a manner that is wholly understandable and even literary and pleasant, for science should not be necessarily a mystery nor a monopoly of experts and intellectuals.*
>
> Fals-Borda (1995)

The Fals-Borda (1995) narrative articulated above advocates for a 'new normal' in research and development practice. He highlights the need for amplifying the voices of multiple stakeholders and creating platforms for inclusive decision making. Moreover, it is evident that he is calling for collective action and reconstructing how traditionally trained scientists and technocrats operate. This commitment to the struggle for restorative justice in the business of science and development practice is emancipatory in nature. As we prepared this local economic development (LED) strategy, we considered these perspectives and tried to live up to their dictates. We embraced the need for deepening democracy and "creating innovation-driven local economies", especially given that these are the central tenets of the *National Framework for Local Economic Development (LED): Creating innovation-driven local economies, 2018-2028* (Department of Cooperative Governance, 2018). This fundamental shift, coupled with the Fals-Borda (1995) philosophy, compelled us to adopt participatory approaches. We recognised and ensured that we lived true to the mantras, *nothing for us without us* and *if you want to know how a shoe fits, you ask the one wearing it*. We are convinced that this helps facilitate the co-generation of scientific knowledge of integrity and use it to craft a multiple stakeholder-owned LED strategy for Vhembe District Municipality (VDM). Before we delve into the specific aspects of the LED strategy, we present a brief overview of VDM.

1.1 Introduction to Vhembe District Municipality

Vhembe District Municipality is classified as Category C. It was established in the year 2000 in terms of the Local Government Municipal Structures Act No. 117 of 1998. The entire VDM (Figure 1) covers the former Gazankulu and Venda Bantustans or Homelands. Collins Chabane which is made up of 36 Wards, Makhado (38 Wards), Musina (12 Wards) and Thulamela (41 Wards), all of which are classified as category B, are its constituent Local Municipalities. The VDM is found in Limpopo Province. Geographical Positioning Coordinates of the Local Municipalities are Collins Chabane (22°35´S 30°40´E), Makhado (23°00´S 29°45´E), Musina (23°20´17´´S 30°02´30´´E) and Thulamela (22°57´S 30°29´E). Located in the northern most part of the country, VDM shares borders with Botswana and Beitbridge District in Matabeleland South Province of Zimbabwe to the north-west. Lying between Gaza Province in Mozambique which lies to the south-east and VDM is the Kruger National Park. Capricorn and Mopani District Municipalities are its neighbours on the eastern and western sides, respectively. The VDM is run through a Mayoral Executive System in which an Executive Mayor provides leadership with a Mayoral Committee supporting the incumbent.

Vhembe District is predominantly rural (≥ 75 %) and covers a geographical area estimated to be 25 597 km² (Statistics South Africa, 2018). Musina Local Municipality occupies most of the area (40 %) with Makhado coming second (30 %). Collins Chabane (20 %) and Thulamela (10 %) Local Municipalities cover the rest of the geographical area.

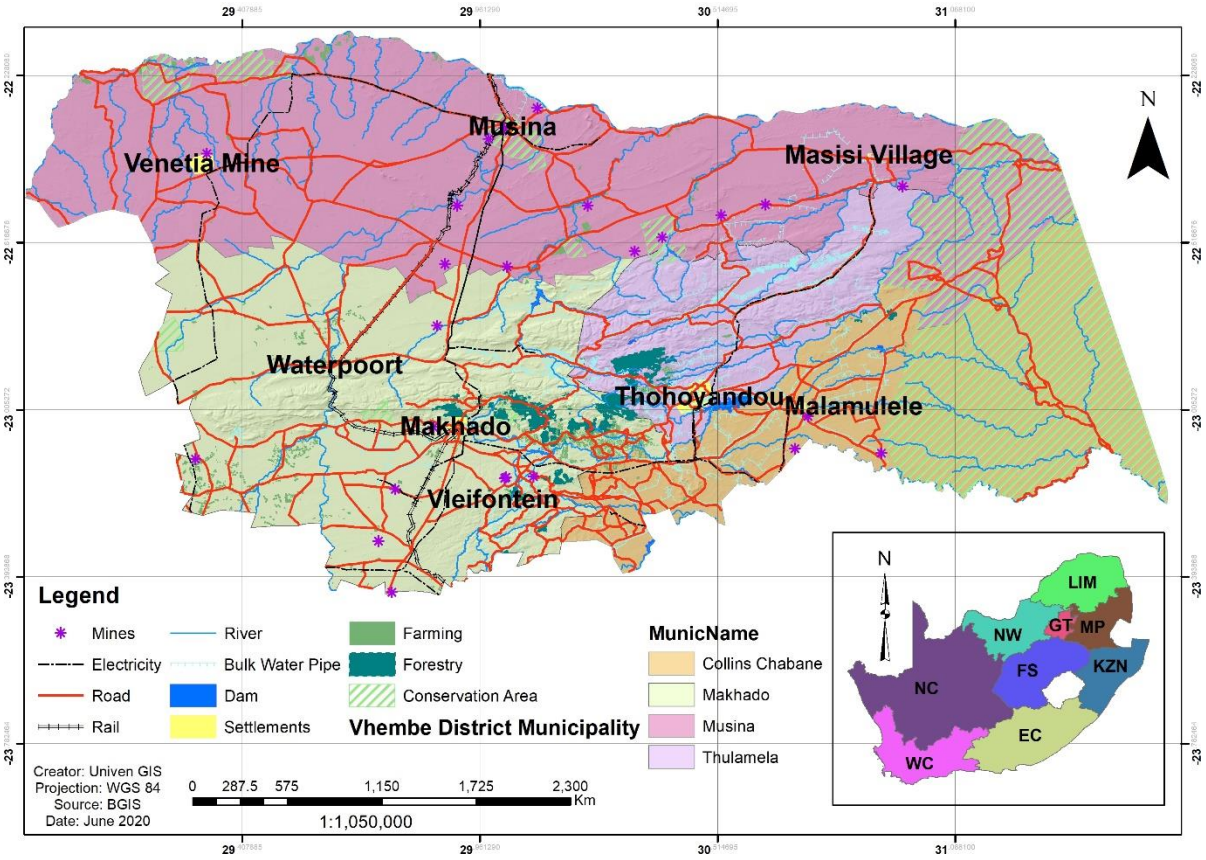


Figure 1 Map of Vhembe District Municipality showing some of its key features of economic importance

1.2 What is local economic development in South Africa?

We have already highlighted the need for crafting the LED strategy for VDM. This necessitates turning our attention to building an understanding of LED first. A clean context can only emerge if we explain the key tenets of LED, including its meaning especially as articulated in the National Framework for Local Economic Development: Creating innovation-driven local economies, 2018-2028. In this framework, LED is defined as follows:

> *….an adaptive and responsive process by which government, public sector entities, citizens, business and non-governmental sector partners work collectively to create better conditions for innovation-driven inclusive economic development that is characterised by knowledge transfer and competence building; employment generation; capacity development; investment attraction and retention; image enhancement and revenue generation in a local area in order to improve its economic future and the quality of life for all.*

This definition reveals that the key domains of LED are social and economic development; infrastructure improvement; investment attraction and retention; management of the environment; and innovation. Below we explain briefly these first before covering the key pillars of LED as specified in the national framework.

Social development entails improving the well-being of members of the society, aiming to help them reach their full potential. This makes informed planning and directing change in a democratic way crucial. Social development should enable people to play their social and private roles in ethically acceptable ways, resulting in the attainment of greater happiness, satisfaction and enjoyment of a peaceful life. Health, education, sanitary and hygiene standards, quality of foods and drinking water, participation in the political and cultural lives of their communities, self-development and self-realization anchor social development. This explains why poverty alleviation and reduction, increased employment, youth and women empowerment and development, acquisition of education and employable skills, improved safety and security, participation in arts, sports and culture are significant outcomes of LED. The United Nations Development Programme (UNDP, 2006) recognises social development in terms of measures such as achievement of various outcomes, namely social equality, social integration, democracy, absence of poverty, violence and crime, availability of opportunities for social and economic participation, and self-realization.

Economic development is key in LED practice mainly because it is a process that generates economic and social changes, both in quantitative and qualitative terms. Through economic development, the standard of living of citizens is expected to get better. Initial level of development, human capital, internal economic conditions or structures and external economic circumstances are its key dimensions. It is worth noting that identification and promotion of opportunities for local small business participation, investment attraction, retention and expansion are important factors that enhance growth in the economy.

Environmental quality management is a LED domain closely linked to the management of natural resources especially water, land, air and minerals, among others. Increased awareness of the interdependence of natural and human economies should result in the development of sustainable environmental management actions and schemes. The key measurement criteria of this domain are environmental monitoring and natural resource accounting focusing on the quality of air, soil and water as well as resilience of natural ecosystems. It is crucial to note that the design of sustainable management strategies demands environmental, economic, and social aspects of reality be integrated.

Infrastructure revitalization and development**:** Worsening population pressure, urbanisation and the need for creating environments that promote business growth necessitate improvement in infrastructure that can enhance the development of the economy. Infrastructure found in most areas, particularly buildings and road networks in rural areas, is in such a poor state that it cannot adequately support LED.

Innovation**:** Importance of knowledge and innovation in driving economic growth and technological competitiveness is growing. In the National Framework for LED: Creating innovation-driven local economies, 2018-2028 innovation is explained as "the creation of new products, services, processes and organizational methods, or capturing of new markets (or adaptations of those that exist), based on new knowledge" (CoGTA, 2018). If applied well to LED, innovation has the potential to increase competitiveness and resilience of businesses through creating new products and services. Thus, integration of innovation into LED must be viewed and supported within this broader reality.

Now that the domains of LED have been clarified, it is important to explain the pillars considering the specifications of the new framework in South Africa. The pillars are outlined in Table 1.

Table 1 Clarification of the pillars of the South African National Framework for Local Economic Development, 2018-2028

Pillar of LED	Explanation
1. Building diverse and innovation-driven local economies	Local communities are unique and strive to create conditions that attract, expand and retain investment. They are unique in terms of historical, cultural, social diversity and local sense of belonging; Businesses, transport systems and land uses must be harnessed in order to create regional structures and development that respects local character and identity.
2. Developing inclusive local economies	This entails ensuring that local, provincial and national government, private sector, educational institutions, civil society and grassroots communities co-create a vibrant local economy through long-term interventions that encourage enterprise development; strive to fulfil the aspirations of local citizens and businesses; facilitate the creation of sustainable jobs; build on local competitive advantages; protect the natural environment; reduce social inequity; and can compete on the international market
3. Enterprise development and support	Economic development activities prioritise support to existing enterprises to enable them to expand and create employment; promotion of local entrepreneurship is valued highly in the quest to build local businesses with potential to compete effectively in national and international markets.
4. Developing learning and skillful economies	Deliberate efforts are made to ensure that human resource development strategies take into account the demands of the information age; life-long skills and learning opportunities are provided through investing in the development of competitive school and tertiary institution education and training
5. Economic governance and infrastructure	Carefully targeted local investments to ensure equity and redress are fulfilled, in addition to meeting environmental and social goals; Provision of infrastructure supportive services, aiming to strengthen the vibrance of all local businesses irrespective of size
6. Strengthening local innovation systems	Use and invest in science, innovation and technology that support the ability of local enterprises to succeed and remain resilient; enhance civic life, and ensure there is open access to information and crucial resources

1.3 Why is it Necessary to Formulate the LED Strategy?

In the preceding section, background information on VDM which provides the context underpinning formulation of the LED strategy is articulated. In this regard, it is necessary to point out that the existing LED strategy for VDM was developed in 2013. This means that it is outdated and not aligned to several legislations adopted in the last seven years. The most significant among the latter legislations is the New Framework for LED: Creating innovation-driven local economies, 2018-2028. The primary consideration was to align the LED strategy with this framework was to ensure that the process was territorial, inclusive, multidisciplinary and innovative in nature. This must be considered in conjunction with the methodology to appreciate how these key tenets were integrated into LED formulation processes.

Vhembe District has a unique set of conditions that determine its potential for LED. A contextual understanding of the prevailing conditions that impart relative advantage with respect to the Local and District Municipalities' abilities to attract, expand and retain investment is needed. A solid understanding of the District-wide community's economic, social and physical attributes helps make informed decisions on how to guide the design and approach to implementing the strategy.

A collaborative process was adopted to understand the nature and structure of the local economy within the designated 21 municipal development nodes that make up the District. Most of the nodal areas (9) are located in Thulamela Local Municipality with Collins Chabane, Makhado and Musina having four (4) each. Carrying out an analysis of the strengths, weaknesses, opportunities and threats of the District helped to highlight the major issues and opportunities facing the local economy. The realities of each nodal area were used as unique building blocks for Local Municipality and then ultimately, District LED strategy. None of the existing LED strategies in the District was developed following this approach. In the next section, we explain the methodology we applied.

1.4 Methodology Used to Formulate the LED Strategy for Vhembe District Municipality

The strategic planning approach was adopted to guide the formulation of the VDM LED strategy. The participatory methodology was adopted because of its embedded power of community engagement, which enhances collaboration with stakeholders across Local Municipalities. This is key in the process of building dignified livelihoods. It created opportunities for local government (District and Local Municipalities), private and non-governmental sectors, and grassroots communities as well as their institutions to work together to package a shared roadmap (LED strategy) of how to improve the local economy. Special emphasis was placed on how to yield increased competitiveness, as well as sustainable and inclusive growth. Considering the fact that the potential for success of LED demands involvement of various disciplines, experts in urban and regional planning, economics, entrepreneurship, business information systems, tourism, various disciplines in agriculture, human resources management, communication science, sociology and marketing were recruited to participate actively in the processes designed to package the LED strategy. Furthermore, it was crucial to identify and consider the perspectives of multiple stakeholders regarding the strengths, weaknesses, opportunities and threats of the local economy before formulating a co-owned strategy.

The amplifying community voices approach as explained in Francis *et al*. (2011) was adopted to ensure that youth, adults and their local leaders in each nodal area contributed insights on LED issues and interventions they thought were crucial to adopt. Note that organizing orientation and training workshops involving municipal officials, CDWs, students and academic staff who were the frontline players, and co-generation and implementation of plans on how to actualise innovation-driven LED was empowering. Clearly there was deliberate bias towards building "local agency". However, cognisance was taken of the interrelatedness and influence of external forces or conditions in both positive and negative ways on the effectiveness of LED practice in the nodal areas, and Local and District Municipalities.

The central question that guided the set of activities implemented when formulating the LED strategy was *how can multiple stakeholder capital or strength be utilised to open and strengthen possibilities or opportunities for innovation-driven local economic growth and development in a sustainable manner?* First, it was assumed that the LED cycle (Figure 2; Table 2) could be regarded as a value chain that should be properly mapped followed by classification of stakeholders or actors, and innovations at each stage. However, considering the volume of work and uncertainties associated with innovation mapping

and value chain analysis (amidst the Covid-19 pandemic lockdown regulations), a conscious decision was made to postpone these activities to the period after adoption of the LED strategy.

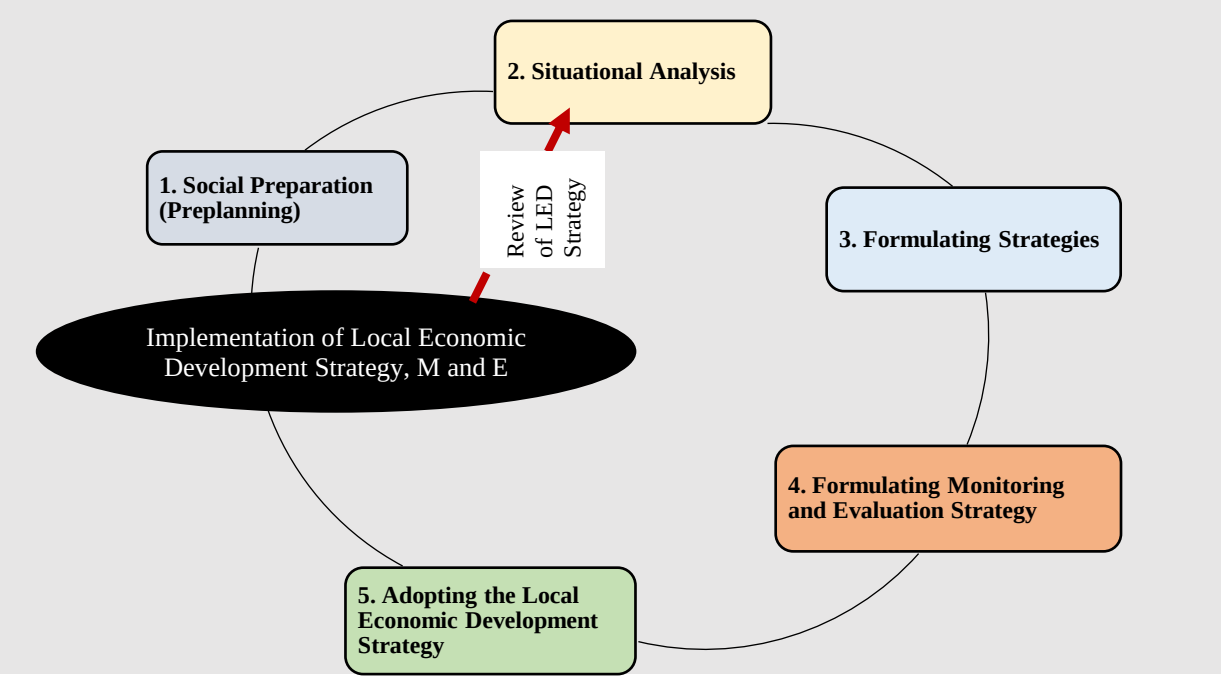


Figure 2 The Local Economic Development Cycle as the basis of formulating the Vhembe District strategy

There was deliberate bias towards building "local agency". However, cognisance was taken of the interrelatedness and influence of external forces or conditions in both positive and negative ways on the effectiveness of LED practice in the nodal areas, and Local and District Municipalities. As Lipscomb (2013) observes, the participatory approach or methodology applied in carrying out situational analysis lays a solid foundation for what he coins as the "new economy". The key tenets/elements of the latter include the following:

a) *Increased connectedness:* Municipalities creating conditions for individual enterprises and grassroots communities (including other stakeholders) working closely in creating value for mutual benefit;
b) *Community-based:* Decentralisation and relocalization of the economy resulting in the creation of a sense of place (the 21 nodal areas in this case), community and belonging;
c) *Generative:* Increased capacity to co-originate new ideas and solutions;
d) *Sustainable and sustaining:* the local economy demonstrating that it is resilient and self-generating. Various resources, namely local built/physical, natural, human, social and exchange/physical capital, would form the basis for interventions that are recommended; and
e) *Total socio-ecological view*: Diverse LED stakeholders mobilized, including many forms of capital (among which is environmental), which is crucial for optimal functioning of the local economy.

Table 2 Step by step procedure for formulating the Vhembe District Municipality local economic development (LED) strategy

Step/Phase of LED Cycle	Activities/Actions	Results or Deliverables
1. Social Mobilisation (Planning to Plan)	a) Establish LED strategy teams and documentation teams. b) Conduct stakeholder mapping and analysis c) Adopt innovation-driven LED cycle and communication strategy d) Organize orientation and role allocation workshops and meetings	a) Formation of facilitation and documentation teams b) Stakeholder analysis report c) Adopted LED cycle and communication strategy d) Workshop reports and activity plan e) Approved LED strategy formulation roadmap
2. Situational Analysis	a) Perform desk studies and secondary data analysis b) Assess municipal capacity and readiness c) Conduct skills audit d) Map economic drivers and sectors e) Facilitate priority ranking and multi-stakeholder feedback	a) Review report b) Reports on municipal capacity and innovation in LED c) Skills audit report d) Economic value chain analysis and prioritization reports e) Multi-stakeholder feedback reports.
3. LED Strategy Formulation	a) Facilitate participatory crafting of vision, mission and strategic goals b) Formulate and prioritize strategic objectives c) Validate and refine strategies with stakeholders	a) Vision and mission statements b) Strategic goals, objectives, and governance framework c) Draft and final LED strategies for nodal, municipal and District levels
4. Monitoring and Evaluation	a) Develop Monitoring and Evaluation (M&E) strategy b) Formulate outcome indicators c) Conduct risk analysis and develop M&E framework and tools	a) Set of indicators b) M&E framework and plan c) Risk analysis report d) Backstopping plan
5. Official Adoption of LED Strategy	a) Conduct multi-stakeholder feedback sessions and virtual meetings b) Discuss issues via radio and social media c) Facilitate Municipal Council resolution adoption	a) Feedback and engagement reports b) Municipal Council resolution c) Documentation of social media discussions and radio talk shows

1.5 Process for Developing the Local Economic Development Strategy

In Table 1, the set of activities implemented when formulating the LED strategy are outlined. Broadly, the activities included planning to plan meetings, desk studies, strengths, weaknesses, opportunities and threats (SWOT) and TOSW analyses (Baudino *et al*., 2017), face to face interviewing of technocrats and bureaucrats, and using various participatory tools to engage LED stakeholders. Note that several methods were used to carry out the situational analysis. This was done to ensure that the results of the situational analysis were more reliable and authentic than would have been the case had one or two data collection techniques been applied.

1.5.1 Planning to plan meetings and workshops

Five planning to plan meetings and four workshops involving various stakeholders were held. Rigorous activities meant to map and mobilize stakeholders to participate in scheduled events preceded the structured deliberations referred to above. University of Venda (UNIVEN) academic staff and students, representatives of the Community Development Worker (CDW) programme, LED and other officials of VDM, and some senior Provincial and national government officials participated in the meetings. During the meetings, the LED strategy formulation plan was developed and adopted. The plan served as the roadmap that guided formulation of the LED strategy.

A multi-stakeholder workshop was held in Thohoyandou from 11-12 February 2020. In the workshop, a total of 108 participants drawn from government departments, state agencies, Municipalities (officials and Chairpersons of Portfolio Committees of Development Planning), academic staff and students participated. Academic staff and students at UNIVEN were drawn from the Institute for Rural Development, Finance Directorate, Schools of Agriculture (Departments of Agricultural Economics and Agribusiness Management, Horticulture, and Food Science and Technology), Environmental Sciences (Ecology and Resource Management, Mining, Urban and Regional Planning) and Management Sciences (Business Information Systems, Business Management, Human Resources Management, and Tourism and Hospitality Management). Also participating were representatives of the Vhembe Technical and Vocational Education and Training (TVET) College, Centre for Innovation Development based in Johannesburg, United Nations Development Programme's Accelerator Lab as well as the Global Environmental Fund Small Grants Programme. The facilitation team presented and facilitated discussions on the key tenets of the New Framework for Local Economic Development, 2018-2028 both in plenary and focus group sessions. The participants were granted an opportunity to share and reflect on their perspectives regarding what LED and innovation meant for them. In plenary sessions participants spelt out how they believed the nexus between these concepts could be operationalized. Below is a list of the questions that underpinned the core conversations on two broad themes of LED, namely (1) building a common understanding of innovation and LED; and (2) exploring the determinants of integration of innovation into LED.

Theme 1: Towards a common understanding of innovation and local economic development

a) What do the following mean to you: innovation and LED?
b) What are the commonest economic activities in Local Municipalities of Vhembe District?
c) What would make you conclude that indeed innovation is integrated into LED practice?

Theme 2: Determinants of integration of innovation into LED Practice

a) What is making it possible to integrate innovation into LED practice in Vhembe District?
b) What is making it difficult to integrate innovation into LED practice in Vhembe District?
c) What action must be taken to increase the chances of integrating innovation into LED practice in Vhembe District?

1.5.2 Scoping priority economic drivers in municipal development nodal areas

During the 11-12 February 2020 orientation workshop, it was resolved that for successful formulation of the LED strategy there was need to mobilize and organize the CDWs posted in all the Wards of Vhembe District to be involved in the LED strategy formulation process due to their strategic placement and regular interface with grassroots communities. For them to participate actively, the CDWs were supposed to be trained so that they take a lead in preparing the ground for relevant data collection across the 21municipal development nodal areas. Thus, an orientation workshop was held on 24 February 2020. During the workshop, 59 out of the 67 CDWs operating in the 127 Wards of the District participated. Their Provincial Manager, two Deputy Provincial Managers and the Vhembe District Manager also participated in the workshop. Preliminary profiling of the economic drivers or sectors in the 21 development nodes was carried out.

Community Development Workers from each nodal area discussed and compiled lists of common local economic drivers. Post-workshop, the CDWs engaged interested key informants residing in the nodal areas and beefed up the economic drivers. The data from each node were then consolidated into a single matrix of economic drivers. The consolidated matrix of economic drivers was shared with LED officials and other experts with extensive knowledge and experience of working in Vhembe District so that they could give inputs. It should be noted that the experts included interested academics with relevant expertise and technocrats in government departments that are members of the economic cluster of the District. Lastly, the consolidated set of economic drivers was priority ranked (through matrix scoring: Mahesh *et al.*, 2017) at grassroots community level in each nodal area. Respective contributions of each economic sector and then activity to the outcomes of LED formed the basis of the matrix scoring. The outcomes of LED in question were as follows: (1) Approach evidently inclusive: active involvement of the youth, women and people with disabilities; Informal sector recognized and supported); (2) Reduced poverty rates; (3) Resources and opportunities redistributed to benefit local people; (4) Sustainable businesses (investment attracted, retained and expanded); (5) Sustainable jobs created; (6) Revenue generated; (7) Infrastructure developed; Employable skills developed; (8) Innovative, integrated planning and reporting systems; (9) Strong partnerships/linkages with tertiary institutions for effective research, development and innovation.

1.5.3 SWOT and PESTLE Analysis

> *It is important to know that the art of strengthening your strengths which would enable to weaken your weaknesses and also lay the foundation for availing the opportunities and negating the threats that come your way.*
>
> Vimarsh Munsif

Economic sector-focused teams were established and tasked to compile sub-chapters of the LED strategy. They comprised academic experts, LED officials and interested government bureaucrats. First,

the teams carried out desk studies, in the process identifying strengths, weaknesses, opportunities and threats (SWOT) of LED. This was done within the context of the identified nodal economic development opportunities. The information that was collated constituted the building blocks for SWOT analysis. It was obtained from government documents such as technical reports, integrated development plans, spatial development plans and past LED strategies of some of the Local Municipalities. Municipal and Statistics South Africa websites, published papers and other types of literature on LED were used. Moreover, LED practitioners shared their complementary knowledge on the SWOT based on their exposure and experience. Consolidated SWOT analysis results were then classified into political/institutional, economic, social, technological, legal and environmental (PESTLE: Kolios and Read, 2013) factors. Later, the TOWS technique (Baudino *et al*., 2017) was applied to generate intervention strategies. The latter were consolidated into related theme, which were written up as strategic goals for LED.

1.5.4 Prioritising economic drivers via engagement of stakeholders in nodal areas

The results of situational analysis formed the basis for engaging representatives of grassroots communities (namely youth, adults, the elderly, local leaders), technocrats, business owners and organised formations such as business associations and cooperatives in each of the 21 nodal areas. Various techniques such as *participatory budgeting* (Rahman and Tewari, 2014), *pairwise ranking* (Russell, 1997) and *matrix scoring* (Mahesh *et al.*, 2017) were used to build a deeper understanding of the economic drivers and SWOT analysis results as well as other tenets of LED in each nodal area. This exercise accorded the residents who participated in the engagements opportunities to confirm or adjust the mapped economic drivers. To strengthen the results, CDWs were requested to facilitate the compilation of photographs taken in each nodal area confirming and showing where the major economic drivers were found. These were supposed to be used to facilitate discussions with various stakeholders through application of the *photovoice technique* (Nykiforuk *et al.*, 2017; Budig *et al.*, 2018). The intention was to rank economic drivers considering the extent to which individually they were perceived to contribute to each outcome of LED. This could not be done because of Covid-19 pandemic restrictions.

In addition to the activities presented above, there were plans to have additional engagements of the residents of the 21 development nodal areas via programmes aired on *local radio stations* (Refer to Chapter 6). The conversations, which include residents' contributions through phoning in, were postponed to the post-LED adoption phase, mainly aiming to strengthen what had been uncovered in preceding facilitated engagements. Engagements in the nodal areas had been designed such that the voices of the usually marginalised population/interest groups for example persons with disabilities, women and both male and female youth would be amplified. This rigorous application of a broad range of participatory techniques of engagement for data collection was regarded important because of its potential to enhance a sense of ownership of the LED agenda in the District.

It is well known that young people participate actively in *social media platforms* and other *computer-based platforms* (Lusk, 2010; Christofferson, 2016). This will also be carried out post-adoption of the LED strategy. Youth in each nodal area of the Local Municipalities will be recruited, orientated and tasked to engage peers and other members of their communities. Before selection, invitations to participate which detail what is expected will be posted on social media platforms, public places such as schools, church buildings and traditional leadership offices. Community Development Workers will lead in mobilising grassroots community members and other stakeholders in the Wards they operate in.

Should there Covid-19 pandemic restrictions, the selected youth will be orientated via Facebook livestreaming and also MS Teams meetings focusing on what is expected of them. After the orientation, the youth will mobilise and engage their peers and other interested community members. In order to maximise the participation of local citizens, in particular the youth, live streaming via Twitter and Facebook will be adopted. Detailed reports of the engagements will help to 'clean' and strengthen the LED strategy.

1.5.5 Mapping the Innovation Landscape

Integration of innovation into economic activities is a central tenet of operationalising the National Framework for Local Economic Development, 2018-2028. Thus, mapping of the innovation landscape is necessary. This will be carried out at three levels, namely within the Municipality, tertiary institutions and along value chains of priority economic activities. In this respect, the **L**ocal **I**nnovation **A**dvancement **T**oolbox (LIAT) (Hart and Jacobs, 2013) will be applied. Readiness and preparedness of tertiary institutions to play more meaningful roles in community-engaged work will be assessed. The sections below provide more detailed information on how these are applied during the process of formulating the LED strategy.

1.6 Organization of this LED Strategy Document

This chapter has been presented in order to: a) give an informative background of the geographical location and constituents of VDM; b) set the tone of building stakeholders' understanding of what innovation-driven LED entails; c) outline the key elements of the methodology used to generate scientific evidence for deployment in decision making during the crafting of the LED strategy; and d) spelling out the organisation of the entire LED strategy. In Chapter 2, the legislative environment within which LED is implemented is explained. The first part of this chapter is devoted to a brief clarification of LED before the mandate of local government is explained. Thereafter the key and relevant components of international conventions and frameworks are distilled before proceeding to summarising the major features of national legislations and policies. After this is articulation of the provincial, District and local municipal legislations and frameworks relevant to LED. Chapter 3 contains detailed results of situational analysis of the local socio-economic environment. Here desk studies, and SWOT and PESTLE analyses results are presented. Note that Chapter 4 is entirely dedicated to the results of investigations on various aspects of innovation and its nexus with LED. This is necessary because of the need to build an understanding of innovation among stakeholders before configuring how to infuse it into LED practice.

The results of scientific research activities contained in Chapters 3. Chapter 4 contains the strategies for facilitating and promoting innovation-driven LED. Note that the Musina-Makhado Special Economic Zone is a highly significant initiative expected to be the engine for regional development. For this reason, Chapter 5 is specifically dedicated to this. In Chapter 6, the documentation, communication and social marketing sub-strategy of LED is presented. The last parts of the VDM LED strategy contain the conclusion and reference materials cited throughout the document.

1.7 Conclusion

The preceding content highlights the fact that anchoring the process of formulating the LED strategy on the New Framework for LED is crucial. This is particularly important because it makes it possible

to distil the imperatives of innovation that are relevant to LED. Choice of methods, techniques and tools that are participatory in nature is central to LED strategy formulation because of the need for inclusive development. This approach helps to unlock and amplify the voices of a broad range of stakeholders thereby guaranteeing ownership and improved social cohesion when implementing the LED strategy. Now that we have set the scene, we proceed to present the legislative environment for effective LED.

CHAPTER 2 LEGISLATIVE ENVIRONMENT FOR LOCAL ECONOMIC DEVELOPMENT

2.1 Introduction

In Chapter 1, some key elements of LED were explained. Relevant or appropriate legislation and policies are required to create an enabling environment for effective local economic development (LED). Below the mandate of local government in LED is explained so that it preambles the legislative frameworks covered in this chapter. Some international and continental frameworks for development are unpacked. Considerable space is then devoted to an inventory of South African national and provincial policies, legislations and frameworks relevant for LED is presented. It is imperative to point out that this should not be viewed as an exhaustive review of the legislations governing LED. Note the bias towards frameworks on science, technology and innovation, which amplifies the recognition of the latter's importance in yielding fluent outcomes of LED.

2.2 What is the mandate of local government in local economic development?

Local economic development is a key performance area of any Municipality in South Africa. This is stated in Section 153 of the Constitution of the Republic of South Africa Act 108 of 1996, viz. "*A municipality must structure and manage its administration, and budgeting and planning processes to give priority to the basic needs of the community, and to promote the social and economic development of the community*". Noting the uneven development in the country that is so glaring, South Africa has adopted rural development and urban renewal as priority focal areas likely to address this challenge. As revealed in the White Paper on Local Government of 1998, through developmental local government, the country demonstrates its commitment to "work with citizens and groups within the community to find sustainable ways to meet their social, economic and material needs, and improve the quality of their lives". Moreover, as highlighted in the New Framework for LED, 2018-2028, it is crucial to underline the fact that the principal role of local government is to create an enabling environment for enterprises to flourish and not necessarily to create employment opportunities (United Cities and Local Governments: UCLG, 2016). Integration of innovation into LED practice is highlighted as a central tenet of the New Framework for LED. Thus, this strategy should be regarded as a roadmap on how to unlock opportunities as well as creating and nurturing the emergence of a resilient economy in Vhembe District Municipality (VDM). Sustained and sustainable involvement, and collaboration of multiple stakeholders in LED practice is central to the realisation of this development dream.

2.3 International Agreements and Conventions

There are many agreements and conventions that have the potential to influence the nature and form of LED practice (Table 3). In this chapter, only the Sustainable Development Goals (SDGs) of 2015, United Nations Framework Convention on Climate Change (UNFCCC), Africa Union Agenda 2063 and Science Technology and Innovation for Africa 2024 (STIA 2024) are explained. Also included are key continental agreements and plans or frameworks that might impact on LED.

Table 3 ***Key policies, legislations and frameworks influencing local economic development***

Legislation/Policy/Imperative	Key Facts
1. Sustainable Development Goals (SDGs)	Adopted in September 2015, these 17 goals guide global efforts to improve quality of life. Key SDGs for LED are: SDG 7 (affordable energy), SDG 8 (economic growth), SDG 9 (infrastructure & innovation), SDG 13 (climate action), and SDG 16 (peace & justice).
2. United Nations Framework Convention on Climate Change (UNFCCC) 1992	Aims to stabilize greenhouse gases. The Paris Agreement (2015) promotes environmental integrity, conservation of ecosystems, and binding GHG emission targets starting from 2020.
3. Africa Union Agenda 2063	Focuses on people-driven development with emphasis on science, technology, innovation, and education. Aspiration 6 highlights the need for skilled citizens and investments in education and research.
4. Science Technology and Innovation for Africa 2024 (STIA 2024)	Aims to leverage science and technology for economic growth and social transformation. Key strategies include enhancing research infrastructure, technical competencies, and promoting entrepreneurship and innovation.
5. SADC Revised Regional Indicative Strategic Development Plan 2015-2020	Enhances regional integration, productive capacities, and value chains. Promotes private sector involvement and aims for high living standards and prosperity.
6. SADC Industrialization Strategy and Roadmap 2015-2063	Provides a blueprint for long-term modernization and economic transformation, emphasizing industrialization, competitiveness, and regional integration.
7. African Continental Free Trade Area (AfCFTA)	Signed in 2018, aims to create a single market, enhance competitiveness, promote industrial development, and facilitate movement of goods, services, and investments within Africa.
8. Constitution of the Republic of South Africa Act 108 of 1996	Establishes rights of citizens and frameworks for municipal administration, budgeting, and planning. Promotes social and economic development of communities.
9. White Paper on Local Government 1998	Basis for developmental local government system, emphasizing citizen and stakeholder engagement to meet social, economic, and material needs.
10. Municipal Structures Act 117 of 1998	Framework for municipal establishment and operations, including Ward Committees for public participation.
11. Municipal Demarcation Act 27 of 1998	Provides criteria and procedures for determining municipal boundaries.
12. Municipal Systems Act 32 of 2000 and Municipal Planning and Performance Regulations of 2001	Establishes basis for integrated development planning and budgeting, guiding citizen participation for inclusive development.
13. Preferential Procurement Framework Act 5 of 2000 and Preferential Procurement Regulations of 2001	Aims to promote procurement from historically disadvantaged individuals and enterprises.
14. Mineral and Petroleum Resources Development Act 28 of 2002	Regulates access to and utilization of mineral resources, relevant for areas with mineral wealth like Vhembe District.
15. Municipal Finance Management Act 56 of 2003	Guides financial management in municipalities, clarifying roles and responsibilities of municipal officials.

Legislation/Policy/Imperative	Key Facts
16. Broad-based Black Economic Empowerment Act 53 of 2003 (amended by Act 46 of 2013)	Supports economic participation of Black individuals, aiming for equality, economic growth, and equitable access to government services.
17. Comprehensive Rural Development Strategy 2009	Aims to empower rural areas through self-driven development, natural resource management, and strategic investment in infrastructure.
18. National Development Plan 2012	Provides a framework for reducing poverty and inequality by 2030, emphasizing the role of science, technology, and innovation in achieving developmental goals.
19. The New Growth Path Framework 2010	Focuses on growth, employment creation, equity, and infrastructure investment. Enhances coordination between government and private sector for job creation and economic development.
20. Spatial Planning Land Use Management Act (SPLUMA) Act 16 of 2013	Enhances integration of sustainable development with land use, promotes consistency in planning, and addresses spatial imbalances.
21. Infrastructure Development Act 23 of 2014	Facilitates and coordinates public infrastructure development, recognizing its role in achieving national development goals.
22. Tourism Development Act No 3 of 2014	Guides promotion and development of sustainable tourism, ensuring fair distribution of benefits among residents and visitors.
23. Special Economic Zone Act 16 of 2014	Designates areas for targeted economic activities with special incentives. Relevant for zones like Musina-Makhado SEZ.
24. Expropriation of Land Without Compensation, 2018	Revises land access and utilization policies to address land disputes and support sustainable agriculture.
25. National Framework on Local Economic Development 2018-2028	Supports local economic development through multi-stakeholder involvement and innovation, guided by frameworks like ILED 2018.
26. Innovation for Local Economic Development (ILED) 2018	Focuses on local systems of innovation to drive LED, emphasizing the role of innovation in strengthening economic practices.
27. White Paper on Science, Technology and Innovation 2019	Highlights the need for effective NSI responses to future demands, inclusion of indigenous knowledge, and leveraging the Fourth Industrial Revolution for economic and social development.
28. Limpopo Development Plan	Outlines provincial development with a focus on reducing poverty, unemployment, and inequality. Emphasizes investment in key sectors like mining, agriculture, tourism, and manufacturing.
29. Limpopo Green Economy Plan	Identifies Limpopo's potential in green industries and aims to generate jobs, improve environmental quality, and foster green growth.
30. Limpopo Youth Development Strategy	Focuses on cross-cutting youth development, enhancing youth capacities, and providing opportunities, especially in rural areas.

2.3.1 Sustainable Development Goals

In September 2015, the United Nations adopted 17 Sustainable Development Goals (SDGs) as a framework to guide efforts that nations commit themselves to in order to improve the quality of life of their citizens. Although all the 17 SDGs are relevant and significantly impact on any programming that

seeks to achieve sustainable development, five of them deserve special mention with respect to LED practice. These are:

a) SDG 7: Ensure access to affordable, reliable, sustainable and modern energy for all;
b) SDG 8: Promote sustained, inclusive and sustainable economic growth, full and productive employment, and decent work for all;
c) SDG 9: Build resilient infrastructure, promote inclusive and sustainable industrialisation, and foster innovation;
d) SDG 13: Take urgent action to combat climate change and its impacts; and
e) SDG 16: Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels.

2.3.2 United Nations Framework Convention on Climate Change (UNFCCC) of 1992

The United Nations Framework Convention on Climate Change (UNFCCC), one of the three Rio Conventions seeks to stabilize greenhouse gas concentrations in the atmosphere to a level that prevents dangerous interference with the climate system. The Paris Agreement under the UNFCCC was adopted in December 2015 and became effective in November 2016. This agreement acknowledges the need for promoting and ensuring environmental integrity. Parties agreed to conserve and enhance greenhouse gas sinks and reservoirs, which include biomass, forests and oceans plus other terrestrial, coastal and marine ecosystems. It is worth noting that the Paris Agreement emanated from the negotiations initiated in 2011 at the 17th Conference of the Parties in Durban (South Africa), which sought to develop a legal instrument that binds all Parties to GHG emissions. The year 2020 was set as the starting date for implementation.

2.3.3 Africa Union Agenda 2063

The African Union Agenda 2063 ("The Africa We Want") embraces and integrates the international imperatives spelt out in the SDGs through coining specific "aspirations" also known as development thrusts. Of particular interest and importance to LED is *Aspiration 6*. It reads, "An Africa whose development is people-driven, relying on the potential of the African people, especially its women and youth, and caring for children". This resonates well with a plethora of transformation-focused policies, frameworks and programmes that South Africa adopted or introduced to address equity and redress issues that have their roots in the apartheid system of government. Other facets of the aspiration that enhance understanding of the context and opportunities that must be taken advantage of are embedded in the following statement, "Well-educated and skilled citizens, underpinned by science, technology and innovation for a knowledge society is the norm…… and …..and sustained investments in higher education, science, technology, research and innovation, and the elimination of gender disparities at all levels of education. Access to postgraduate education will be expanded and strengthened to ensure world class infrastructure for learning and research, and support scientific reforms that underpin the transformation of the continent".

2.3.4 Science Technology and Innovation for Africa 2024 (STIA 2024)

Harnessing of science and technology is crucial for achieving equitable economic growth. This is mainly because technological advances guide improvements in all sectors of the economy. Yet, the Science, Technology and Innovation Strategy for Africa (STIA) 2024 laments the fact that STIs are not

yet recognised as critical pillars and key drivers of economic growth and development. This is well elucidated in foreword of the STISA, 2024 in which Ikounga (2014) fluently points out that:

> *….the strategy, further fosters social transformation and economic competitiveness, through human capital development, innovation, value addition, industrialisation and entrepreneurship. ……in pursuing this vision, the African Union emphasises the importance of building our universities as centres of excellence, as exemplified by the Pan African University. Investments in education, technical competences and training, and in science, technology, research and innovation remain critical……*

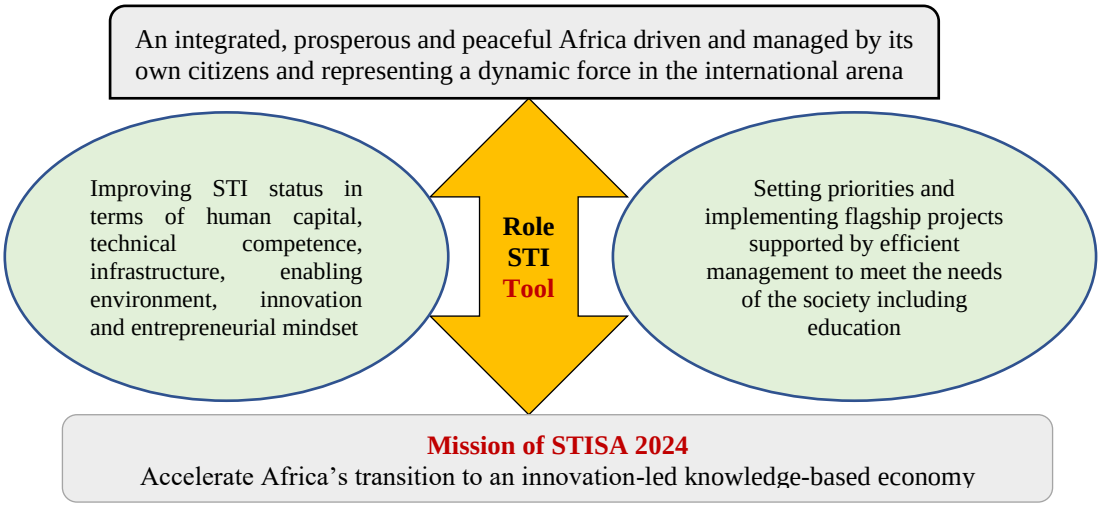


Figure 3 The role of STI in achieving the vision of the African Union (Source: STIA 2024: p11)

The preceding arguments clarify the importance of investing in initiatives that help promote utilisation of STIs in achieving the vision of the African Union, viz. *An integrated, prosperous and peaceful Africa driven and managed by its own citizens and representing a dynamic force in the international arena*. Figure 1 depicts how STISA 2024 is conceptualised to contribute to realising the AU vision. Four strategies that underpin this strategy are: building and/or upgrading research infrastructure; enhancing professional and technical competencies; promoting entrepreneurship and innovation; and providing an enabling environment for STI deployment in the African continent. These imperatives reinforce the nature and form of this Vhembe District LED strategy.

2.3.5 SADC Revised Regional Indicative Strategic Development Plan 2015-2020

The plan was developed to improve the region's productive capacities, product diversification, growth in value addition and increased value chains. Moreover, it provides space for greater collaboration between the region's various stakeholders. Special attention is placed on ensuring that the private sector is a key partner in the drive towards integration in the region so that the region is united with its citizens enjoying high living standards, prosperity and peace. Commitment of the public and private sectors, and civil society is central to success of implementation of regional priorities.

2.3.6 The SADC Industrialization Strategy and Roadmap, 2015–2063

This provides a blueprint for inclusive, long-term modernisation and economic transformation for SADC countries. Industrialisation, competitiveness and regional integration are its central interdependent and mutually supportive strategic pillars.

2.3.7 African Continental Free Trade Area (AfCFTA)

On the 21st of March 2018 in Kigali, Rwanda Heads of State and Government of the Member States of the African Union signed the African Continental Free Trade Area Agreement AfCFTA). The agreement is crucial for intra-Africa trade. Among its eight general objectives, those worth highlighting given their implications for LED are to:-

a) create a single market for goods, services, facilitated by movement of persons in order to deepen the economic integration of the African continent and in accordance with the Pan African Vision of "An integrated, prosperous and peaceful Africa" enshrined in Agenda 2063;
b) create a liberalised market for goods and services through successive rounds of negotiations;
c) contribute to the movement of capital and natural persons and facilitate investments building on the initiatives and developments in the State Parties and RECs;
d) promote and attain sustainable and inclusive socio-economic development, gender equality and structural transformation of the State Parties;
e) enhance the competitiveness of the economies of State Parties within the continent and the global market;
f) promote industrial development through diversification and regional value chain development, agricultural development and food security.

2.4 National Legislations and Policy

There are numerous South African legislations, frameworks and policies that have significant implications for LED programming. In the next sections we distil the key tenets of the major ones that enable smooth implementation of LED. We start with the Constitution of the Republic of South Africa Act 108 of 1996 and cover them in chronological order until now.

2.4.1 Constitution of the Republic of South Africa Act 108 of 1996

Chapter 2 (Bill of Rights) states the various rights that citizens should enjoy. In Chapter 7, the direction with respect to structuring and managing municipal administration, budgeting and planning processes is provided. The need for providing basic needs of community is spelt out. It is crucial to highlight that the provisions of Chapter 7 enable the promotion of social and economic development of communities. Thus, development planning must embrace these critical levers of efforts to improve the quality of life of people.

2.4.2 White Paper on Local Government of 1998

The White Paper on Local Government forms the basis for a developmental local government system committed to working with citizens, diverse stakeholders and grassroots communities to ensure that people enjoy a high quality of life that meets their holistic social, economic and material needs.

2.4.3 Municipal Structures Act 117 of 1998

This act provides the framework on how various elements of municipal business should be run. It provide for the establishment of Municipalities, including their structures. In addition, this is the key legislative framework for the establishment and operations of Ward Committees, which are integral for facilitating public participation in development.

2.4.4 Municipal Demarcation Act 27 of 1998

The act provides criteria and procedures used to determine municipal boundaries. Its application resulted in the nine Provinces of the country being demarcated into the existing 44 Districts, eight metropolitan areas and 226 Local Municipalities.

2.4.5 Municipal Systems Act 32 of 2000 and Municipal Planning and Performance Regulations of 2001

The Municipal Systems Act 32 of 2000 provides a solid basis for integrated development planning and municipal budgeting. It has provisions that guide how citizen participation should be facilitated to ensure that there is inclusive development that deepens democracy.

2.4.6 Preferential Procurement Framework Act 5 of 2000 and Preferential Procurement Regulations of 2001

Apartheid policies marginalised and entrenched some population groups, in particular Blacks and female members of society, in poverty and underdevelopment. This act was adopted to establish and help operationalize the obligation of government to award preferential procurement points to enterprises of historically disadvantaged persons.

2.4.7 Mineral and Petroleum Resources Development Act 28 of 2002

Vhembe District is richly-endowed with mineral resources. Application of this act guides the formulation and implementation of local policies on how to access and utilise the mineral resources.

2.4.8 Municipal Finance Management Act 56 of 2003

The Municipal Finance Management Act 56 of 2003 is a key governance framework that guides how to embed and entrench sound financial management in all spheres of government. It clarifies and separates the roles and responsibilities of the Municipal Council, Mayor and Officials.

2.4.9 Broad-based Black Economic Empowerment Act 53 2003 as amended by Act 46 of 2013

The provisions of this piece of legislation should be read in conjunction with the Preferential Procurement Framework Act 5 of 2000 and Preferential Procurement Regulations of 2001. These legislations provide a framework that makes it easier to promote (a) achievement of the constitutional right to equality, increase broad-based and effective participation of Black people in the economy; (b) higher growth rate, increased employment and more equitable income distribution; and (c) equal opportunity and equal access to government services.

2.4.10 Comprehensive Rural Development Strategy of 2009

Considering that rural areas are lagging behind in development, the Comprehensive Rural Development Strategy of 2009 was adopted to enable people in rural areas to self-drive their development with government and other stakeholders providing support. The strategy places emphasis on optimal use and management of natural resources through integrated agrarian transformation and strategic investment in economic and social infrastructure. It is crucial to note that this is the foundation stone of the Department of Rural Development and Land Reform.

2.4.11 National Development Plan of 2012

The National Development Plan of 2012 was formulated to provide a mechanism that unites multiple stakeholders, viz. business, labour, academia and government and citizens in programmes to eliminate poverty and reduce inequality by 2030. For the country to achieve the 2030 goals, science, technology and innovation must be placed at the centre of the developmental agenda.

2.4.12 The New Growth Path Framework of 2010

On 23 November 2010, the New Growth Path Framework was released. It exists to enhance growth, employment creation and equity. Other aims underpinning it are government commitment to prioritise employment creation in all economic policies; growing the economy in a more equitable and inclusive manner while attaining South Africa's developmental agenda; heavy investment in infrastructure as a critical driver of job creation; smarter coordination between government and stronger partnerships with the private sector and organised labour; and reduce red tape and improve competition in economy whilst enhancing skills development.

2.4.13 Spatial Planning Land Use Management Act (SPLUMA) Act 16 of 2013

Broadly, the Spatial Planning Land Use Management Act 16 of 2013 was enacted to enhance integration of sustainable development with land use in planning and implementation. Partly, this is achieved through creating an enabling environment for inclusive, developmental, equitable and efficient spatial planning at various spheres of government. In doing so, past spatial and regulatory imbalances are addressed. Other objectives include to promote greater consistency and uniformity in the application procedures and decision-making by authorities responsible for land use decisions and development applications; provide a framework for the monitoring, coordination and review of the spatial planning and land use management system; and provide for the facilitation and enforcement of land use and development measures.

2.4.14 Infrastructure Development Act 23 of 2014

In general, the deficit of economic infrastructure is recognised as a major impediment to development. This act encompasses facilitation and co-ordination of public infrastructure development of significant economic or social importance. Also, we would like to point out that national development goals are promoted through provision of appropriate infrastructure, including improved management of it.

2.4.15 Tourism Development Act No 3 of 2014

Tourism is one of the key economic drivers of Vhembe District. Thus, understanding the provisions of the Tourism Development Act 3 of 2014 is non-negotiable. It guides promotion, growth and development of sustainable tourism for fair distribution of benefits among residents and visitors.

2.4.16 Special Economic Zone Act 16 of 2014

Special Economic Zones are geographically designated areas that are earmarked for specific targeted economic activities. They serve as industrial hubs supported via special incentives and trade laws that differ from other parts of the country. Musina-Makhado, Limpopo SEZ strategically located along the N1 North-South route into the Southern African Development Community (SADC). Close to Beitbridge border between South Africa and Zimbabwe. Clearly, there is need to understand the provisions of the Special Economic Zone Act so as to make involved decisions when relating and contributing to the actualization of the Musina-Makhado Special Economic Zone.

2.4.17 Expropriation of Land Without Compensation, 2018

There are pieces of legislation that guides land reform, in particular access and utilisation, in the country. However, increasingly there is increased dissatisfaction with the pace at which the land question is being addressed. This challenge forced the National Assembly to pass a landmark decision on 27 February 2018 to review Section 25 of the Constitution. That decision was coined "Expropriation of Land Without Compensation" (ELWC). This will be key in VDM because there are numerous land disputes and claims that remain unresolved. However, the ELWC is acceptable only if it leads to sustainable agriculture and does not harm the national economy.

2.4.18 National Framework on Local Economic Development of South Africa 2018- 2028

Anchoring all the legislations and policies in the country is the National Framework on Local Economic Development of South Africa, 2018-2028. This serves as the basis for supporting development of local economies through multi-stakeholder involvement. Its implementation should always be intertwined by the Innovation for Local Economic Development (ILED), 2018, which we explain briefly in the next section.

2.4.19 Innovation for Local Economic Development (ILED) of 2018

The ILED is a framework of the DSI in which local systems of innovation guide LED. In this regard, networks of knowledge, innovation and economic organisations are prioritised in the course of shepherding innovation-driven LED. All this originated from the recognition of the fact that innovation is rarely discussed in debates on policies for LED. Thus, it is crucial to place innovation at the centre of LED practice. By so doing, local systems of innovation and production are strengthened in a systemic and systematic manner. Examination of the key features of the White Paper on Science, Technology and Innovation of 2019 should shed more light on how to harness innovation and use it to transform and strengthen LED practice.

2.4.20 White Paper on Science, Technology and Innovation of 2019

Scientific research is an important element that helps create a better world in which unemployment, poverty and inequality rates are considerably reduced. Use of science, technology and innovation (STI) should serve as the primary mover of economic development demands. However, it should be noted that in the process the research might generate intellectual property. There is a consensus in the country that the National System of Innovation (NSI) is not responding adequately to the demands of the future that the society wants to build. This reality raises some fundamental questions that need attention in the course of facilitating innovation-driven LED. Are institutions in the NSI relevant and optimally configured to respond to the growing range of needs and fluctuating global dynamics? Is the NSI inclusive enough at all its levels? To what extent (and how) can indigenous African knowledge systems be harnessed to contribute to significant knowledge generation and development? Lastly, how can the Fourth Industrial Revolution (especially artificial intelligence) be utilised to maximise the benefits associated with it as attempts are made to improve the quality of life of people? There is need to explore these questions in the course of implementing LED activities in Vhembe District.

2.5 Provincial Policy Frameworks

In addition to international, continental frameworks and national legislations and policies articulated above, there are Provincial frameworks and plans that deserve consideration in this chapter. Among these are the Limpopo Development Plan (LDP) and Limpopo Green Economy Plan, among others. The key facets of each one of these are distilled below.

2.5.1 Limpopo Development Plan (LDP)

The LDP provides roadmap for the provincial development trajectory with specific programmes designed to achieve structural change in critical areas of the economy. It aims to improve the standards of living among citizens of the Province by reducing poverty, unemployment and unsustainably high levels of inequality. Central to this is investment in sustainable economic, social, infrastructure and institutional development. Emphasis is placed on transformation. Priority sectors to invest in to achieve these goals are mining, agriculture, tourism, and manufacturing. Special attention is placed on empowerment of SMMEs and cooperatives. Support towards identified Growth Points or nodes is another significant focal area. Horticulture, meat, forestry and tourism clusters, specifically as vehicles for promoting rural development. In Vhembe District, the Musina-Makhado Special Economic Zone is a key and strategic investment.

2.5.2 Limpopo Green Economy Plan

The fact that "Limpopo Province has the potential to be the national pioneer in the Green Economy" is a central tenet of this plan. It identifies the following advantages of the Province as key: (a) perfect geographic situation to develop various green industries and economies of scale; (b) invaluable mineral resources that can beneficiated locally; (c) untapped biodiversity resources that can help drive green tourism and payment for ecosystem services; (d) vibrant young population who can engage in new, innovative and developmental economic activities.

Specific goals underpinning the Limpopo Green Economy Plan are to: generate jobs; improve environmental quality; create enabling environment for green growth change; facilitate behavioural and

production patterns; and build a new economic/environmental paradigm. A close examination of these statements of intent reveals that innovation should be the centrepiece of the change strategy, growth and development of economic initiatives.

2.5.3 Limpopo Youth Development Strategy

In February 2018, key stakeholders in Limpopo Province deliberated on the agenda for youth development agenda. A summary of the objectives or focal areas is presented here. First, the need for embracing that youth development was a cross-cutting matter for all sector departments, local government and state agencies was reinforced. Secondly, it was highlighted that the capacities of youth should be strengthened so that they self-drive their own emancipation through building their assets and realising their full potential. Another major facet of the strategy is the need for designing and implementing interventions meant to provide various opportunities for needy youth, in particular those residing in rural areas.

2.5.4 Limpopo Spatial Development Framework

This framework recognises that past and current economic and political processes and/forces are critical determinants of spatial development in parts of Limpopo Province. Other factors include HIV/AIDS, illegal immigration, inter-provincial migration mainly due to economic and employment opportunities. Thus, given that Local Municipalities in Vhembe District and Limpopo Provincial government designated some areas as special development zones, any LED interventions or initiatives should not ignore the factors listed above.

2.6 Within District Municipality Policies, Strategies and Plans

Spatial Development Plan

The Spatial Development Plan provides insights into potential economic growth and how available space should be reconfigured. This takes into account the prevailing realities within geographical areas, in particular the 21 development nodes in the four Local Municipalities that constitute Vhembe District. Available natural resources, sensitivity of the environment, and size plus quality of land for human settlement and other development needs are considered.

Integrated Development Plan

The IDP is the key strategic planning document that the Municipality uses to guide planning, budgeting and implementation of economic development programmes and projects. In addition to this, the IDP serves as the framework for reporting on implementation as monitoring of the Service Delivery Budget Implementation Plan (SDBIP) unfolds.

Municipal Master Plan

The Vhembe District Municipality has an Integrated Development Plans (IDP), 2020/2021 integrates strategic thinking and visionary planning relating to the short, medium and long-term term provision of services, amenities and facilities. In order to ensure that there is systematic implementation of the

IDP, short-term projects are rolled out through the Service Delivery and Budget Implementation Plan (SDBIP).

Supply Chain Management Policy

The policy is aligned with the Preferential Procurement Act No. 5 of 2000 and BBBEE Act No. 46 of 2014 for the local businesses. Given the fact that the District is a former homeland with deeply entrenched poverty and inequality, equity and redress are top priority concerns in supply chain management.

2.7 Conclusions

The plethora of agreements, legislations, policies and frameworks presented in this chapter create an enabling environment for successful transformation, growth and development of the local economy. They make it possible to act locally whilst contributing portfolios of evidence on how to operationalise international agreements and protocols governing social change and development. However, the absence of supportive by-laws in VDM needs attention. Exploring this issue and developing local level policies is expected to enhance the operational environment for LED.

CHAPTER 3 FINDINGS OF SITUATIONAL ANALYSIS OF THE VHEMBE DISTRICT ECONOMY

We will only secure a prosperous, peaceful and liveable planet if we harness economic growth and development to social solidarity across and between generations.

Poverty has many dimensions, but its causes include unemployment, social exclusion, and high vulnerability of certain populations to disasters, diseases and other phenomena which prevent them from being productive.

Every individual and organization has a role to play in mobilizing skills, talents, and life experiences to move towards a more just and equitable world where all have what they need to survive and thrive in life.

Oscar Auliq-Ice

If development is to take place, the people have to be involved

Julius Nyerere

3.1 Introduction

The narratives shared above anchor the nature and form of the contents of this chapter. In this chapter, the socio-economic situation in Collins Chabane, Makhado, Musina and Thulamela Local Municipalities, which make up Vhembe District Municipality (VDM), is revealed. First, the methodology used to navigate and build this understanding is presented. This is covered through giving an overview of the physical, institutional, policy, demographic, employment and local economic realities of the District. Examination of these issues were used to highlight the embedded strengths that must be built upon, distil opportunities, and develop a deeper understanding of the weaknesses and threats of local economic development (LED). This exploration of the local economy was necessary because it assisted in identifying appropriate interventions worth introducing to enhance LED practice. Let us turn our attention to the methodological approach that was used to conduct the situational analysis.

3.2 Findings of the Situational Analysis

3.2.1 Demographic Profile

The population of Vhembe District is estimated to be 1 393 950 (STATSSA, 2016). Two-thirds of the population resides in Thulamela (36 %) and Makhado (30 %) Local Municipalities. A quarter of the population is found in Collins Chabane Local Municipality. Musina Local Municipality, which is predominantly made up of large-scale commercial farms is home to only 9 % of the total population of the District. On average, the annual population growth rate of Vhembe District is 1.68 %, ranging from 0.85 % for Makhado to 5.28 % in Musina Local Municipality (Table 2). It is worth highlighting that at least 97 % of the people in each Local Municipality are Black Africans, mainly the Venda, Tsonga and Pedi. Afrikaans speaking people are mainly concentrated in Makhado and Musina Local Municipalities.

Table 4 Demographic and socio-economic statistics of Vhembe District and its constituent Local Municipalities

Descriptor	Vhembe District Municipality	Local Municipalities			
		Collins Chabane	Makhado	Musina	Thulamela
1. Geographical area, ($km^{2)}$	27 969.15	5 467.22	8 310.59	11 297.41	2 893.94
2. Population	1 393 950	347 974	416 728	132 009	497 237
3. Number of households	382 360	91 936	116 371	43 730	130 320
4. Population density (persons/ km2)	53.9		62.2	9	110
5. Population growth rate, %	1.68	1.30	0.85	5.28	1.77
6. Proportion of female-headed households, %	51.0	58.0	49.0	43.0	50.4
7. Proportions of population groups, %					
a. Black Africans	98.6	99.8	97.7	96.3	99.3
b.					
c. Youth	38.3	37.1	36.8	44.6	38.8
d. Children	34.2	36.4	33.9	30.5	33.9
8. Gini Coefficient	0.57	0.57	0.58	0.58	0.56
9. Poverty rates, %	55.8	-???	64.2	-???	68.8
10. Unemployment rate, %	38.7	48.8	36.7	19.0	43.8
11. Youth unemployment rate, %	48.1	62.2	49.6	22.5	58.3
12. Literacy rate, %	85.6	76.9	82.1	90.4	90.8
13. Dependency Ratio, %	63.8	79.7	64.8	49.0	62.5
14. Number of designated development nodes	21	4	4	4	9

Source: STATSSA (2016); Municipal Demarcation Board (2018)

The distribution of the 382 360 households in VDM follows a similar pattern to that of the local population which is described above. Of the total number of households in Vhembe District Municipality 34 %, 30 %, 24 % and 12 % are in Thulamela, Makhado, Collins Chabane and Musina, respectively. The proportions of female-headed households are considerably high, ranging from 43 % in Musina to 58 % in Collins Chabane Local Municipality (Table 2).

Average population density in VDM is about 51 persons/km^2. Musina Local Municipality is least densely populated (9 persons/km^2) with Thulamela having the highest (110 persons/km^2). There are fewer members per household in Musina (3.0) compared to any other Local Municipality in VDM (Table 2). Table 2 reveals that the population of Vhembe District is predominantly young given that and children make up the majority compared to older population groups in all the Municipalities. This picture is most pronounced in Musina Local Municipality where they make up about 45 % of the total population. The proportion of children (0-14 years old) ranges from 30-36 % among the Local Municipalities. Lastly, it is estimated that about 6 % of the people in Vhembe District have different types of disabilities.

3.2.2 Migration

In simple terms, migration refers to the movement of people from one geographical area to another (STATSSA, 2016). The movement can take place within or across countries, aiming to settle temporarily or permanently in a new location. Table 3 is an inventory of the principal reasons for human migration in VDM. In general, the top five factors that precipitate migration, in descending order of importance, are marriage, lack of paid work, new family residence, education opportunities and taking new job opportunity. It is interesting to note that political instability, quality of municipal services and crime rates are not issues of major significance with respect to triggering migration. These results are somewhat at variance with the fact that people drawn from households in Thulamela (50 %), Musina (57 %), Collins Chabane (59 %) and Makhado (61 %) Local Municipalities feel unsafe walking alone (STATSSA, 2016). In terms of working population dynamics the share of young working people (20 to 34 age group) is low (24.4%) in Vhembe, compared to the national average of 26.9% (IHS Markit Regional Explorer, 2020). The deduction cold be that Vhembe is a net migrant sending area where more young people leave the area to find work in the bigger cities.

.

Table 5 Reasons (ranked) for migration of people in Vhembe District Municipality

Reason	Rank of reason in each Municipality[1]				
	Collins Chabane	**Makhado**	**Musina**	**Thulamela**	**Vhembe**
1. Marriage	1	2	3	1	1
2. Lack of paid work	6	4	1	4	2
3. New family residence	2	3	4	3	3
4. Education (Study or training)	4	1	6	2	4
5. Taking new job opportunity	5	6	2	6	5
6. Health (moving in with relative)	3	5	5	5	6
7. Job loss or retrenchment	10	7	7	8	7
8. Separation/Divorce	7	10	9	7	8
9. Ill-health	12	8	10	11	9
10. Political instability, religious conflict or persecution	8	13	11	13	10
11. Business expansion	13	9	14	10	11
12. Better municipal services	14	11	13	9	12
13. Retirement	15	12	8	12	13
14. Start new business	9	14	12	14	14
15. High crime rates	11	15		15	15

Source: Statistics South Africa (2016)

3.2.3 Education and training

Literacy rates are high, averaging approximately 86 % for the entire District. They range from79 % in Collins Chabane to 91 % in Thulamela Local Municipality. On average, almost quarter of the population of VDM matriculated. The proportions of people with matric certificates are 21.3 %, 24.7 %, 22 % and 28.6 % for Collins Chabane, Makhado, Musina and Thulamela, respectively. Of the four Local

[1] Percentages within each Municipality used to rank the reasons for migration from 1-15.

Municipalities, Collins Chabane has the lowest proportion of people with tertiary qualifications (6.8 %) followed by Musina (7.5 %), Makhado (9 %) and Thulamela (12.5 %). The reason for the wide difference in literacy rates and training among the Local Municipalities is not clear.

Increasingly, it has been established elsewhere that knowledge-driven economies grow faster than those that do not invest in science, technology and innovation (Barkhordari *et al*., 2019). There is a direct and positive relationship between economic and social development, and access to quality education and skills. Thus, it is recommended that investments in STI subjects be prioritised in the District in order to achieve sustainable growth and development. For VDM, it is even more pertinent to develop employable skills to meet the demands of the Fourth Industrial Revolution and also for the local population to take advantage of the planned Musina-Makhado Special Economic Zone (MMSEZ), among other untapped opportunities. Vhembe District should also invest in the urgently required 21st Century skills which are critical thinking, problem solving, creativity, and digital literacy as was also noted elsewhere by Joynes *et al.,* 2019. To achieve the goals of its LED strategy, VDM and its broad range of local stakeholders should work more closely with grassroots communities, provincial and national government departments, science councils, Sector Education Training Authorities (SETAs), tertiary institutions, the private sector and civil-society organizations to come up with sustainable ways of improving the quality of education and skills of its citizens.

3.2.4 Poverty and inequality

Next, we focus on interrogating the scourge of poverty and inequality in Vhembe District. First, let us unpack what poverty means. In this chapter poverty is understood as a multi-dimensional concept that measures the levels of deprivation that a person, household or community encounters. It is also important to note that deprivation refers to a lack of resources such as income or assets and capabilities, which include skills, knowledge and technology or both. As was also defined by the Mirriam Webster dictionary p*overty* is not mere lack of enough material possessions or income to meet one's basic needs. A holistic definition should combine social, economic and political elements when defining poverty, which is classified as either absolute or relative. According to the Habitat for Humanity (2018) absolute poverty is when household income is below a certain level, which makes it impossible for an individual or family to meet basic needs of life including food, shelter, safe drinking water, education, healthcare and other needs. Relative poverty refers to the relative level of people's needs and aspirations that depend on the general development degree of a particular society (Tomescu-Dumitrescu, 2017). The above definitions were used to guide the understanding of poverty in Vhembe District.

As stated in the Reconstruction and Development Programme of 1994, which was reconfigured in the National Development Plan Vision 2030 (NDP 2030) of 2012, "*no political democracy can survive and flourish if the mass of our people remain in poverty, without land, without tangible prospects for a better life…attacking poverty and deprivation must therefore be the first priority of a democratic government*". The NDP Vision 2030 is the current framework that is guiding development in South Africa. It places elimination of poverty and reduction of inequality as top national priorities.

In 2019, there were 1.03 million people living in poverty, using the upper poverty line definition of which the African population group making up 74.3% of people living in poverty across Vhembe District Municipality (STATSSA (2020). As shown in Figure 5, in 2018 more than a third of the people across all the Local Municipalities in VDM lived below the poverty line. With respect to each Local Municipality poverty was more prevalent in Thulamela and Collins Chabane respectively. Apparently

75.6% of people in Thulamela Local Municipality were living in poverty, using the upper poverty line definition, compared to 70.4% in the Makhado Local Municipality. However, of the total population of Collins Chabane and Musina Local Municipalities 14 % and 13 % lived in extreme hunger situations, respectively. It has also been observed that in the District on average, 70 % of the households lived below the food poverty line with the per capita incomes, being less than R561 per month, worsening the situation (STATSSA, 2018). Considering the food poverty line of R441 per month based on 2015 prices, the situation of extreme poverty was too high in the District (STATSSA, 2018). The poverty headcount statistics presented in Figure 6 show that there has been an increase in poverty from 2014 to 2018. It is crucial to build an understanding of the factors causing the increase. The examination of causal factors should result in the formulation of viable LED strategies that halt the increase in the poverty rates.

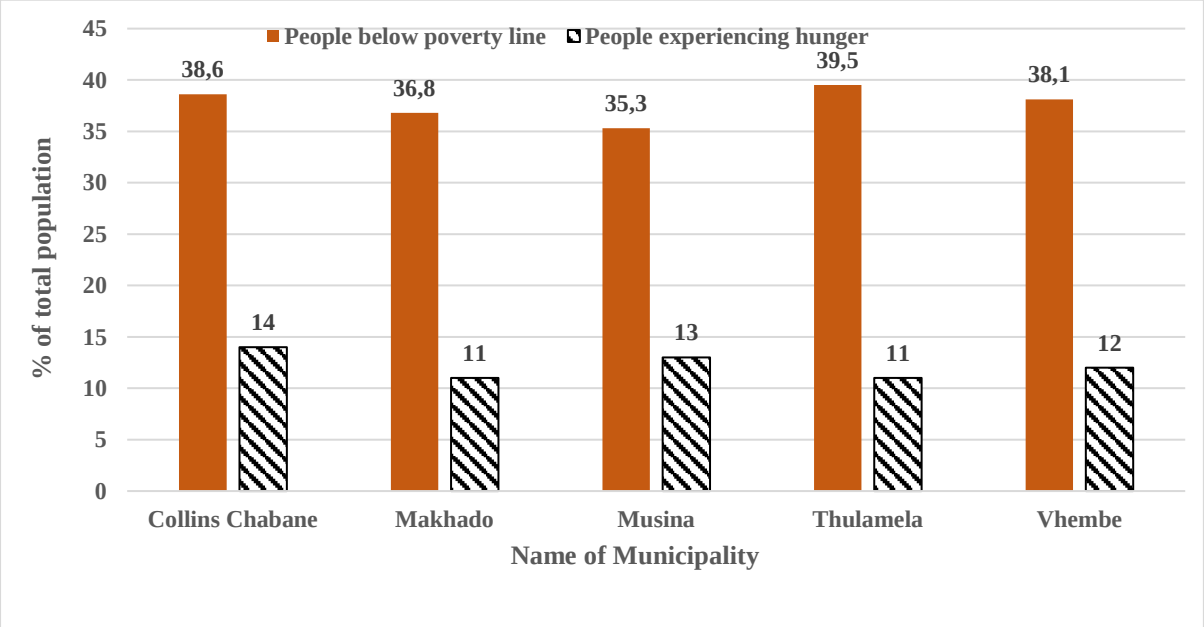


Figure 4 Proportions of people below poverty line and experiencing hunger in Vhembe District Municipality (Statistics South Africa, 2016)

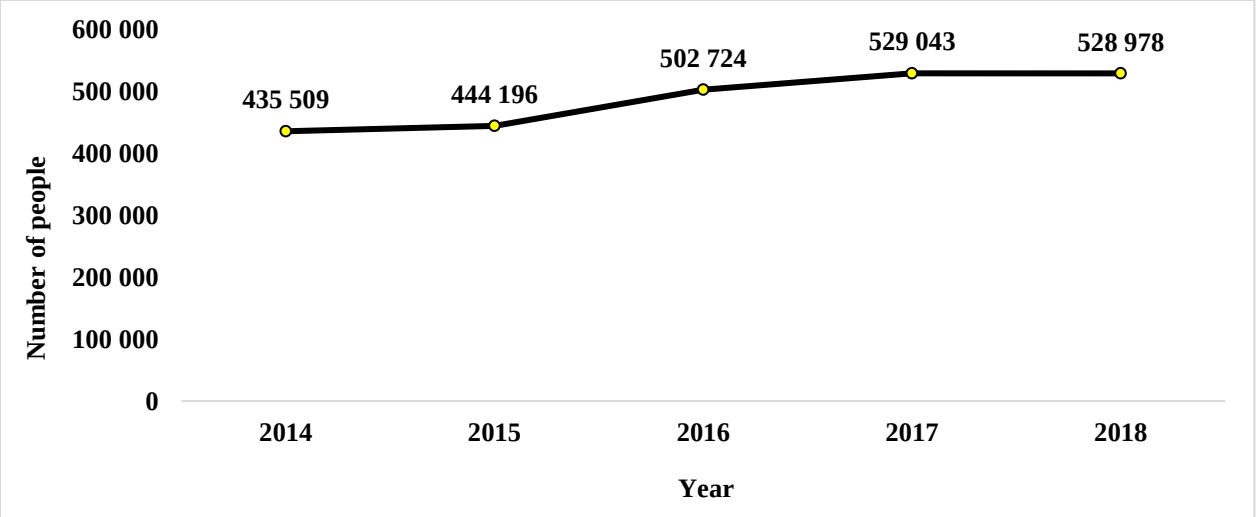


Figure 5 Number of people in Vhembe District living below the poverty line, 2014-2018 (Statistics South Africa, 2018)

Inequality

The poverty gap measures the average distance of the particular areas' population from the poverty line expressed as a percentage of the upper bound poverty line. This shows the level of consumption at which individuals are able to purchase both sufficient food and non-food items without sacrificing one for the other. The estimated poverty gap rate in Vhembe District Municipality was 31.5% in 2019 thereby indicating what is needed to bring all poor households up to the poverty line and out of poverty. In terms of the poverty gap rate within the Vhembe District Municipality, Makhado Local Municipality had the highest poverty gap rate, (31.5%) compared to the lowest in the Musina Local Municipality.

Associated with the poverty gap is the inequality challenge that South African society is facing and remains a major source of racial and class tensions. Inequality is understood as the difference among various population groups and/or individuals. Although there is considerable literature on inequality in South Africa, it is biased towards 'economic inequality'. The many types of non-economic inequalities that are rarely considered include gender, education, health, social and participation. Commonly, it is measured using the Gini Coefficient, a statistical measure developed by Corrado Gini in 1912 to gauge income or wealth distribution within a population. Specifically, it is a summary statistic of income inequality that varies from 0 to 1. A Gini Coefficient that is equal and closer to to zero means that income is more or less equally distributed with a Gini coefficient closer to 1 implying that income is distributed in a completely unequal way.

In Vhembe District, inequality is a historical problem that is deeply rooted in the apartheid system of government. Marginalisation resulting from forced confinement of Venda and Tsonga people to the then Venda and Gazankulu Homelands, respectively, created serious racial inequalities. Statistics South Africa (2016) reveals that Makhado and Musina Local Municipalities have the same Gini coefficients estimated to be 0.58. This is slightly higher than those observed for Collins Chabane (0.57) and Thulamela (0.56). Furthermore, income inequality in VDM deepened from 2014-2018 (Figure 7). A gradual decrease in inequality occurred from 2014 to the year, 2016 though there was a sharp increase thereafter. The inequality realities of Vhembe District are worrying considering that Gini Coefficients greater than 0.40 are critical and call for urgent corrective action. Although education and skills are commonly regarded as the best possible strategies to deal with inequalities, it has to be seen to what extent can this be achieved given the unemployability and unskilled nature of most poor people.

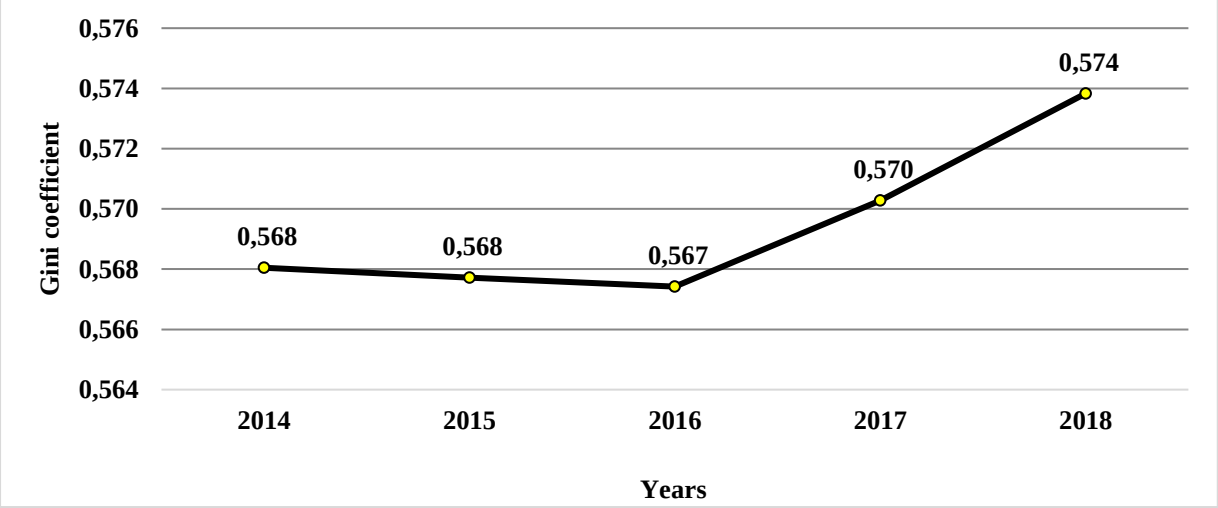


Figure 6 Trend in changes in inequality in Vhembe District, 2014-2018 (Statistics South Africa, 2016)

3.2.5 Employment, unemployment and service provision

One of the crucial statistics of a country or region is the labour force participation rate (LFPR) measured as the ratio of the Economically Active Population (EAP) expressed as a percentage of the total working age population. In 2019 the labour force participation rate for Vhembe was at 42.6% compared to the national average of 59.22%. Musina Local Municipality had the highest labour force participation rate (60.5%) in 2019 compared to Thulamela Local Municipality's labour force participation rate of 36.2%. of note Vhembe District Municipality experienced an average annual employment growth rate of 3.93% in 2019 which was above the average annual labour force growth rate of 3.02%.

Throughout the world, unemployment is an undesirable phenomenon in society. The Quarterly Labour Force Survey for January-March 2020 reveals that South Africa's unemployment rate increased to 30.1 % from 29.1 % (STATSSA, 2020) of which the national youth unemployment rate averaged 53.1 % between 2013 and 2020. Note that the highest unemployment rate recorded since 2013 was 59 % during the first quarter of 2020. It is crucial to counter this worsening trend through implementing a workable LED strategy. With respect to Vhembe District unemployment rate was 38.7 % in the same period. Collins Chabane has the highest unemployment rate estimated to be 48.8 % followed by Thulamela Local Municipality (43.8 %), Makhado (36.7 %) and Musina (19 %). As shown in Table 2, youth unemployment rates vary greatly from Musina (23 %) to Collins Chabane (62 %) Local Municipalities respectively with an average of 48 % for the entire District. Apart from causing social unrest and disgruntlement, such high youth unemployment rates can negatively impact on businesses and economic environment of Vhembe District.

The need for quality services provision cannot be overemphasized as it positively affect the labour markets as well as the attraction of skills in the District. In 2018, public services and trade sectors respectively created more jobs, totalling 82 367 and 72 965 (STATSSA, 2018). Collectively, these two sectors contributed about 52 % of both formal and non-formal employment in that year (Figure 8). Also worth noting is the fact that the agriculture and manufacturing sectors' huge capabilities to create significant jobs remain inadequately tapped (VDM, 2020). They can reverse the potential destabilizing effect of worsening unemployment, thereby necessitating long-term job creation activities especially targeting the youth who constitute more than 35 % of the local population.

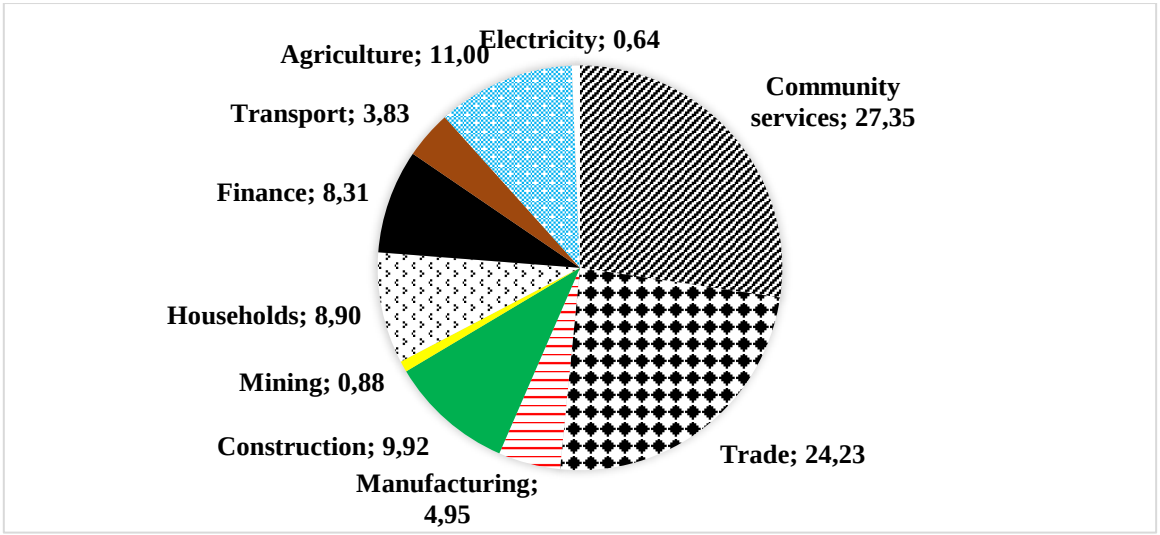


Figure 7 Share (%) of various sectors (economic drivers) to total formal and non-formal employment in Vhembe District, 2018 (STATSSA, 2018)

3.2.6 Access to mobile phone and internet services

Communication technology and access to modern communication channels of communication are positively correlated with sustainable development. The average number of people with access to mobile phones in South Africa is 22 516 per 100 000 (Municipal Demarcation Board, 2018). In VDM, 23 286 per 100 000 people have access to the mobile phone which is about 10.5 % above the national average per District.

The internet connectivity is increasingly becoming important in connecting people and businesses (STATSSA, 2016) as it forms the hub for information, socialisation and business networking. Thus, the internet's importance in shaping the daily lives and economic activities of people cannot be doubted. Access to the internet per 100 000 people is estimated to be 5 966 in Vhembe District, which is approximately 18.5 % below the national average per District of 7 323. Figure 9 shows the proportions of male and female members of the District with access to internet services. It reveals that a considerably lower proportion of the people in Collins Chabane have access internet facilities. Most striking is the fact that in all the four Local Municipalities, relatively more male members of the community have access to the internet compared to female members. Though is not clear why it is like this but this implies that females are at a disadvantage in accessing information via the internet and may even negatively affect the quality of their decisions on economic development matters. Thus, there is need to devise gender-sensitive strategies that address this problem decisively and effectively.

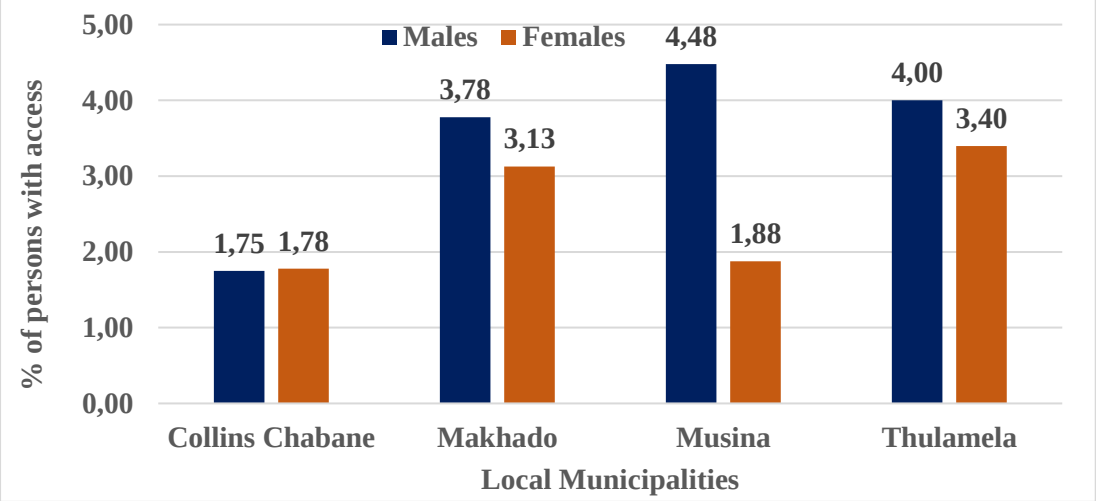


Figure 8 Access to internet services disaggregated by gender (STATSSA, 2018)

3.2.7 Economic growth and development

World Economy

The World Bank (2020) reveals that economic growth measured in terms of real GDP (weighted at 2010 prices and market exchange rates) throughout the world decreased from 3 % in 2018 to 2.4 % in 2019. This trend was said to be due to trade tensions, sharp downturns in major economies, and financial disruptions in emerging markets and developing countries. The other noted cause was suppressed primary commodities prices. The Covid-19 pandemic is compounding the downward spiral. If not halted, this trend will severely threaten economic activities in 2020 and beyond. Nevertheless, the IMF projects that the global economy will contract by –5.2 % in 2020 (Figure 10). This projected slump is

worse than what was experienced during the 2008–2009 financial crisis. In its June 2020 *Global Economic Prospects*, the World Bank (2020) points out that this represents the deepest recession since the Second World War. In addition, the largest fraction of economies experiencing declines in per capita output is the largest since 1870.

Throughout the world, human costs associated with the COVID-19 pandemic are worsening. Isolation, carefully managed lockdowns and widespread closures are required so as to slow down or contain the spread of the virus. This helps protect lives and enables health care systems to cope. Although the negative impact on economic activity associated with these measures is a cause for concern, they are an important investment in long-term human and economic health. The increased financial expenditure is strengthening the capacity and increasing resources needed for better health care. This would not have been possible had Covid-19 not ravaged society. Considering a baseline scenario, which assumes that the pandemic fades away in the second half of 2020 accompanied by gradual containment efforts, the global economic projections suggest that this might grow by 4.6 % in 2021 (Figure 10). The improvement will result from the normalization of economic activities and attendant policy support.

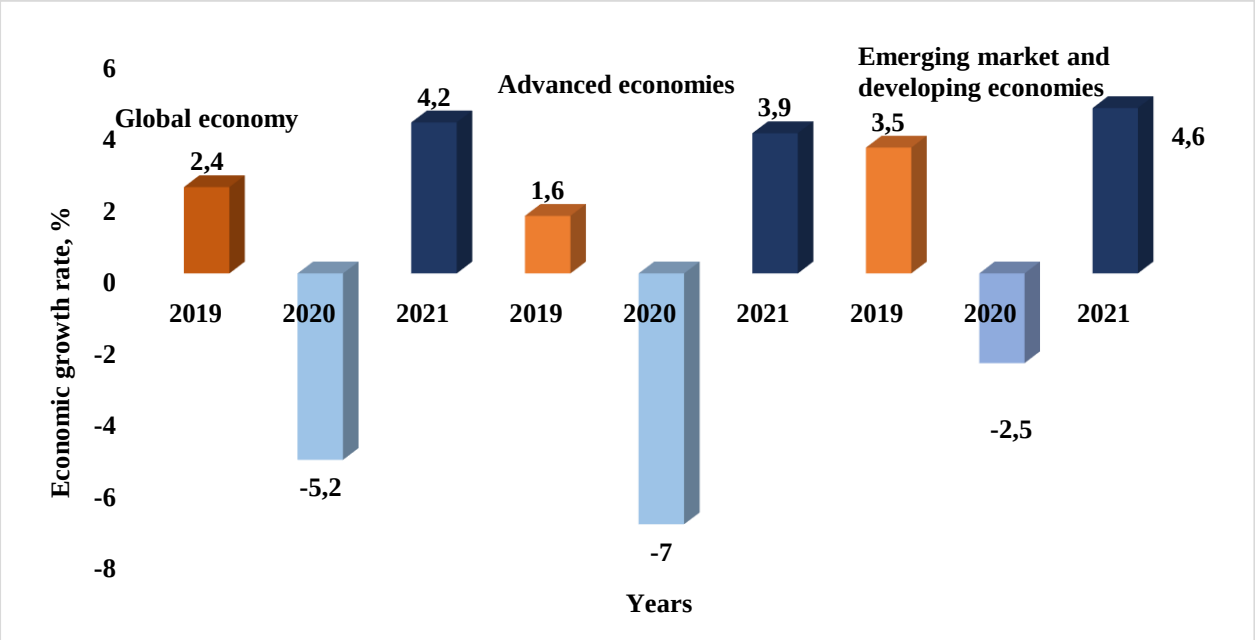


Figure 9 World economic growth projections (World Bank, 2020)

The extent of damage and recovery of the global economy will depend on how quicklyCovid-19 gets contained, the measures taken to contain it, and magnitude of economic support governments are prepared and able to deploy. Relevant policies and interventions that cushion the unavoidable severe economic slowdown and ensure that recovery picks quickly post Covid-19 should be developed. In addition to this, it is advisable for governments to introduce substantial targeted fiscal, monetary, and financial market measures to support affected households and businesses.

Overview of economic growth in sub-Saharan Africa

The World Bank (2020) argues that sub-Saharan Africa has vast opportunities and persistent challenges that hamper its economic development. The region is home to the world's largest free trade area, namely

the African Continental Free Trade Area. There are 1.2 billion people in 55 countries with a combined GDP of USD2.5 trillion in Africa. This makes Africa well poised to create a new development path and harness the potential of its resources and people. In 2019, Cote d'Ivoire, Ethiopia, Ghana and Rwanda were the fastest growing economies in the world. World Bank (2020) forecasts of economic growth indicate that sub-Saharan Africa realized a modest increase of 2.2 % in 2019 from 2.6 % in 2018. Over the same period, the economic performance of Angola, Nigeria and South Africa, which are sub-Saharan Africa's largest economies, remained fragile (World Bank, 2020). This brought down the region's level of economic performance. Nigeria recorded sluggish growth in its non-oil sector. The oil sector, a major driver of the Angolan economy, remained weak. As for South Africa, low investment sentiment was the major cause of poor economic activity.

Real GDP growth in sub-Saharan is estimated to decrease from 2.2 % in 2019 to -2.8 % in 2020 (World Bank, 2020). The region's 2020 economic outlook is significantly low mainly due to the intensifying Covid-19 pandemic. In addition, a slump in commodity prices, in particular oil, is worsening economic performance. Disruption to tourism and remittances, slowdown in investment and increased job losses are the major factors threatening economic performance. Now that the outlook of the sub-Saharan economy has been explained, there is need to examine the situation in South Africa.

Overview of the South African economy

Figure 11 shows the quarter-to-quarter fluctuation in real gross domestic product (measured by production) of South Africa between 2017 and 2019. It decreased by 1.4 % in the fourth quarter of 2019 before dropping by 0.8 % in the third quarter of the same year (South Africa Reserve Bank: SARB, 2020). As shown in Figure 12, transport, storage and communication industry and the trade, catering and accommodation industry were the largest negative contributors to growth in GDP in the fourth quarter of 2019. It is estimated that the transport, storage and communication industries decreased by 7.2 % and contributed -0.6 % to GDP growth. The trade, catering and accommodation industries contracted by 3.8% and contributed -0.5 % to GDP growth. Agriculture, manufacturing and construction separately caused contraction by -0.2 % to GDP growth. It is worth noting that positive contributions to GDP growth (Figure 12) emanated from the finance, real estate and business services, and mining and quarrying industries.

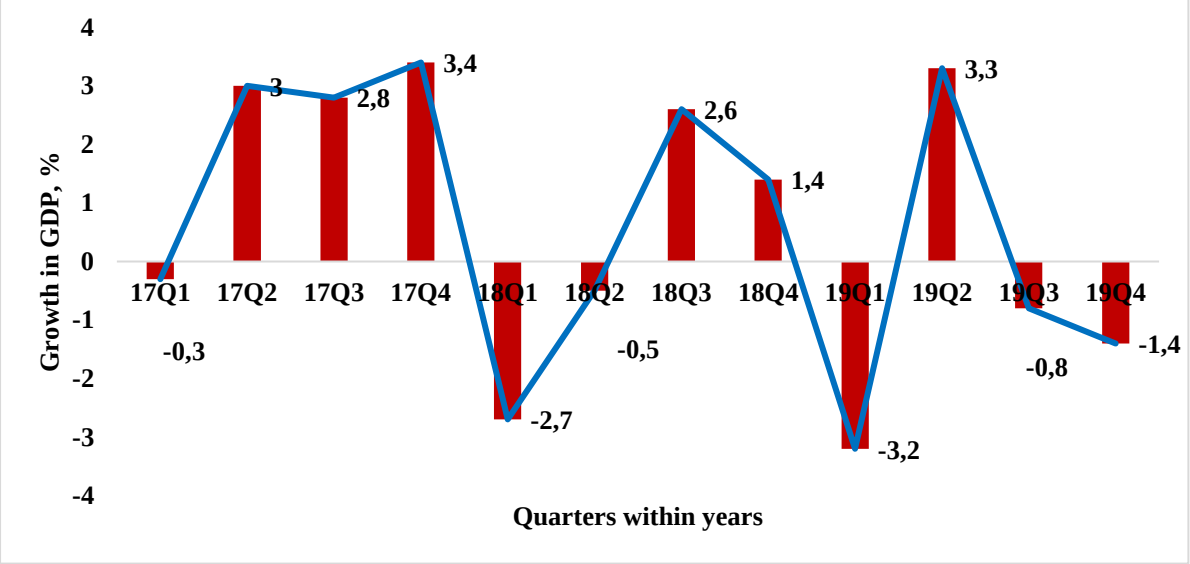


Figure 10 Quarterly growth in growth domestic product, 2017-2019 (South Africa Reserve Bank, 2020)

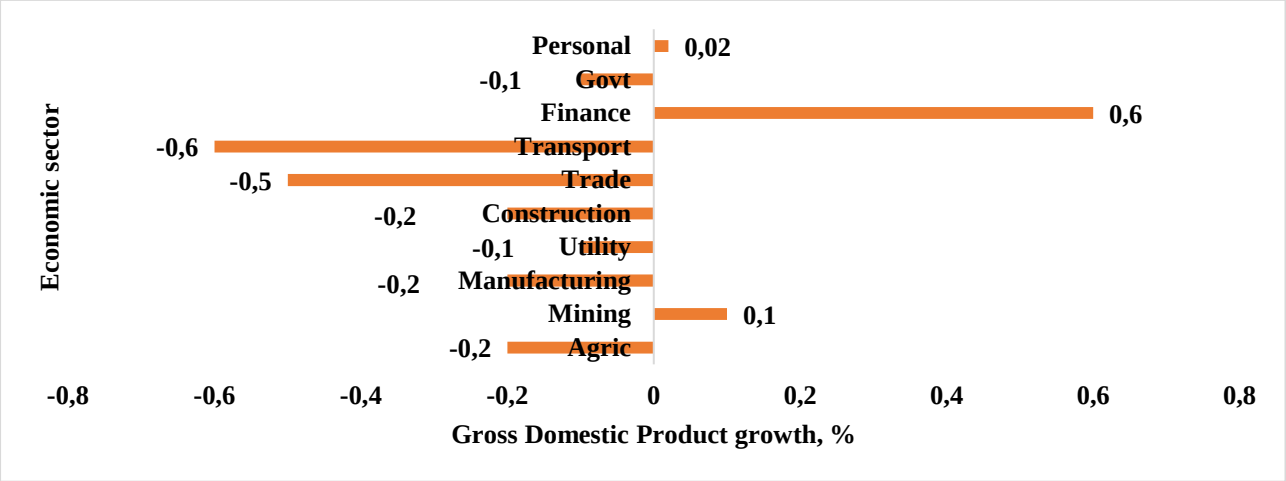


Figure 11 Contribution to growth in gross domestic product in the fourth quarter of 2019 (STATSSA, 2020)

As is the case all over the world, South Africa is expected to experience the devastating effects of the Covid-19 outbreak both in the short- and long-terms. Containment measures introduced are likely to affect both supply and demand of products, reduce growth and deepen economic challenges mainly due to businesses staying shut for longer periods than ever imagined before. Stimulus packages are being introduced aiming to enhance growth of the economy in the long-run targeting prioritized investment sectors. This intervention is unlikely to be enough because "even before the pandemic, development for people in the world's poorest countries was slow to raise their incomes, enhance living standards, or narrow inequality" (World Bank, 2020). Job losses will worsen and impact on aggregate demand negatively. Small businesses and individuals closely linked to the informal sector will be severely affected because Covid-19 restrictions make it impossible for them to operate normally. This implies that the threat of their total collapse looms large over them especially if government support is not forthcoming.

The South African Reserve Bank (SARB, 2020) expects GDP to contract by 6.1 % in 2020 compared to the earlier estimate of -0.2 % (Figure 13). This means that the country might have to borrow in order to fund its deficit so as to go through the difficult period ahead. However, should the conditions improve GDP might grow by 2.2% and 2.7 % in 2021 and 2022, respectively.

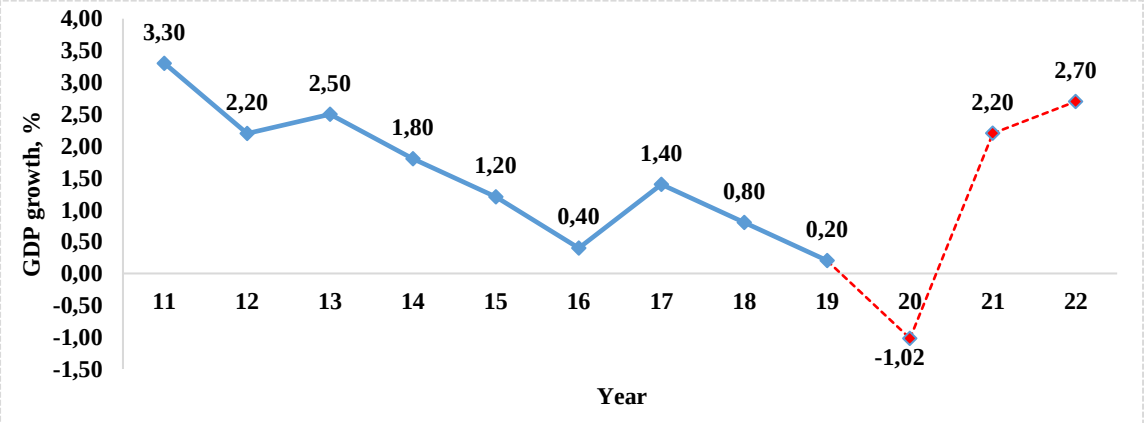


Figure 12 Projections in GDP growth in South Africa, 2011-2022 (South Africa Reserve Bank, 2020)

Outlook of the Economy of Limpopo Province

Limpopo is home to about 5.8 million people (Municipal Demarcation Board, 2018), which approximates to 10 % of South Africa's total population. In 2018, the Province contributed just 7.2 % to the national GDP (STATSSA, 2018). It is noticeable that Limpopo is increasingly becoming a service or consumption economy (Figure 14). The tertiary economy contributed about 52.6 % in 2018 to the national economy.

Mining's share of real economic growth in the Province was about a quarter (Figure 14). This contrasted sharply with the contributions of construction (3 %), agriculture (3 %) and manufacturing (2 %). It is evident that Limpopo Province is a typical developing area that exports primary products and imports manufactured goods and services. Surge in commodity prices, commonly known as commodity super cycles, and high rainfall present immense economic opportunities worth harnessing. However, the turn of the cycles and droughts reveal the fragile nature of the commodity-reliant and rain-fed economy.

The fact that Limpopo Province has the largest share of residents in former "homeland" areas (STATSSA, 2018) poses considerable challenges. Lack of employment opportunities, low incomes, substandard infrastructure and poor education are some of the major issues that the mainly rural communities must contend with. Consequently, the unfavourable conditions trigger high out-migration to Limpopo's urban areas and other provinces. This situation should be viewed in conjunction with the reasons for migration presented in Table 3.

The National Development Plan seeks to achieve full employment by 2030. For this to happen, official unemployment should drop to 6.5 % with labour force participation increasing from 54 % to 65 %. This implies that there is need for an average and sustained annual GDP growth rate of 5 % with 11 million net new jobs being created within 20 years. This demands that economic growth accelerates and become more labour absorbing. It is crucial to view this in the context of the Limpopo Provincial government setting a target of at least 3 % averaged over 5 years as its contribution to the economic goal of the NDP. Consider this against the reality that since 2015 the province has been growing at an average of 1 %. Job creation has since lagged partly due to poor growth performance. Now there are concerns that labour intensive sectors are continuing to underperform (Figure 14). Any further loss of jobs can only worsen poverty and inequality. All this drives the need for a LED strategy that promotes taking advantage of available opportunities and address environmental challenges hampering effective LED.

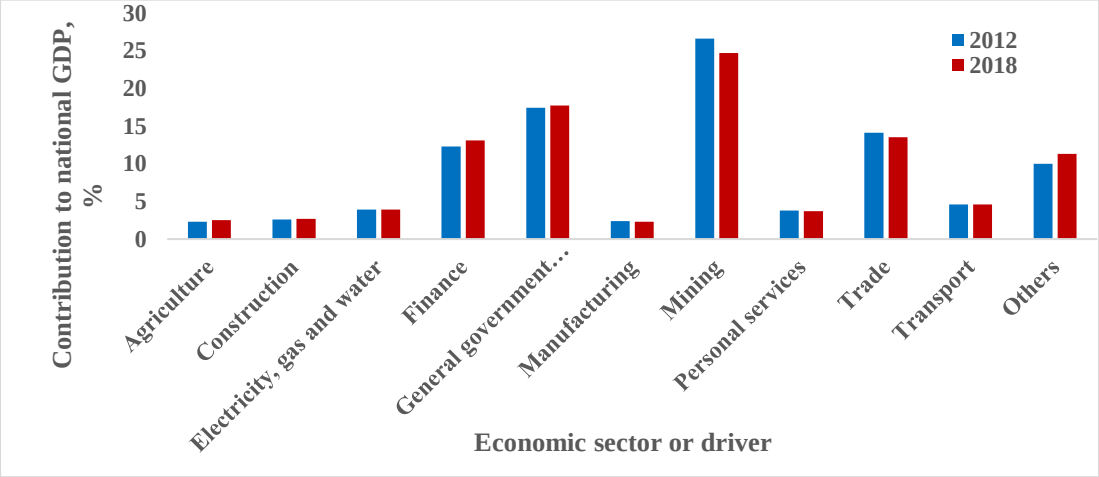


Figure 13 Contribution of various economic sectors of Limpopo Province to national GDP: comparing 2012 and 2018 (STATSSA, 2018)

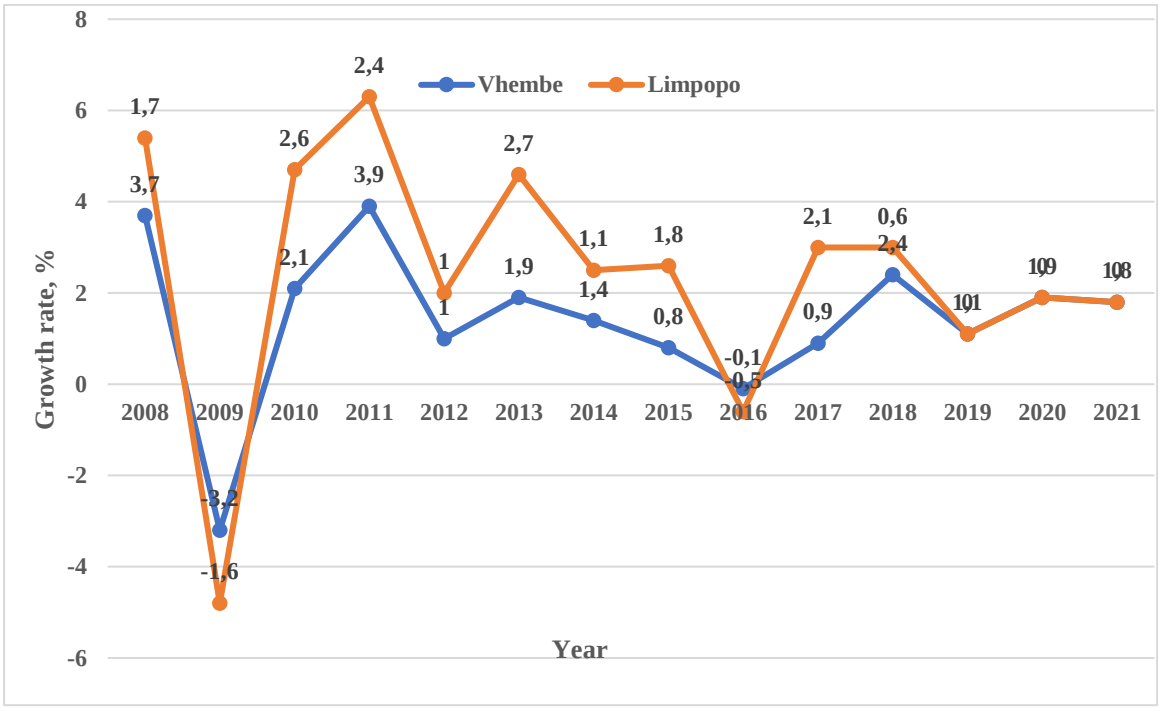


Figure 14 Average annual economic growth rates for Limpopo Province and Vhembe District Municipality, constant 2010 prices (STATSSA, 2020)

State of the Vhembe District economy

The STATSSA (2016) reveals that the economy of Vhembe District comprises primary (agriculture and mining), secondary (electricity, construction and manufacturing) and tertiary (trade, transport, tourism, finance and community services) sectors (Table 4). It has an open and integrated economy and is rich in strategic minerals and fertile agricultural land (VDM, 2020). A strong tourism base, mainly due to its unique landscape of fauna and flora as well as strategic location which makes it easy to access SADC markets, strengthens the economic backbone of VDM. Specific economic drivers identified in all the 21 development nodes are listed below.

Table 6 Economic Development Drivers in Vhembe District Project

Economic Driver	Subsector or Activities/commodities
1. Agriculture	Arable or field cropping (Dryland or rainfed Maize; Irrigated Maize; Potatoes; Sweet potatoes; Groundnuts or Peanuts); Horticulture (Leafy vegetables e.g. Cabbage; Tomatoes; Carrots; Butternut; Pepper); Horticulture (Fruits e.g. Macadamia; Citrus: Oranges, Nartjies; Bananas; Litchis; Avocado); Livestock (Beef and dairy cattle; Goats; Poultry: Broilers and egg layers; and Donkeys for transport and hire; Pig rearing.
2. Tourism	Accommodation (hotels and lodges); Cultural tourism activities e.g. traditional music, foods, dances, folklore; Parks and resorts (Mapungubwe (UNESCO), KNP); Tour operation; Fast foods and restaurants Hunting; Adventure tourism e.g. hiking trails, 4 x 4 tournaments, cycling tournament; Sports tourism e.g. Musangwe; Health tourism (Hot baths e.g. Tshipise, Mphephu resort); Religious tourism (UAAC); Man-made attractions (Nandoni dam); Vhembe Biosphere Reserve; Transfrontier Conservation Area (TFCA); and Meetings, Incentives, Conferences, Events (MICE) e.g. Phalaphala Royal festival.

3.	Mining	Sand; Coal; Stones; Stones (aggregate quarries); Diamonds; Clay; Gold (at artisanal scale); Magnesite; Gravel (borrow pits); Dolomite; Salt; and Other (mineral exploration projects in the district).
4.	Manufacturing	Achaar; Fruit juice processing; Clothing; Furniture making;; Bakeries) Construction or property development (Brick laying; Property sales; Property rentals; building materials e.g. window and door frames; Brickmaking and sales.
5.	Commerce and services	Formal banks; Risk and insurance; Informal lending e.g. Matshonisa
6.	Services	Education and training (Schools, training colleges, university…), Fuel (service stations), Driving schools Funeral parlours Car repairs and services e.g. motor mechanics, panel beating; Public/government service e.g. hospitals House rentals; Domestic work and gardening; Grinding mills; Health (Surgeries, private clinics); Fast foods and beverages; Assorted consulting services; Tendering; Hair salons; Car wash; Public transport; and Car hire
7.	Wildlife and Fisheries	Marula; Mopani worms; Firewood; Wood carving; Game farming; Fishing
8.	Informal Trading	Street food vending; Fruit sales
9.	Retail	Supermarkets; Wholesale business; Liquor trading (including taverns); Liquor trading (traditional beer); Spaza shops; Butcheries
10.	Arts, Sports and Culture entertainment	Soccer; Athletics; Netball; Music; Indigenous games; Modern music and dance; Traditional music and dance; Handicrafts and beadwork; Cultural performances; Pottery

In general, the growth of the economy of Vhembe District has always grown at a lower rate than that of Limpopo Province (Figure 15). It was only in 2009 and 2016 when Vhembe District performed better than the Province. In addition, in terms of general economic growth of the Province, Vhembe District has been following a downward trajectory since 2011decreasing rom 3.9 % in 2011 to 2.4 % in 2018 (Figure 15). Global trade tensions, the Covid19 compounded by drought and volatile commodity prices are likely to impact severely on the economic activities in the District. The South Africa Reserve Bank (2020) estimates that economic growth will increase from 1.1% in 2019 to 1.8% in 2021.

A productive economy and increasing GDP result in more people being employed and the wealth of the District would increase. Higher economic growth leads to extra tax income that government can spend and use to develop the economy. A growing population requires that the economy also performs better in order to keep up its standard of living and wealth. In the process, economic growth helps improve the standards of living and reduce poverty.

Quite noticeable about the economy of VDM is that its structure has changed significantly over the past years (Figure 16). The services sector has become an increasingly important subsector of the economy, both in terms of its share of output (6 %) and integration in the production of other sectors' goods and services. The tertiary sector contributed 2.4% GDP growth of the District in 2018. The services share of production, as measured by gross value added, increased significantly relative to the traditional or primary production (agriculture and mining) sector.

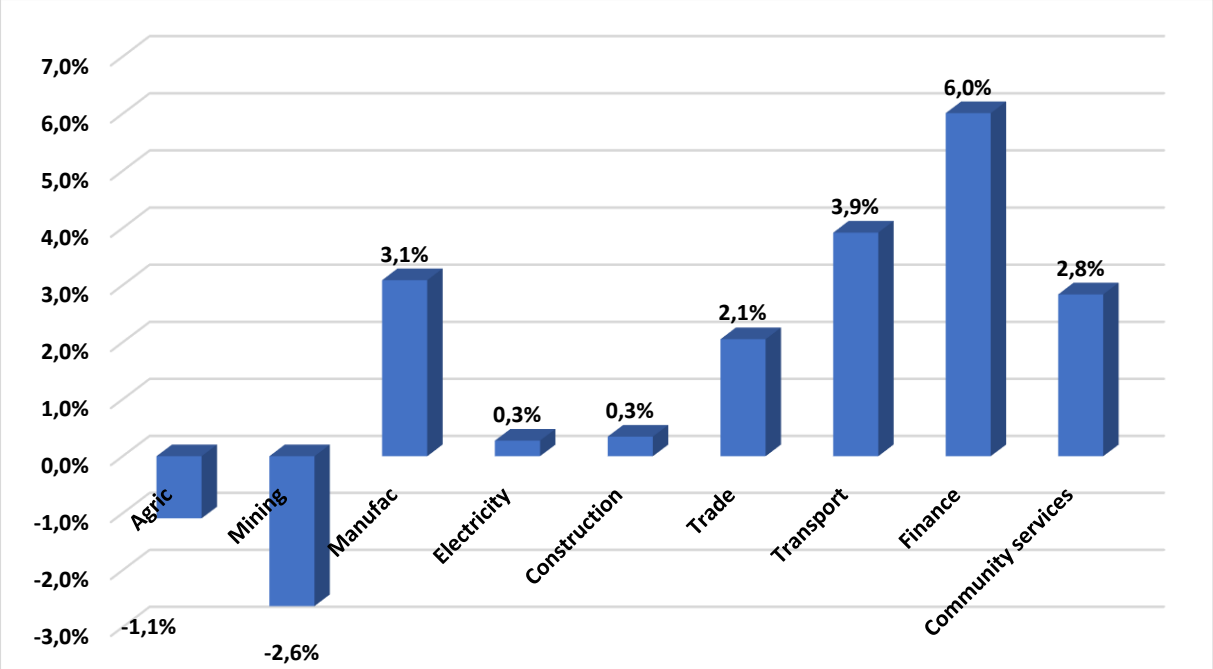


Figure 15 Specific contributions of sectors to the Vhembe District economy, 2018

3.3 Disaster and Risk Profile

The VDM Disaster Management strategy of 2018 reveals that the commonest disasters experienced locally are hydrological, biological, technological, environmental and geological. Flooding, droughts, hailstorms, cyclones, severe storms, storm surges, hurricanes, lightning, fire and heat waves make up the hydrometeorological disasters. With respect to biological hazards, measles, food poisoning, malaria, foot and mouth disease, rabies in animals, tuberculosis, bilharzia, cholera, typhoid and diphtheria need attention. Landslides, earthquakes, sinkholes and faults are some of the geological hazards that VDM experiences. Other disasters of major concern include soil erosion, air pollution, desertification, deforestation as well as land and environmental degradation. Although derailment, dam failures, aircraft and motor vehicle accidents, installation hazards and hazardous materials by rail and road have always been common, disposable nappies are increasingly a matter of considerable concern.

Although the disasters explained above affect LED, their impact is far lower than the devastation that the Coronavirus (Covid-19) pandemic is causing currently. Recently, a group of the World Bank's data scientists (Montes *et al*., 2020) used a collection of household surveys and GDP projections from the World Bank and the International Monetary Fund (IMF) World Economic Outlook to examine the potential impact of the Covid-19 pandemic on poverty in sub-Saharan Africa. It was concluded that "*The on-going coronavirus pandemic is expected to drastically slow 2020 GDP per capita growth in Sub-Saharan Africa (SSA) by about 5 percentage points compared to pre-pandemic forecasts*". The report revealed that the pre-Covid GDP per capita growth and poverty rates for South Africa were -0.4 % and 19.9 %, respectively. Estimates for the post-Covid period for the same performance indicators are -8 % (GDP per capita growth) and 22.4 % (poverty rate). This being the case, how will the Covid-19 pandemic affect the same socio-economic performance variables? Will the effects be even throughout the economic sectors and population groups in the District? What interventions are required to manage the situation to lessen haemorrhage or prevent the collapse of the local economy?

3.4 Institutions and Organisations Undertaking LED Work in Vhembe District

Many public and private institutions are operating in Vhembe District, focusing on diverse aspects of LED. Among them are government departments, parastatals or state agencies, non-governmental organisations, business associations and tertiary institutions. Below we present the most prominent ones.

3.4.1 Government Departments and State Agencies

The Department of Cooperative Governance, Human Settlements and Traditional Affairs (CoGHSTA) is responsible for human resource capacity development in Municipalities, especially those experiencing skills deficits. It ensures that the Municipalities prepare credible integrated development plans as well as LED strategies and spatial development plans. Moreover, CoGHSTA monitors how Municipalities manage the capital funding they receive.

The central role of the *Limpopo Department of Agriculture and Rural Development (LDARD)* is to promote economic growth and food security through sustainable agricultural and entrepreneurship development. Its strategic goals are to: (a) create an enabling agricultural service delivery environment; (b) build sustainable agricultural natural resource base; (c) improve agricultural production; (d) facilitate activities that yield safe and tradable animals and animal products; (e) mount demand-led training and research programmes; (f) maintain a competitive agricultural sector; and (g) ensure and assure that the farming community is skilled and empowered. Some of its most notable roles include funding primary production; providing technical support for cooperatives and skills development for projects; and championing the development of agricultural infrastructure. The Nwanedi Agrihub in Musina Local Municipality is one of the most notable initiatives of the LDARD in the District.

The *Limpopo Department of Economic Development, Environment and Tourism (LEDET)* serves as the catalyst for tourism development. It promotes Limpopo Province as an attractive destination for tourists, including tourism product development. The LEDET spearheads infrastructure enhancement programmes and projects in addition to championing effective communication and marketing.

The *Limpopo Department of Social Development* runs programmes and projects aiming to reduce poverty, inequality and unemployment. Empowering of youth and women in particular, and provision of a wide range of grants to old people and persons with disabilities are central to social protection and realising the transformation agenda of the country especially considering its apartheid history.

Since its birth in 2009, the national *Department of Rural Development and Land Reform (DRDLR)* has been instrumental in availing land for commercial farming, development and spatial structuring. It has five strategic priority areas, namely a) creating decent work and sustainable livelihoods; b) education; c) health; d) rural development, food security and land reform; and e) fighting against crime and corruption. Providing start-up capital for communal farmers and infrastructure for agricultural development are some of its most notable support. To date, it has successfully facilitated the development of value chains in Vhembe District. This is notable because of the dire need to examine and intervene in the value chains as part of the transformation agenda of LED.

The *Department of Trade and Industry (DTI)* is another major player in the South African economy. It was established to provide working capital for large businesses entities and production inputs; capacity building for external markets; and availing financial incentives and support for small, medium and

microenterprises (SMMEs). Apart from this, the DTI provides non-financial support, assists with business plan development, and capacity building through the *Small Enterprise Development Agency (SEDA)*. The DTI initiated the Incubation Support Programme Incentive (the ISP), designed to develop incubators and create successful enterprises that have the potential to revitalise communities, in addition to strengthening local and national economies. It is hoped that this would help develop small, micro- and medium enterprises (SMMEs) such that they graduate and compete effectively in the mainstream economy of the country.

The *Limpopo Economic Development Agency (LEDA)* was established in terms of the Development Corporation Act, Act No.5 of. 1994 to provide effective leadership in actualizing the industrialization agenda spelt out in the Limpopo Employment and Growth Development Plan (LEGDP). It places special emphasis on tradable labour-absorbing goods and services, including economic linkages that catalyse job creation. Other key areas of its mission are promotion and facilitation of trade, investment and finance; creation and support of sustainable enterprises; and continuous innovation. Another key pillar of LEDA's core business is intensification of the Province's industrialization process with movement towards a knowledge and skills-based economy being top priorities.

In July 2016, based on the SEZ Act 16 of 2014, the national cabinet approved the establishment of the *Musina-Makhado Special Economic Zone Company* as an entity that develops and operates the Musina-Makhado Special Economic Zone (MMSEZ). It is strategically located near the border of Zimbabwe and on the Great North Road linking South Africa to Southern Africa. Key to the MMSEZ is the focus on high-impact projects with the potential to trigger growth in various sectors and create employment opportunities. To date, two key focal areas in this respect are the SEZs and corridor development and to land, property and infrastructure development, encompassing business and industrial parks.

3.4.2 Non-governmental entities

In 2009, UNESCO officially recognised the existence of the *Vhembe Biosphere Reserve* (VBR). It is the third and sixth in Limpopo Province and South Africa, respectively. The VBR covers approximately 30 701 km^2, including Vhembe District, Blouberg Local Municipality and the Kruger National Park north of Shingwedzi River. Special note and its importance with respect to being a destination for tourists is the existence of Lake Fundudzi which is located in the Soutpansberg Mountains. It is the only natural inland lake in Southern Africa (Henning and Beater, 2014). Furthermore, the VBR is implementing various initiatives meant to conserve its considerably bio-diverse environment thereby supporting and promoting sustainable development.

More than 75 % of VDM falls under *traditional authorities*, which highlights the importance of ensuring that the latter are placed at the centre of LED initiatives. There are 43 Traditional Authorities in the District. They are represented in Municipal Councils. Many of them are establishing development agencies and trusts to spearhead livelihood improvement programmes and projects. It is important to note that the Vhembe House of Traditional Leaders with presence in all the four Local Municipalities is a key strategic player in local development.

Vhembe District is home to several *Communal Property Associations* (CPAs). These are landholding institutions established under the Communal Property Associations Act No. 28 of 1996. They were created to enable groups intending to organise themselves as legal bodies to enable them to receive title deeds to land under the restitution and redistribution programmes. The dysfunctional, nature of most CPAs mainly emanating from internal conflicts within the Associations and between the beneficiaries

of restituted land, is a major cause for concern. They hold large areas of land, which in most cases is underutilised.

3.4.3 International organisations

The *United Nations Development Programme (UNDP) South Africa's Accelerator Lab* is one among 60 across the world, serving 78 countries. It designated VDM as one of its priority sites in the country. The lab will test and scale new solutions to global challenges through harnessing grassroots ideas with new sources of real-time data and experimentation in an attempt to combat fast-changing realities of development.

The *Global Environmental Facility (GEF) Small Grants Programme (SGP) South Africa* is operating in VDM. It is funding demonstration projects run by NGOs within the VBR. Financial and technical support is being rendered to grassroots communities and Civil Society Organizations in order to accrue global environmental benefits secured through community-based initiatives and actions. The GEF SFG Country Programme Strategy for the Vhembe Biosphere Reserve, Operational Phase 7 for 2020–2024 spells out priorities that resonate well with LED in the District. The following priority initiatives in the strategy are relevant for innovation-driven LED: innovative climate-smart agro-ecology; Civil Society Organisation (CSO)-government dialogue platforms; social inclusion (gender, youth, indigenous peoples); and low carbon energy access. Furthermore, the strategy recognises the need for infusing entrepreneurship and smart communication into programming of environmental conservation projects, all of which lie at the heart of what the New Framework for LED, 2018-2028 advocates.

Vhembe District Municipality is forging a formal partnership with UNIVEN, DSBD and *Institute of Rural Management, Anand* (IRMA) from India. Its (IRMA) empowers rural India and creates a new cadre of managers of programmes run in rural areas. This is based on the belief that professional management is the key to effective rural development. Currently, IRMA is regarded as the best business school in rural and agricultural business management in India. Through the emerging partnership, IRMA will assist in the training and development of cooperatives in the District.

3.4.4 Tertiary institutions

Madzivhandila Agricultural College was established in 1982 as an affiliated institution of the Department of Agriculture and Forestry of the then Venda government. It offers programmes that train farmers in various fields of agriculture.

The *University of Venda* (UNIVEN) is a comprehensive institution established in 1982. It offers degrees, diplomas and certificates in various fields of study. Its strong community-based research drive and hosting a Technology Innovation Agency (TIA)-supported innovation unit make it well-placed to lead innovation-driven LED processes. In addition to this, UNIVEN has Departments that offer qualifications in business management, various fields of agriculture, urban and regional planning, and tourism and hospitality management, which all relevant for LED.

Vhembe TVET College has existed for about 55 years. Disaggregated into seven campuses (Makhado Satellite, Makwarela, Mashamba, Mavhoi, Musina, Shingwedzi, Thengwe, Tshisimani), it offers mainly artisan training in the fields of engineering, business and utility studies. The TVET college is home to the Centre for Entrepreneurship and Rapid Incubation (CFERI), which implements entrepreneurship and innovation programmes and projects.

3.5 Strengths, Weaknesses, Opportunities and Threats to the Vhembe District Economy

In order to develop a viable LED strategy for VDM it is crucial to understand the strengths, weaknesses, opportunities and threats associated with it (Tables 7-10). These issues inform the strategic direction or pathway to be followed and inform strategic priority areas. It is within this context that a SWOT analysis was conducted. The analysis revealed that the major issues to contend with in order to enhance LED were political/institutional, economic, social and to some extent, environmental. Most prominent among the 17 strengths were institutional issues followed by social and then economic and environment issues. With respect to the 18 weaknesses, again, half of them were political or institutional. Weaknesses of an economic and social nature were next. Although no legal issues were distilled, the fact that there was no clarity on the existence of any by-laws that impacted positively on LED highlights the need for exploring this further. With respect to opportunities, eight out of the 13 identified were institutional or political. Opportunities that could be classified as economic were also notable. Lastly, seven of the 12 threats were economic in nature. The rest were spread across social, political, technological and environmental factors. These realities of the status quo of the Vhembe District economy taken together with those that are economic driver-specific are crucial because they shape the specific strategies worth adopting for implementation.

3.6 Conclusion

In this chapter, desk reviews or secondary data analysis was undertaken to build an understanding of the socioeconomic development situation in Vhembe District. . Poverty, unemployment and income inequality were found to be the major challenges. Low economic growth, poor access to tertiary education and training, and low wages entrenched these challenges. Thus, strategies that with the potential to reduce unemployment, poverty and inequality should be adopted. Inclusive and employment creating policies are required to create an enabling environment for transformational initiatives.

Agriculture, tourism, mining and other sectors were found to be the principal drivers of the District's economy. However, various factors negatively influence the ability of the District to fully exploit the potential of the identified economic sub sectors. The latter include substandard growth; weak skills base; mismatch in skills being supplied versus what the market demands; high levels of unemployment, poverty and inequality; heavy reliance on the primary sector; and infrastructure backlogs especially with respect to roads, information communication technologies, sanitation and electricity. The Covid-19 pandemic is worsening the already substandard performance of the local economy. Projections made reveal that the economic downturn being experienced will persist for a much longer period and may result in considerable job losses even though there are rescue packages being extended to businesses. Although there is consensus regarding the inevitable severely negative impact on the informal sector in particular, there are no reliable statistics at present that can be used to confirm these views. Thus, it is to conduct more focused SWOT and PESTILE analyses per sector to inform evidence-based targeted strategies that can help achieve a more sustainable and vibrant District economy. In Chapter 4, the key features of the National Framework for Local Economic Development: Creating Innovation-driven Local Economies, 2018-2028 are used to build an even deeper understanding of the local economy and propose strategies for its strengthening. Central to the strategy formulation are the six pillars of LED.

Table 7 Strengths of Municipalities in Vhembe District relating to local economic development

Strengths	Category of factor					
	P	**E**	**S**	**T**	**L**	**E**
1. Municipal Councils and administration are well constituted: These give political oversight and enable programme implementation	x					
2. All municipalities have LED units	x					
3. Two municipalities have LED strategies	x					
4. A well-constituted Vhembe LED technical cluster exists, which makes it possible to give expert guidance on proper direction for LED practice	x					
5. There are LED programmes that Councils have already approved	x					
6. Location of the District as a link to other African countries (Beitbridge border post) gives Vhembe an opportunity to trade with other African states. Also provides an opportunity to establish a logistical hub for South African and other African products to move between and amongst countries. Places tourism in Vhembe at a vantage point to collaborate with tourism authorities of other countries regarding international travel	x					
7. Fertile soil for agriculture: Positions Vhembe well to develop primary to tertiary agricultural industry. Helps households to earn income and fight poverty via planting in their yards. Cluster of agriculture dependent industries can be developed						x
8. Existence of the tertiary institutions (University of Venda, UIGC and CFERI): Opportunity for youth in particular to gain skills and knowledge cheaply. They support local businesses through increased buying power from students and employees (strengthening the argument for a university town). As centres of knowledge and research, tertiary institutions can be used by Vhembe for research and development. They can also boost the tourism industry through academic tourism	x					
9. Vhembe is home to heritage and tourism attraction sites (Mapungubwe, Dzata Ruins, Lemana, Kruger, Lake Fundudzi, etc.): attracts tourists and boost the local economy			x			
10. Vhembe Biosphere Reserve: crucial for academic tourism and protection of environment. Presents opportunities for securing UNESCO grants that can be used to income generation in local communities. Same applies to Mapungubwe international Heritage site						x
11. Mineral deposits and mines: mining industry create jobs and wealth		x				
12. Relative peace (social unrest not so widespread): Social stability important for investment attraction and economic growth through minimal disruption of work and security of investments			x			
13. Abundant rivers and dams: guarantee water supply for domestic, agricultural, industrial and tourism activities						x
14. Scenic beauty of Vhembe District makes the district an attractive tourist destination			x			
15. Huge retail sector helps attract tourists		x				
16. Indigenous culture and untapped local knowledge for possible commercialisation thereby creating jobs and wealth. Culture is important for cultural tourism			x			
17. Large pool of diaspora community interested in ploughing back		x				

P = Political **E** = Economic **S** = Social **T** = Technological **I** = Institutional **L** = Legal **E** = Environmental

Table 8 Weaknesses of Municipalities in Vhembe District relating to local economic development

Weaknesses	Category of factor					
	P	E	S	T	L	E
1. Poor/inadequate infrastructure to support social and economic development: Impacts on service delivery and investment attraction (competitiveness of the area is compromised). People might not want to relocate to areas with proper health and education facilities for their children		x				
2. Unreliable and expensive water which increases production costs and ultimately reduces profit margins		x				
3. Poorly maintained roads which force investors to shun the District		x				
4. Inadequate educational and recreational facilities			x			
5. High cost of electricity whose supply is unreliable		x				
6. Inappropriate LED organisational structures in Municipalities and sector departments: Affects capacity of government to plan and implement initiatives successfully. 'Double dipping' and lack of synergy occur. At municipal level, LED unit not able to advise Municipality on economic matters. Hence economic issues are rarely taken into consideration in municipal planning processes	x					
7. Lack of understanding and support for LED in Municipalities: Management within Municipalities does not understand the role LED should play. Nor do the Managers know their own role in LED. Though LED is put as one of the most significant elements of municipal programmes in the legislative framework of local government, management and Councils do not take it seriously, leading to understaffing, under budgeting and even dumping of unwanted personnel into the unit	x					
8. Disjointed programmes and approach to development: Plans of units of Municipalities are poorly aligned other. Situation is worse with different spheres of government. This reduces the potential impact that government plans and programmes on quality of people and society.	x					
9. Inadequate resources (human and capital both in quantity and quality) made available to plan and implement LED programmes. Link this with 3 above		x				
10. Non-participation of big business and national departments in LED activities: Big businesses make significant profits in Vhembe. Yet when it comes to corporate social responsibility, they do not plough back, for example bringing new ideas and innovation required in the area. No relationship with small enterprises exists but provide support in other areas. Development of ecosystems of businesses in the municipal area prevented	x					
11. Lack of knowledge and understanding of the New Framework for Local Economic Development, 2018-2028 throughout the Municipality and stakeholders	x					
12. Lack of capacity to build, nurture and sustain partnerships: LED is supposed to be everyone's business. For successful implementation of	x					

Weaknesses	Category of factor					
	P	**E**	**S**	**T**	**L**	**E**
LED partnerships are required in order to get synergies of parties involved, share knowledge and increase access to key resources.						
13. Resource curse: Vhembe is rich in natural resources, including fertile land. However, it fails to turn the resources to benefit its citizens. Non-citizens are in the forefront of using the resources with locals only receiving wages and salaries, which are also low. Few local people occupy senior positions						x
14. High staff turnover in municipal management positions: Vhembe has a tradition of changing Municipal managers and other senior managers too frequently. It is now common that at any one time there are at least two people in acting positions at senior management level. This disrupts and destabilises implementation of programmes thereby hampering achievement of vision	x					
15. Corruption and self-interest superseding societal interests and obligations: Vhembe is often in the news for wrong reasons and now regarded corrupt. This negative image makes it difficult to attract and retain investors. Also, corruption bleeds meagre resources meant for development and delivery of essential services required for success of businesses and improving quality of life of the people	x					
16. Low levels of literacy, knowledge, skills and entrepreneurship in the community: Vhembe is largely rural, underdeveloped and has been neglected since the apartheid era. Local citizens are Black people who have historically been deprived of quality education. Majority of elderly people with very low levels of education. Without a pool of skilled people investors become reluctant to invest. Challenge now given the Fourth Industrial Revolution makes the District's competitiveness compromised. Hence skilled people imported from other areas			x			
17. Passive citizenry (high rate of dependency, gullibility and accepting everything) which leads to poor governance and lack of new initiatives/innovation			x			
18. Poor coordination of stakeholders: Conflicts of interest exists among stakeholders due to embedded interests, especially between political and traditional leaders. Often difficult to access land for development from traditional leaders	x					

P = Political **E** = Economic **S** = Social **T** = Technological **I** = Institutional **L** = Legal **E** = Environmental

Table 9 Opportunities for Municipalities in Vhembe District relating to local economic development

Opportunities	Category of factor					
	P	**E**	**S**	**T**	**L**	**E**
1. Investments in the Musina-Makhado Special Economic Zone: provides opportunity for investments and jobs especially contracts for SMMEs in all economic sectors		x				
2. Reinforcing partnership with sector Departments: likely to provide resources, support and skills required for economic growth	x					
3. In view of free trade agreement, there are untapped markets in neighbouring countries and the rest of Africa	x	x				
4. Predominantly subtropical weather conditions which can be harnessed to generate solar energy, and promote agricultural activities and tourism						x
5. Partnerships with foreign, national, provincial and other local government institutions can bring knowledge, markets and new investments	x			x		
6. International trans-frontier parks present opportunities for tourism growth and markets for local products and investment possibilities		x				
7. Investments in coal and diamond mining boosting investment and job opportunities		x				
8. Knowledgeable people in the diaspora constitute and untapped resource (academics, youth/students, businesspeople and artists) willing to contribute to local development			x			
9. Africa Free Trade Agreement and Africa Union Agenda 2063 provisions plus development-oriented programmes	x					
10. Cultural and political linkages with other countries in Africa and the SADC region in particular	x					
11. National Treaties and Agreements: Partnerships, markets, knowledge and investments contained in signed agreements	x					
12. District Development Model: Emphasises cooperation of all national and provincial departments, which promotes synergies that have been elusive to date	x					
13. Fourth Industrial Revolution (4IR): Development of new technologies and knowledge can result in economic growth and better quality jobs as processes improve and efficiencies get better.				x		

P = Political **E** = Economic **S** = Social **T** = Technological **I** = Institutional **L** = Legal **E** = Environmental

Table 10 Threats to Municipalities in Vhembe District relating to local economic development

Threats	Category of factor					
	P	E	S	T	L	E
1. Pandemics and outbreaks of diseases: Outbreaks of Cholera, Malaria, AIDS, current Covid-19, etc affect productivity and impact negatively on all sectors of the economy, particularly tourism. Deaths result in loss of knowledge and skills needed for economic development, increase poverty rates and child-headed households, among others			x			
2. Declining performance of national economy: Vhembe depends on the South African economy for resources to drive its own development agenda. Underperforming nation economy precipitates loss of remittances from cities and other areas, reduction of markets for products from the District. Municipal revenues fail to grow fast enough in relation to required levels of service. This blocks investments in economic infrastructure	x	x				
3. Political instability in African states, especially neighbouring Zimbabwe makes the District home to large numbers of legal and illegal immigrants who compete with South Africans for dwindling jobs. Illegal immigrations are serving as a source of cheap labour, which is in contravention of South African labour laws	x				x	
4. Markets for South African goods and Vhembe District in particular are shrinking. Relations with other African countries and movement of goods and people being impacted negatively. Xenophobia in South Africa worsening the situation because it tarnishes the country's image		x				
5. Global warming and environmental degradation: Climate change impacting negatively on agricultural production, processing and storage of products	x					x
6. Brain drain: A large pool of talented, experienced and skilled citizens of Vhembe are migrating contributing to cities in South Africa and beyond where they are contributing to growth and development. Underdevelopment of the District making it impossible to attract employable skills from other areas.		x				
7. Social and economic instability throughout the world: Slows demand for South African goods. Importing production assets becoming expensive		x				
8. Dumping of cheap products from other areas: Cheaper goods are flooding the local market thus killing demand for those produced locally with job losses inevitable		x				
9. Unemployment rate and inequality are worsening nationally, with Vhembe District not being spared. These create discord, which threatens security as especially young people demand employment		x				
10. Porous borders lead to high rate of illegal immigration and cross border crime. Resources required to create jobs are spent dealing with the national security threat this poses			x			
11. Job losses due to adoption of the 4IR: Adoption of the 4IR giving better developed areas such as cities and other countries a competitive advantage over Vhembe District. Consequently, it leaves the District				x		

Threats	Category of factor					
	P	E	S	T	L	E
producing and selling goods and services as it fails to keep pace with technological development						
12. Competitiveness of the peripheral and rural setting of Vhembe District and country: District located at the northern end of the country. This makes it difficult for factories intending to produce and distribute their outputs in the country do not prefer to invest locally for logistical reasons. Besides Beitbridge, major ports of entry also located far away from the District		x				

P = Political **E** = Economic **S** = Social **T** = Technological **I** = Institutional **L** = Legal **E** = Environmental

CHAPTER 4 STRATEGIES FOR FACILITATING AND PROMOTING INNOVATION-DRIVEN LOCAL ECONOMIC DEVELOPMENT IN VHEMBE DISTRICT

4.1 Introduction

In Chapter 3 we indicated that we would craft strategies for promoting, facilitating and strengthening local economic development (LED) in Vhembe District of Limpopo Province through localizing and operationalizing the pillars of the National Framework for Local Economic Development: Creating innovation-driven local economies, 2018-2028. In the next section, we present the approach we used to craft the LED strategy. Thereafter, we present the key tenets of the LED strategy, namely vision, mission statement, values, strategic objectives, key performance areas, indicators and related activities. However, note that we have left the timeframes blank because this will be completed when the "One Plan" for Vhembe District will be developed. Furthermore, uncertainty regarding available resources makes it impossible to make any informed decision on this matter.

4.2 Approach

Preparation of this LED strategy has been a long, protracted process that demanded that we think on our feet to deal with issues that kept on emerging. It was carried out within the broad framework of the Innovation Champions for Local Economic Development (IC4LED) in Vhembe District project. The major obstacle to the entire process were the Covid-19 pandemic lockdown restrictions which kept on nullifying active involvement of citizens as originally planned. For instance, most engagements had to be conducted via zoom, MS Teams and other virtual platforms, which most people were unfamiliar with (including a sizeable number of key personnel). Inadequate data for online engagements and poor network reception worsened the situation. Consequently, the original roadmap for formulating the strategy (Refer to Table 3 in Chapter 1 and the Figure on p51) had to be reconfigured. Workshops involving limited numbers of participants but still representing multiple stakeholders were relied on. Below are the activities that were implemented leading to the contents of this chapter.

a) Inception workshop and launch of the IC4LED project with 106 participants (11-12 February 2020);
b) Stakeholder orientation engagements (Community Development Workers; Vhembe Chamber of Commerce and Industry, including Agriculture and Tourism Forums; Congress of Traditional Leaders of South Africa: CONTRALESA; Vhembe and Limpopo LED Forums; LED Technical Cluster for Vhembe; universities and other tertiary institutions);
c) Workshops involving provincial government Departments, state-owned agencies, local and District Municipalities (officials and political leaders), tertiary institutions (staff and students) and business representatives to co-craft the roadmap for nodal engagements and develop associated techniques and tools. Among the latter were stakeholder mapping and analysis, appreciative inquiry as a change management approach, brainstorming, participatory budgeting using the symbolic seed technique and pairwise ranking.

d) Engagements of grassroots community members, bureaucrats, technocrats, business and NGOs in 16 of the 21 nodal areas that make up the four Local Municipalities in Vhembe District;
e) Multiple stakeholder workshops to reflect, consolidate and compile the LED strategy through application of various participatory engagement tools.

Now that the LED strategy is in place, the next steps will be communication-driven. A wide range of communication activities, including radio talk shows, social media engagements and face to face interactions (refer to Chapter 6) will be rolled out to ensure that the voices of grassroots communities are amplified. The strategy will be availed for discussion when crafting the "One Plan" for Vhembe District.

4.3 Vision

To create diverse, inclusive, innovation-driven, competitive and sustainable local economies in Vhembe District

4.4 Mission

Effective mobilization and involvement of multiple stakeholders including organizations, institutions and diverse interest groups, especially youth, women and people with disabilities; harnessing and maximizing local opportunities; integrating innovation into processes or approaches, services and communication; and utilizing local assets and capabilities underpin our development node-anchored LED practice.

4.5 Values

In our pursuit of innovation-driven LED, we embrace a set of core values that guide our efforts and ensure impactful outcomes. These values reflect our commitment to facilitating growth, inclusivity and continuous improvement within our District. Here are our values and principles:

1. *Innovative*: We are committed to pursuing creative solutions and new ideas that drive growth and address local challenges.
2. *Inclusivity*: We are dedicated to ensuring that every community member has the opportunity to participate in and benefit from economic development.
3. *Continuous Improvement*: We are committed to continually enhancing our processes and practices through ongoing learning and adaptation.
4. *Responsiveness*: We pledge to swiftly address changes and emerging needs to ensure effective and timely action.
5. *Risk Taking*: We embrace calculated risks to explore new ventures and achieve significant breakthroughs.
6. *Democratic*: We will be guided by innate desire to foster broad participation and transparent decision-making in all our economic development efforts.

4.6 Key Economic Sectors and Pillars of LED

The sectors that drive the economy of Vhembe District are agriculture, community services, construction, energy (electricity), finance, informal sector, manufacturing, mining, tourism, trade, and transport and logistics. Their contributions to the economies of Local Municipalities and nodal areas vary considerably.

4.7 Pillars and Outcomes of Local Economic Development

A series of participatory engagements resulted in the decision that the most important pillars of LED in descending order were: 1) Strengthen governance and infrastructure for vibrant local economic development; 2) Develop employable or deployable skills for local economic development and learn from practice; 3) Build diverse and innovation-driven local economies; 4) Develop inclusive local economies; 5) Foster effective local and regional systems of innovation for enhanced performance of the economy; and 6) Develop and support sustainable enterprises. In addition, the 10 outcomes of LED in descending order of importance are: 1) Development and maintenance of infrastructure are prioritized; 2) Reduction in poverty and inequality rates/levels; 3) Investment in the local economy is increasing; 4) Income or revenue is generated; 5) The economy is growing with jobs or employment being created; 6) Strong governance systems promoting economic performance; 7) The environmental is managed in a sustainable manner; 8) Knowledge is acquired and skills developed; 9) Strong linkages, networks, partnerships and collaboration; and 10) Innovation clearly embedded or evident in how LED is practiced.

4.8 Strategic Objectives

Six objectives define the LED strategy for Vhembe District. Each pillar of the National Framework for Local Economic Development, 2018-2028 was converted into a strategic objective. Below we unpack and articulate the key elements of each strategic objective.

4.8.1 Strategic Objective 1 To build diverse and innovation-driven local economies

Local communities are unique and strive to create conditions that attract, expand and retain investment. They are unique in terms of historical, cultural and social diversity, sense of belonging, and on-going business activities and opportunities for local economic development. Various types of businesses, transport systems and land uses must be harnessed to create regional structures and development that respect local character and identity. All these constitute the bedrock of sustainable LED. For more information refer to Table 11.

4.8.2 Strategic Objective 2: To develop inclusive local economies

Sustainable local economic development is possible if local, provincial and national government, private sector, educational institutions, civil society and grassroots communities co-create and co-implement long-term interventions that encourage the emergency and growth of flourishing enterprises. Such interventions (Table 12) must be anchored on a) fulfilling the aspirations of local citizens and businesses; b) facilitating the creation of sustainable jobs; c) building on local competitive advantages; d) protecting the natural environment; e) reducing social inequity; and enhancing competition on the international market.

Table 11 To build diverse and innovation-driven local economies

Key Performance Area	Key Performance Indicators	Actions
1. Local Sector Development Support Programmes	a) Number of COVID-19 pandemic economic impact assessments completed b) Number of sector-specific value chain analyses conducted c) Number of sector-specific master plans developed	a) Strategize on assessing the impact of the COVID-19 pandemic on priority sectors and formulating recovery intervention plans b) Develop a comprehensive inventory of sector support programmes (e.g., SEDA, LEDA, Department of Agriculture and Rural Development) c) Create strategic frameworks for sector-based opportunity matrices and indices for each of the 21 nodal areas.
2. Exploitation of Science, Technology and Innovation	Number of broadband network infrastructures installed in strategic locations including nodal areas	a) Develop strategies to identify viable development opportunities through value chain analysis b) Create an improvement strategy for agro-value chains. c) Plan and implement the installation of free Wi-Fi at strategic locations in nodal areas c) Formulate strategies for the development of an integrated LED information and knowledge management application d) Develop and promote a decentralized water and sanitation innovation programme e) Strategize on fostering applications to boost local economic activity (e.g. farming, tourism, retail, education) f) Promote innovative solutions and technologies that enhance local productivity and sustainability
3. Link to Regional Economic Cooperation and Industrial Development	Number of regional/district-wide sector plans developed	a) Plan awareness and advocacy campaigns to help citizens leverage opportunities in the Musina-Makhado Special Economic Zone (MMSEZ). b) Organize workshops, seminars, and roundtables on regional economic cooperation and industrial development. c) Build and strengthen collaborative relationships with neighboring districts and local municipalities. d) Develop a strategic approach for urban or town renewal to support job creation. e) Conduct strategic planning for local resource inventory and economic growth. f) Promote regional innovation networks and partnerships to enhance economic development.

Key Performance Area	Key Performance Indicators	Actions
4. Advancing Primary, Secondary, Tertiary, and Quinary Sectors	Number of nodal area sector plans developed	a) Strategize on classifying economic sectors within Vhembe District's 21 nodal areas. b) Develop strategic priorities for sector investments. c) Identify and support sectors with high potential for local economic development. d) Formulate intervention plans for each sector based on comprehensive value chain analysis. e) Promote strategic innovations (e.g., solar and biodigesters) to enhance energy solutions for various sectors. f) Foster the development and adoption of new technologies and practices in primary, secondary, tertiary, and quinary sectors.
5. Integrated Planning	Number of economic governance structures established	a) Develop strategies for an integrated plan of local economic activities throughout the district. b) Establish a framework for coordinating and reporting on all LED activities. c) Engage stakeholders in strategic planning to assess resources, capacity, and priorities for LED. d) Promote innovation-driven planning processes to integrate new approaches and technologies into economic governance.

Table 12 To develop inclusive local economies

Key Performance Areas	Key Performance Indicators	Actions
1. Development of Informal Economies	a) Number of scoping studies on digital platforms to support informal businesses conducted b) Number of informal business support programmes developed	a) Strategize on transforming and strengthening the informal sector b) Develop and propose a simplified registration process for informal businesses (e.g. street vending, Spaza shops) c) Review and recommend improvements to by-laws, systems, and procedures to foster a supportive environment for the informal sector d) Promote innovative digital solutions and platforms to support informal businesses
2. National Informal Business Upliftment Strategy	Number of informal business upliftment strategies developed	a) Formulate a contextualized strategy to uplift informal businesses b) Plan and initiate awareness and educational campaigns on the informal business upliftment strategy c) Develop a framework for monitoring the implementation of the upliftment strategy d) Encourage innovation in the development of upliftment strategies and support mechanisms
3. Shared Economic Infrastructure Facility and Revitalization of Urban Centres	a) Number of urban economic revitalization plans developed b) Number of developed and shared infrastructure facilities to support and integrate informal businesses in the mainstream economy	a) Formulate strategies for integrated water resources development and utilization b) Plan for the utilization of intermodal transport facilities c) Develop and promote infrastructure strategies to enhance the efficient movement of goods and services d) Create strategic plans for urban economic revitalization in key centers (e.g. Elim, Makhado, Malamulele, Musina, Sibasa, Thohoyandou, Tshilamba, and Vuwani) e) Develop a comprehensive township economic development master plan f) Strategize on investment opportunities for integrated rural-urban recovery post-COVID-19 g) Promote innovative approaches in infrastructure development and urban revitalization
4. Inclusive and Integrated Rural Economies	a) Number of inclusive programmes developed to support informal	a) Advocate for municipal resolutions supporting decentralized planning and implementation of LED

Key Performance Areas	Key Performance Indicators	Actions
	businesses owned by women, youth, and people with disabilities b) Number of Village and Township Revitalization Strategies developed	b) Develop and implement local policies that promote rural area growth. c) Engage grassroots communities (children, youth and adults) in gender mainstreamed and asset-based LED in nodal areas c) Mobilize diaspora contributions to support development in their home nodal areas d) Cultivate a network of change agents in nodal areas to drive LED initiatives e) Develop and promote programs specifically supporting women, youth, and people with disabilities f) Encourage innovation in the development of inclusive programs and strategies
5. Expanded Public and Community Works Programme	Number of social entrepreneurship initiatives facilitated	a) Strategize on reviewing and redesigning the EPWP and CWP b) Develop and adopt an effective monitoring and evaluation system c) Promote innovation in the design and execution of social entrepreneurship initiatives within the EPWP and CWP

4.8.3 Strategic Objective 3: To develop and support sustainable enterprises

The need for prioritising and building on current economic development activities cannot be questioned. This enables the enterprises to expand and create more sustainable employment whilst developing the capacity to compete effectively in national and international markets. More details are available in Table 13.

Table 13 To develop and support sustainable enterprises

Key Performance Areas	Key Performance Indicators	Actions
1. Support Businesses Owned by Women, Youth, and People with Disabilities	Number of businesses owned by women, youth, and people with disabilities supported	a) Develop strategies for awareness campaigns to highlight opportunities for priority groups b) Design and promote a tailored funding vehicle to support enterprises owned by women, youth and people with disabilities c) Organize expos and structured events to showcase innovations to youth d) Revise and enhance youth business competitions to better support emerging entrepreneurs e) Evaluate and strengthen the female farmer competition to foster innovation in agriculture
2. SMME Support	Number of SMMEs supported financially and non-financially	a) Strategize on enhancing procurement systems to favor small enterprises. b) Regularly curate and share information on SMME opportunities from various sources (Municipalities, SEDA, SEFA, LEDA, innovation hubs, etc.) b) Formulate strategies for comprehensive capacity development (coaching, mentoring, and training) to help SMMEs seize opportunities and create jobs c) Develop an intervention program to assess and support the viability of SMMEs d) Plan and conduct business planning and management workshops focusing on innovation and growth
3. Techno-entrepreneurship	Number of techno-entrepreneurship programmes implemented	a) Strategize on establishing business development centres in each Local Municipality b) Promote the use of drone technology for generating node-level data to support techno-entrepreneurship c) Formulate joint programs with innovation hubs and incubation centres to advance techno-entrepreneurship

Key Performance Areas	Key Performance Indicators	Actions
4. Cooperative Support and Business Incubation	Number of cooperatives incubated	a) Develop strategies for assessing the functionality of cooperatives and economic development group formations b) Strategize on rolling out intervention programs in collaboration with stakeholders c) Foster the development of viable cooperatives through targeted support d) Partner with local innovation hubs (e.g. TVET and UNIVEN CFERI, Matsila) for business incubation e) Create strategies to enhance the capacity of learning institutions to commercialize research outputs f) Source funding to support grassroots innovation, focusing on schools, colleges, universities and grassroots institutions
5. Business Linkages	Number of businesses linked with markets	a) Develop a strategy for mapping and mobilizing stakeholders and strategic partners within grassroots communities b) Conduct market research to identify and segment markets for locally produced goods and services c) Create an export promotion strategy for the District d) Plan and run workshops to raise awareness about market specifications and requirements e) Strategize on establishing business linkages between key local establishments (e.g. Nwanedi Agri-Hub, private packhouses and tourist destinations)

4.8.4 Strategic Objective 4: To develop employable or deployable skills for local economic development and learn from practice

Current realities demand that deliberate efforts be made to ensure that human resource development strategies consider issues pertaining to the information age. Life-long skills and learning opportunities should be offered through investing in the development of competitive school and tertiary institution education and training. This implies that available curricula should reflect the current practical realities. Refer to Table 14 for more detailed information.

Table 14 To develop employable or deployable skills for local economic development and learn from practice

Key Performance Areas	Key Performance Indicators	Strategic Actions
1. Enhancing Innovation, Skills, and Productive Capacities	Number of innovation and skills development programmes implemented	a) Develop and promote awareness and educational campaigns on systems of innovation and enterprise development b) Strengthen the role and capacity of incubation centres and innovation hubs c) Strategize on intensifying training and mentoring for SMMEs and cooperatives d) Facilitate exposure, placement, or benchmarking visits for SMMEs to stimulate innovation and learning
2. Enterprise and Entrepreneurship Programmes	Number of enterprise and entrepreneurship promotion programmes supported	a) Strategize to extend and enhance the STEP programme to include external stakeholders b) Develop and implement skills programmes focused on youth passionate about innovation and entrepreneurship c) Formulate models for nurturing cooperatives and promoting enterprise development d) Plan and run need-based workshops to support SMMEs. e) Decentralize ENACTUS UNIVEN initiatives to include other tertiary institutions and schools e) Mobilize funding from SETAs and other sources to support entrepreneurial activities f) Review and update curricula of tertiary institutions to include entrepreneurship modules g) Conduct a district-wide audit of skills for entrepreneurship and maintain a regularly updated database of experts

Key Performance Areas	Key Performance Indicators	Strategic Actions
		h) Establish and maintain a comprehensive database of entrepreneurs in each nodal area
3. Developing Leadership and Management Skills	Number of leadership and management skills programmes implemented	a) Develop and implement training programmes focused on enhancing leadership and management skills b) Facilitate workplace mentoring and on-the-job training for emerging leaders c) Review and redesign bursary schemes to align with need-based support d) Plan and run internships and learnerships with a focus on local economic development (LED)
4. Skills Development – A Catalytic Role of Municipalities	Number of formal agreements signed with training institutions	a) Formalize partnerships with training institutions through Memorandums of Understanding b) Review and enhance bursaries and other financial support offered by municipalities c) Mobilize stakeholders to support and contribute to skills development in Vhembe District d) Develop and implement a coordinated programme to mobilize the diaspora community for LED e) Conduct audits of skills available in local institutions, government, NGOs, and the private sector for strategic deployment in LED f) Engage youth and retirees in LED initiatives through targeted mobilization g) Offer ongoing coaching, mentorship, and training programmes through incubators and innovation hubs to reskill entrepreneurs and LED practitioners
5. Strengthening Linkages Between Knowledge Organisations and LED Actors	Number of formal agreements signed with training institutions	a) Establish both formal and informal partnerships between municipalities and training institutions in the District b) Develop and implement plans to operationalize formal agreements such as MoUs and MoAs c) Commission local tertiary institutions to conduct research that informs interventions in economic sectors and clusters d) Enhance the capacity of innovation hubs to support both emerging and established enterprises across various sectors

Key Performance Areas	Key Performance Indicators	Strategic Actions
		e) Integrate action research into LED practices to improve decision-making. f) Offer short courses and training in techno-entrepreneurship f) Develop and implement exchange programmes involving higher education institutions, industry, and government to foster collaboration and innovation.

4.8.5 Strategic Objective 5: To strengthen governance and infrastructure for vibrant local economic development

It is envisaged that carefully targeted local investments can ensure that equity and redress are fulfilled, in addition to meeting environmental and social goals. Provision of infrastructure supportive services are likely to strengthen the vibrancy of local businesses irrespective of their sizes. Refer to Table 15.

Table 15 To strengthen governance and infrastructure for vibrant local economic development

Key Performance Areas	Key Performance Indicators	Strategic Actions
1. Leadership and Management Skills for Solving Local Problems	Number of innovative problem-solving skills programmes for leaders and managers implemented	a) Develop and implement national framework orientation workshops on LED for municipal officials, Councillors, Ward Committees, Traditional Councils, and community-based institutions b) Design and launch a servant leadership development programme for all Councillors c) Promote awareness and advocacy campaigns focusing on the national framework for LED and societal roles in its successful implementation
2. Improving LED Planning Capacity	Number of credible LED plans adopted	a) Conduct strategic research to identify and classify economic opportunities for new industrial development b) Strengthen and review intergovernmental structures such as IDP and LED Forums c) Formulate a stakeholder-informed coordination plan for effective LED practice d) Develop a comprehensive 'One Plan' aligned with the District Development Model, incorporating inputs from nodal, municipal, and District levels e) Strategize the effective implementation of a communication plan for LED

Key Performance Areas	Key Performance Indicators	Strategic Actions
3. Improving Administrative and Management Capacity	a) Number of administrative and management capacity programmes implemented b) Number of jointly appointed staff to enhance administrative and management capacity	a) Assess the functionality of LED Forums across Municipalities b) Strategically reconstitute and relaunch LED Forums c) Develop and introduce an intervention programme to improve the effectiveness of LED Forums d) Integrate municipal planning processes (infrastructure development, LED, spatial planning) into a cohesive compound plan e) Design and implement a comprehensive capacity-building programme to equip officers with technical skills for innovation-driven LED
4. Access to Development Finance	Number of investment attraction, retention, and expansion strategies developed	a) Conduct research on financial literacy, mobilisation, and provisioning to enhance understanding of current status and opportunities b) Develop a financial inclusion plan tailored to local investment priorities c) Build the capacity of officials to effectively package and manage projects d) Explore and establish public-private partnerships to address skill shortages and funding gaps, including joint staff appointments
5. Strengthening Local Economic Development Agencies	Number of strategies to strengthen LED agencies implemented	a) Review and strategically relocate the placement of LED within municipal organisational structures b) Implement innovative staffing solutions for LED Offices, such as joint appointments and secondment of skilled staff c) Explore the establishment of a viable Economic Development Agency for Vhembe District d) Enhance collaboration between government, business formations, higher education institutions, and grassroots communities
6. Improved Business Attraction, Retention, and Expansion	a) Number of new business ventures from outside the District b) Size of investment into the District	a) Develop a stakeholder-informed strategy for unlocking land for development b) Streamline and harmonise the process for accessing land for business development c) Review and improve LED promotion systems within Municipalities and Traditional Authorities d) Develop and implement enhanced LED promotion systems e) Create an infrastructure investment plan based on LED priorities

Key Performance Areas	Key Performance Indicators	Strategic Actions
		f) Decentralize LED services through partnerships with Traditional Councils and other formal institutions g) Revamp the SMME expo and trade shows to boost business attraction and expansion.
7. Image Enhancement, Beautification, and Marketing of Local Spaces	Number of Proudly Vhembe LED brands developed	a) Identify and promote key business opportunities for marketing, such as manufacturing, indigenous products, tourism, and transport b) Develop and launch a 'Destination Vhembe' promotional film c) Leverage social media, poetry, drama, and music to convey key LED messages d) Implement a communication and branding plan to enhance the Vhembe District's image
8. Support for Economic Infrastructure Development	Number of economic infrastructure development projects supported	a) Commission studies to identify opportunities for infrastructure development as a driver of LED b) Assess and improve road infrastructure with community involvement, focusing on transport, maintenance and financing c) Evaluate water and sanitation infrastructure and develop improvement plans for various uses (agriculture, domestic, industrial, social) d) Implement infrastructure projects to support the establishment of new industries, including manufacturing and agro-processing

4.8.6 Strategic Objective 6: To foster effective local and regional systems of innovation for enhanced performance of the economy

This strategic objective (Table 16) focuses on use and investment in science, innovation and technology to support the ability of local enterprises to succeed and remain resilient. In addition, this enhances civic life, and ensures there is open access to information and crucial resources.

Table 16 To foster effective local and regional systems of innovation for enhanced performance of the economy

Key Performance Areas	Key Performance Indicators	Strategic Actions
1. Strengthen Municipality-University, Municipality-Science Council Linkages	Number of formal agreements concluded with Universities and Science Councils	a) Establish formal partnerships through MoUs and collaboration agreements with universities and Science Councils or innovation hubs b) Develop and implement capacity-building initiatives focused on innovation training, awareness, and information sharing c) Enhance institutional capacities for innovation programs led by UNIVEN, including collaborations with colleges and grassroots structures
2. Strengthening Collaborations Among Various Local Actors and Agents	Number of joint LED initiatives undertaken	a) Facilitate quarterly LED Forum meetings to foster collaboration b) Engage large businesses in participating actively in the LED Forum c) Organise workshops and networking events to connect SMMEs with large businesses d) Develop and adopt a unified 'one plan' for LED in Vhembe District.
3. Embracing the Fourth Industrial Revolution (4IR)	a) Number of 4IR-focused capacity-building programmes implemented b) Number of Innovation Champions developed	a) Launch awareness campaigns and educational programmes led by tertiary institutions to demystify the 4IR b) Explore and integrate 4IR technologies across various local economic sectors c) Develop and introduce a skills development programme in data science, IT, and robotics
4. Strengthening Capacities of Relevant Actors and Agents to Promote Techno-entrepreneurship	a) Number of innovation promotion strategies developed b) Number of innovation-promotion initiatives implemented	a) Provide ongoing training for actors involved in innovation mapping and development b) Recruit and appoint innovation champions c) Organise or participate in innovation expos, such as the Marula Festival and Durban Indaba, to showcase innovations d) Host innovation-promotion competitions e) Strengthen the capacities of SEDA and other incubation centres within the District f) Collaborate with relevant actors and agents in techno-entrepreneurship g) Engage skilled Vhembe District citizens and diaspora business people in LED activities

Key Performance Areas	Key Performance Indicators	Strategic Actions
5. Provide Innovation Infrastructure and Support Programmes	a) Number of innovation support programmes established b) Inventory of infrastructure for innovation-driven LED	a) Conduct an inventory of existing innovation infrastructure and support programmes b) Develop and establish new innovation infrastructure and support programmes with stakeholder engagement c) Enhance the functionality of existing innovation hubs in the District d) Create a fund to support innovation-driven start-ups in key sectors such as agriculture
6. Enabling Municipalities to Foster Innovation-Driven LED	a) Number of Innovation Champions developed b) LED strategies aligned with the New Framework for LED c) Number of grassroots innovations and experts	a) Recruit and train skilled youth to champion Innovation-driven LED initiatives within Municipalities and universities b) Integrate action research and development into LED practices c) Provide orientation and education for Senior Managers and Municipal Councils to support LED Offices effectively d) Develop a stakeholder-informed strategy for enhancing the local system of innovation e) Identify and pursue opportunities and sectors with high growth potential f) Develop nodal investment portfolios in collaboration with stakeholders g) Revamp the Technology Transfer Office at UNIVEN to extend innovation beyond the campus h) Train LED staff and key external players in intellectual property rights and the formalisation of new innovations i) Map innovation systems within nodal areas j) Integrate applied scientific research and innovation into municipal projects k) Incorporate Indigenous Knowledge Systems (IKS) as a core component of LED l) Profile and document IKS experts and cultural practices in each nodal area m) Maintain a regularly updated database of local experts in innovation and LED, including the diaspora community n) Identify, protect, and promote grassroots innovations o) Establish an innovation support fund and implement supportive policies p) Launch an entrepreneurship and grassroots innovations programme involving local tertiary institutions, SEDA, and financial institutions

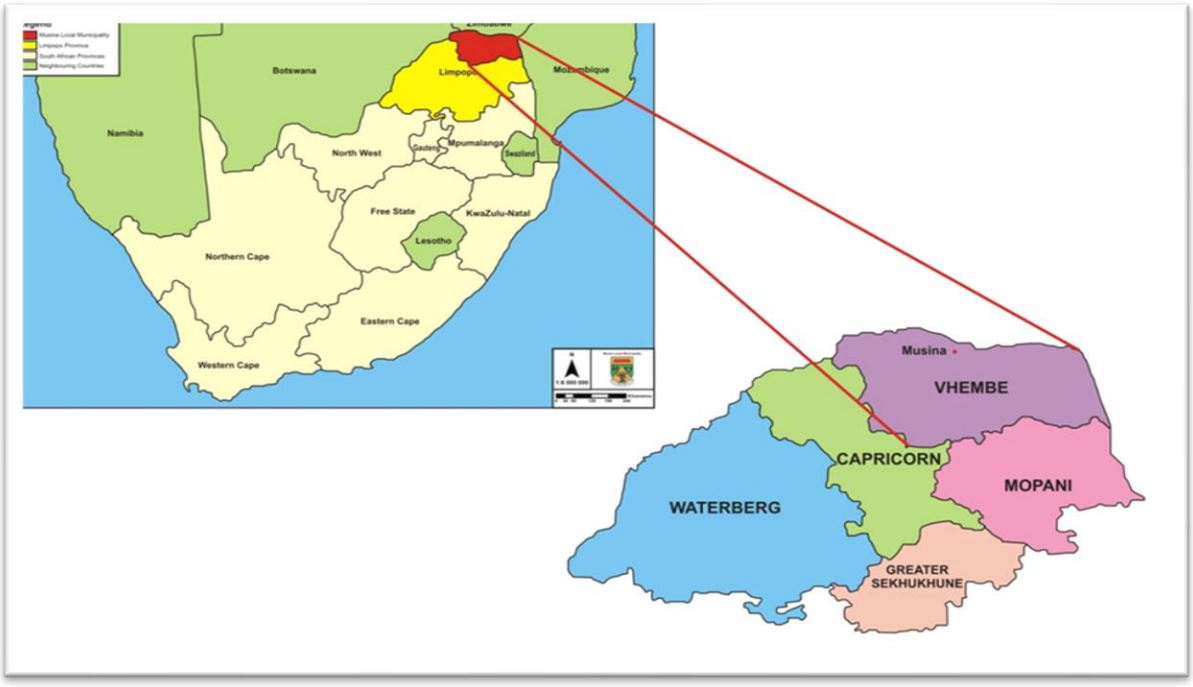
4.9 Conclusion

In this chapter, various elements that highlight why the LED strategy is innovation-driven are presented. The innovation is mainly in the form of the process used to construct the LED strategy, product and communication. Alignment of the LED strategy with the National Framework for LED, 2018-2028 is evident. It is worth noting that converting the LED pillars into strategic objectives and adopting relevant key performance areas to craft the strategy made the alignment even more distinct. Application of a diverse range of participatory techniques and tools to engage technocrats, business representatives, university staff and students and nodal communities (youth, adults, community leaders and community leaders) helped to actualise inclusive decision making. Training workshops in which a broad range of stakeholders participated and shared their own perspectives on the formulation process, understanding of concepts and activities to implement to achieve the six strategic objectives ensured that the LED strategy is widely owned.

CHAPTER 5 MUSINA-MAKHADO SPECIAL ECONOMIC ZONE DEVELOPMENT TRAJECTORY

5.1 Background

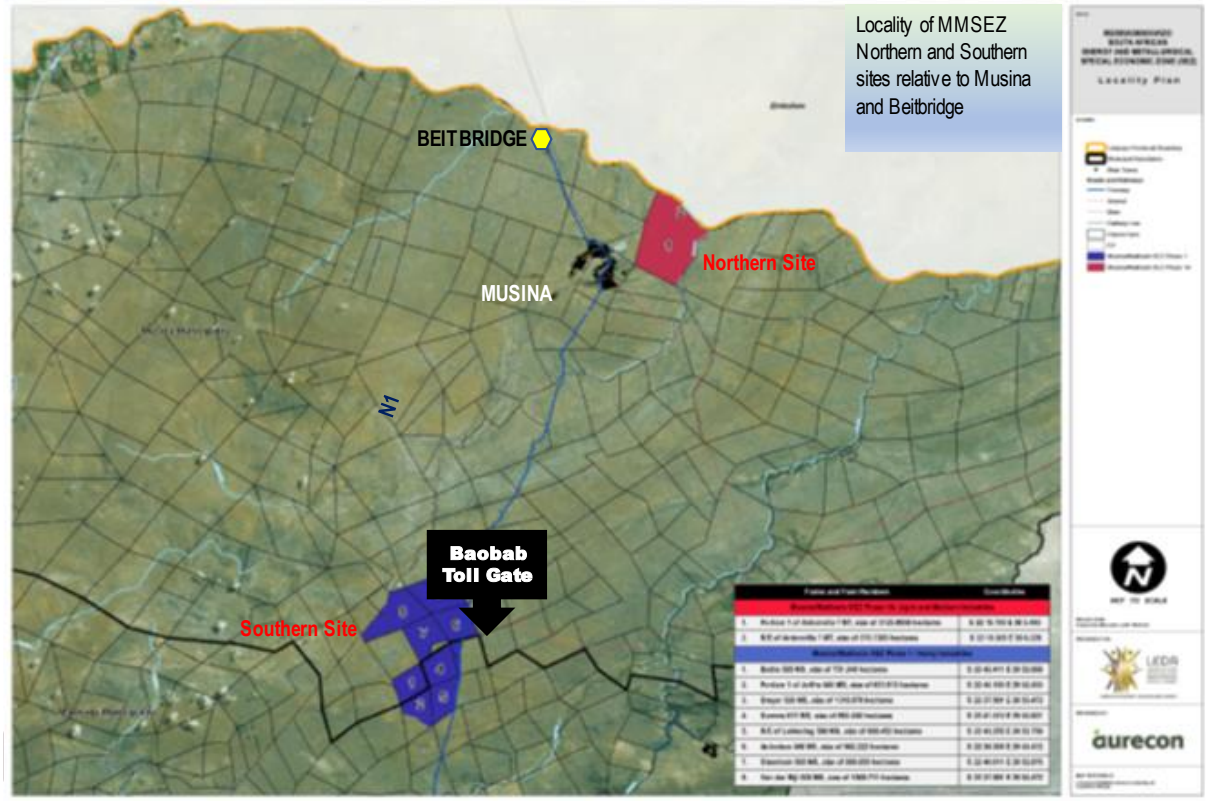
The story of Musina Makhado Special Economic Zone is inextricably linked to South Africa's trajectory for industrialisation which has evolved over time since 1994. The re-industrialisation journey involved among others, a transition from the era of Industrial Development Zones (IDZs) to Special Economic Zones. South African government has introduced a new dispensation to establish Special Economic Zones and Industrial Parks in various growth corridors across the country, in line with the ideals of Industrial Policy Action Plan (IPAP). The SEZs and IPs are recognised amongst the tools that are catalytic economic drivers in the regional economic ecosystems through continuous attraction, promotion and retaining of direct domestic and foreign investment to achieve transformative industrialisation and sustainable economic growth.



5.2 Musina Makhado Special Economic Zone (MMSEZ) Overview

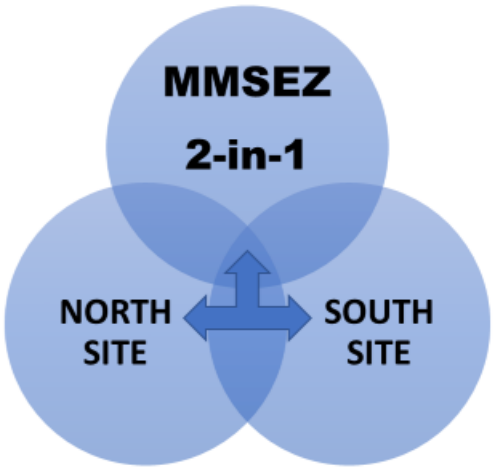
The MMSEZ is a Limpopo Provincial Government flagship programme located in Vhembe District Municipality along the North-South Corridor anchored by the Beitbridge Border Post and the N1 road. The programme is made up of two strategic sites, the Northern site located at the Antonvilla Farm (3500 ha) within the Musina Local Municipality. The Antonvilla site is designated for light to medium industrial activities focusing on manufacturing, agro-processing and logistics sectors. The second site is located at the border between the two municipalities of Musina and Makhado with a land measuring about 8000 ha straddling across the N1 road next to the Baobab Toll Gate. The Southern Site is designated for a heavy industrial park focusing on renewable energy and metallurgy.

Locality Map & MMSEZ Sites



The MMSEZ is buttressed by an initial investment pipeline of approximately R150 billion for the green energy generation and metallurgical complex. The metallurgical complex is driven by the Limpopo Government's commitment to promote industrialisation through beneficiation of the various mineral endowment in the province. Among the targeted projects in the Metallurgical Complex are; Coke Plant, Ferrochromium Plant, Ferromanganese Plant, Pig Iron Plant, Carbon Steel Plant, Stainless Steel Plant, Lime Plant, Silicon-Manganese Plant, Metal Silicon Plant and Calcium Carbide Plant. It is anticipated that the MMSEZ will create in excess of 21 000 direct and indirect jobs in the short/medium period and over 60 000 in the future.

Project Features



MMSEZ Targeted Clusters

Energy and Metallurgy	Agro-Processing	Logistics	General Manufacturing
~~Coal Power Plant~~ / SOLAR	Food Processing Facility	Logistics Services	Electromechanical operations
Steel Plant / Stainless Steel Plant	Fresh Produce Handling	Warehousing	OE manufacturing plants
Coking Plant	Canning Facility	Distribution	Automobile Centre
Pig Iron Plant	Timber Processing	Container Yard	Component manufacturing
Ferro Manganese Plant		Vehicle Distribution	Fertilisers
Ferro Chrome Plant		Cold Storage	Agro-chemicals
Chrome Plating		Bonded Warehouses	Petro-chemicals
Lime Plant			

7

5.3 Governance Model

The Special Economic Zones Act No. 16 of 2014 prescribes that the Special Economic Zone licence holder must establish an entity to oversee the implementation of the programme and may appoint an Operator through the issuance of an Operator Permit by the Minister of the Department of Trade, Industry and Competition (DTIC). In September 2015, the Minister of Trade, Industry and Competition issued an Operator Permit to South African Energy Metallurgical Base (SAEMB) (Pty) Ltd to as an operator for the South Site of the MMSEZ. The Musina Makhado Special Economic Zone SOC is a duly designated operator of the North Site of the MMSEZ. MMSEZ is a State-Owned Company (SOC) registered in terms of Schedule 3(d) of the Public Management Finance Act (PFMA), Companies Act and Special Economic Zones Act. It is currently wholly owned by the Limpopo Enterprise Development Agency (LEDA) with its own board of directors which is representative of various stakeholders including the Department of Trade, Industry and Competition (DTIC)

5.4 Skills Development Strategy

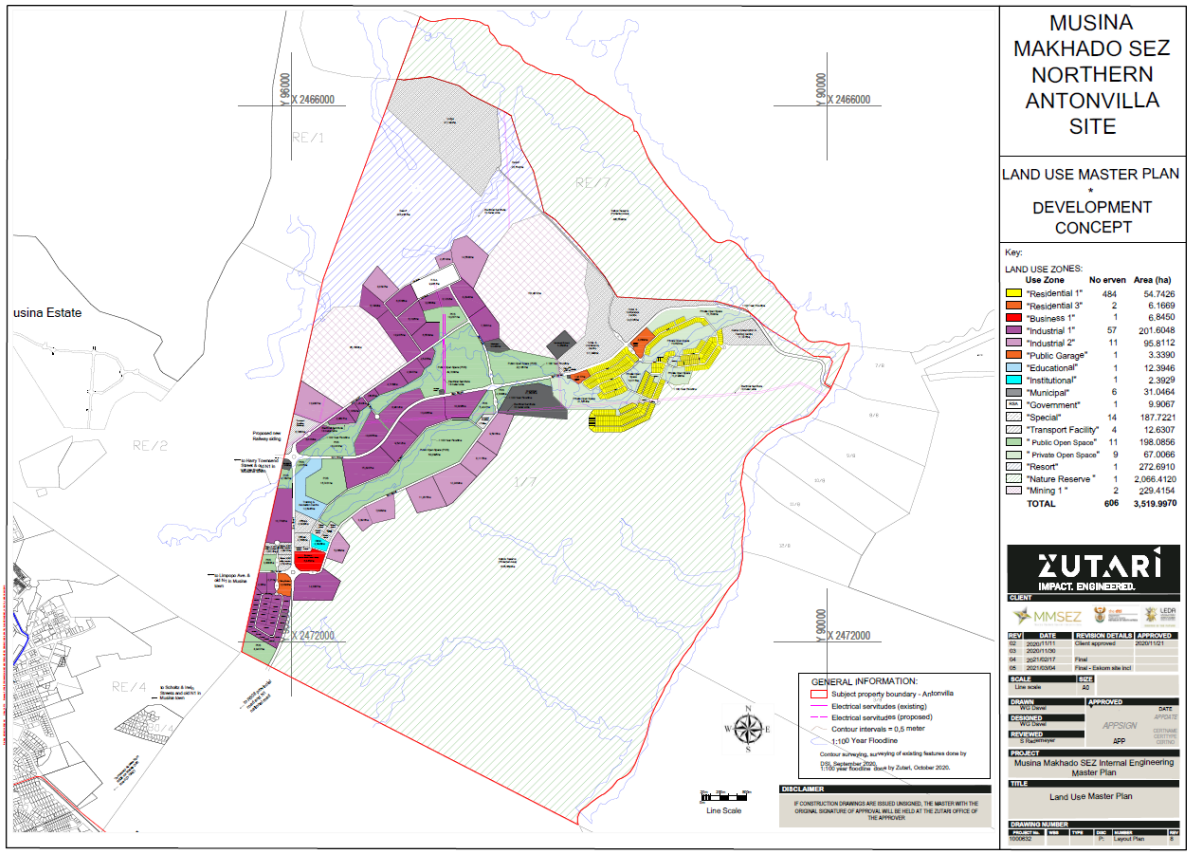
The projected job opportunities and the technical nature of the projects to be implemented in the MMSEZ has posed a challenge to the provincial government to think hard on how to close the existing skills gap. A collaboration among various stakeholders in the education sector inclusive of universities, technical and vocational training (TVET) institutions, was initiated to drive a robust skills development. This initiative is already bearing fruits. Several students have graduated with the requisite technical skills and busy acquiring practical experience to empower them for future opportunities in the MMSEZ. Further, the MMSEZ SOC has entered into a partnership with Vhembe TVET College, to build the new Musina Satellite Campus inside the MMSEZ's North Site. The college will be complemented by an SMME Incubation Centre modelled on developing the requisite technical and non-technical support to entrepreneurs to reach their full potential. MMSEZ SOC has completed the feasibility study for the Incubation Centre and the Enterprise Development Strategy to guide its construction, operation as well as the inclusive participation of local entrepreneurs.

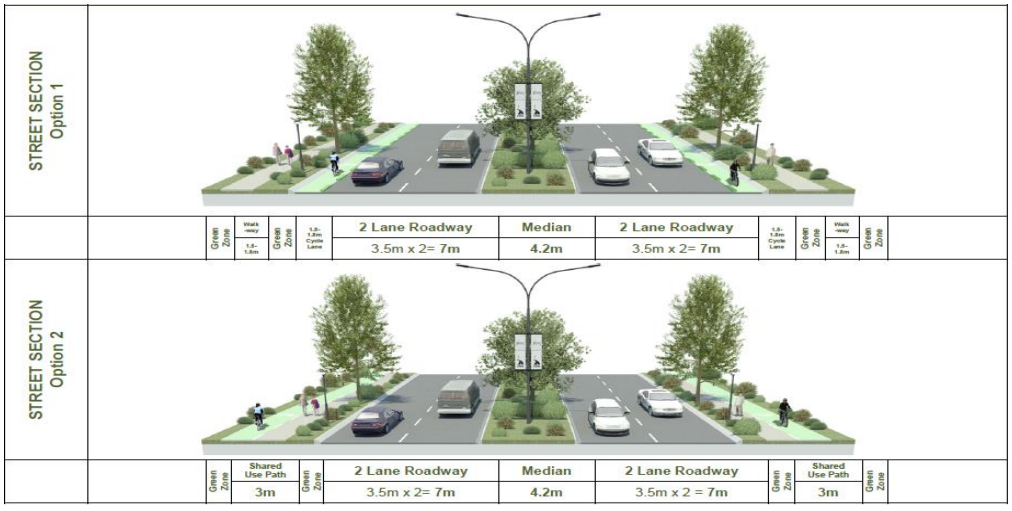
5.5 Environmental Authorisations

Environmental impact assessment (EIA) is an integral part of the development of any industrial project. Section 24 of the Constitution of South Africa and the National Environmental Act (NEMA) principles advocate for a balance of interests between economic development and the environment to promote sustainable development. Over the last few years MMSEZ invested sizeable resources and time to ensure that the programme is environmental fully compliant with the requirements sustainable development as prescribed in the law of the country and to preserve the environment and biodiversity. Environmental Authorisation (EA) for the North Site of the programme was approved in December 2016. Subsequent, the entity has developed a comprehensive Environmental Management Plan to guide the implementation of various projects on site. EA for the South Site was granted in February 2022, after a long process of engagements with interested and affected parties who made meaningful inputs to enrich the application. Whilst the South Site application was a litmus test for MMSEZ SOC, it also presented an opportunity for MMSEZ to nail its colours to the mast by demonstrating its full commitment to protecting the environment.

5.6 Infrastructure Roll Out

The entity commissioned the development of the Internal Master Plan for the North Site in 2020 which streamlined the land use plan and also outlined the infrastructure requirements to ready the site for investors location. The bulk infrastructure, estimated at approximately R2.9 billion, will be implemented in phases. In 2021, the provincial government allocated R600 million over a medium-term expenditure framework (MTEF) for bulk installations. The targeted bulk services projects include a water pipeline, water treatment plant, reservoir, ten Megavolt-amperes (10MVA) electricity substation, internal roads, stormwater drainage system and integrated security infrastructure.





5.7 Investment Opportunities

Although the MMSEZ is an industrialization initiative its impact will be felt far and wide outside the industrial zone. It is for this reason that the MMSEZ has taken an initiative to collaborate with various stakeholders across all spheres of government, and Musina Municipality in particular, to pursue a goal for the development of a New Smart City in the Musina-Makhado Corridor. This initiative has opened a new basket of investment opportunities with a great potential to yield good returns for investors.

5.8 Potential Contributions and Indicators of Performance of the Musina-Makhado Special Economic Zone in Local Economic Development within Vhembe District

The MMSEZ was established to promote local economic development (LED) by creating a conducive environment for local and foreign investors to do business in the region. It has the potential to contribute significantly to the development of Vhembe District, which is characterized by high levels of poverty,

unemployment and underdevelopment. The table below depicts a list of both internal and external opportunities:

Inside the zone opportunities	Outside the zone opportunities
1. General manufacturing	1. Real Estate
2. Agro-processing	2. Retail
3. Warehousing	3. Hotels
4. Industrial Property	4. Private Hospital
5. Petroleum Depot	5. Airport Development
6. Renewable Energy	6. Education and Training
7. Office Park	7. Entertainment
8. Hotel	8. ICT
9. Student Accommodation	9. Musina Dam
10. Real Estate	10. Cross Border Trade

The potential contributions and indicators of performance of the Musina-Makhado SEZ to LED in Vhembe District are multi-faceted, ranging from job creation and skills development to infrastructure development and support for small and medium-sized enterprises. In this chapter, the various ways in which the SEZ is contributing or can contribute to LED in the District, and the key indicators of performance that can be used to monitor and evaluate its impact are explained in Table 1. This is done per pillar of the National Framework for Local Economic Development: Creating Innovation-driven Local Economies, 2018-2028.

5.8.1 Developing inclusive local economies

Success of the Musina-Makhado SEZ in developing inclusive local economies will depend on the level of investment, quality of infrastructure, engagement of local communities and effectiveness of government policies and regulations. In the table below the contribution and indicators of performance of the SEZ are summarized.

Contribution of SEZ	Indicators of performance
a) Job creation	Number of jobs created; Percentage of jobs filled by local residents; and Wages and benefits provided to employees
b) Increased trade to promote exports	Increase income and job opportunities for local businesses and communities; Value of exports; Number of new businesses established; and Level of foreign investment in the region
c) Diversification of economy by attracting investment in various sectors, e.g. manufacturing, tourism, agriculture and mining	Number of businesses established in different sectors; Amount of investment in each sector; and Extent to which businesses contribute to the local economy
d) Skills development through provision of training and development opportunities for local	Number of people trained; Level of skills development achieved; and Extent to which

Contribution of SEZ	Indicators of performance
residents, possibly helping to create a more skilled and employable workforce	the skills are used in local businesses and the broader community
e) Environmental sustainability via promoting environmentally sustainable practices, potentially leading to protection of natural resources and improvement of the quality of life for local communities	Reduction in greenhouse gas emissions; Amount of renewable energy used; and Extent to which local communities benefit from environmental initiatives

5.8.2 Developing and supporting enterprises for sustainable performance

Overall, the contributions and indicators of performance of the Musina-Makhado SEZ to developing and supporting enterprises for sustainable performance are likely to depend on many factors. Among these are the level of investment, quality of infrastructure and services, access to financing, effectiveness of business incubation and development services, extent of market access, and promotion of corporate social responsibility. As shown in Table 3, the expected contributions of the SEZ are many.

Contribution of SEZ	Indicators of performance
a) Access to financing through development finance institutions, commercial banks or other financial service providers	Number of enterprises that receive financing; Amount of financing disbursed; and Percentage of loans repaid on time
b) Infrastructure and services such as energy, water, and transportation, plus services that include information technology, logistics, and business support	Quality and reliability of infrastructure and services provided; Uptake and usage of services by enterprises; and Extent to which services contribute to sustainable performance
c) Business incubation and development by providing business incubation and development services, which might help entrepreneurs and enterprises to develop and grow their businesses	Number of enterprises supported through incubation and development services; Number of successful business launched; and Extent to which services contribute to sustainable performance
d) Access to local and international markets through export promotion and facilitation of trade	Number of enterprises that export products or services; Value of exports; Number of new markets entered; and Extent to which the efforts contribute to sustainable performance
e) Corporate social responsibility (CSR) through practices that might help enterprises to operate in an ethical, socially responsible, and environmentally sustainable manner	Number of enterprises that implement CSR practices; Extent to which the practices are embedded in enterprise operations; and Extent to which the practices contribute to sustainable performance

5.8.3 Developing employable or deployable skills for LED and learning from practice

Level of investment, quality and relevance of training and education, collaboration with industry, effectiveness of job placement and entrepreneurship support, and ability to continuously monitor and evaluate performance are some of the factors that will determine the success of skills development.

Contribution of SEZ	Indicators of performance
a) Training and development opportunities for local residents, including vocational training, apprenticeships and internships	Number of people participating in the programmes; Level of skills development achieved; and Extent to which the skills are used in local businesses and broader community
b) Access to education including primary, secondary, and tertiary education	Enrolment rates and completion rates of students in the region; Quality of education provided; and Extent to which education contributes to local economic development
c) Collaboration with industry to identify skills gaps and develop relevant training programmes	Number of industry partnerships established; Extent of collaboration between industry and training providers; and Effectiveness of partnerships in meeting skills needs
d) Job placement and entrepreneurship support which could help local residents to gain work experience and start their own businesses	Number of people placed in jobs or starting their own businesses; Number of jobs created; and Extent to which the efforts contribute to local economic development
e) Learning and feedback by continuously monitoring and evaluating its programmes and activities, and using feedback to improve performance	Effectiveness of training programmes and education; Outcomes of job placement and entrepreneurship support; and Level of satisfaction among programme participants

5.8.4 Strengthening governance and infrastructure for vibrant local economic development

The contributions and indicators of performance of the Musina-Makhado SEZ to strengthening governance and infrastructure for vibrant LED are underpinned by level of investment, quality and relevance of infrastructure and capacity building initiatives, effectiveness of public-private partnerships, ability to promote knowledge and technology transfer, and ability to continuously monitor and evaluate performance.

Contribution of SEZ	Indicators of performance
a) Governance and regulatory framework by establishing a transparent and predictable regulatory framework that facilitates investment, trade, and business operations	Effectiveness of regulatory frameworks; Ease of doing business; Number of new investments attracted; and Overall economic growth and development of the region
b) Infrastructure development by investing in physical and social facilities e.g. roads, electricity, water supply, healthcare and education facilities	Level of infrastructure development achieved; Quality and reliability of infrastructure services provided; Extent to which the services support LED, and Level of investment and economic activity generated
c) Public-private partnerships by facilitating public-private partnerships that leverage the strengths and resources of both sectors to drive economic development	Performance might include number and quality of public-private partnerships established; Extent of collaboration between public and private sectors; and Effectiveness of the partnerships in driving LED

Contribution of SEZ	Indicators of performance
d) Knowledge and technology transfer by promoting knowledge and technology transfer, which could help local businesses and entrepreneurs to access new ideas, technologies, and practices	Number of knowledge and technology transfer initiatives established; Level of uptake and usage of the initiatives by local businesses; and Extent to which the initiatives contribute to LED
e) Capacity building and training by providing capacity building and training opportunities for local government officials, business owners, and community members	Number of people who participate in the programmes; Level of skill development achieved; and Extent to which the skills are used in local businesses and the broader community

5.8.5 Strengthening local innovation systems

In general, the contributions and indicators of performance of the Musina-Makhado SEZ to strengthening local innovation systems rests on a wide range of factors. Among the factors are the following: Level of investment; Quality and relevance of research and development initiatives; Effectiveness of incubation and acceleration support; Ability to promote collaboration and networking; Ability to promote intellectual property protection; and Ability to continuously monitor and evaluate performance.

Contribution of SEZ	Indicators of performance
a) Research and development by promoting research and development activities in the region, including scientific research, technology development, and innovation	Number and quality of research and development initiatives established; Level of uptake and usage of these initiatives by local businesses; and Extent to which the initiatives contribute to LED
b) Incubation and acceleration by providing incubation and acceleration support for local start-ups and entrepreneurs, including mentorship, funding, and access to resources	Number and quality of start-ups and entrepreneurs supported; Level of growth and success achieved by the ventures; and Extent to which the initiatives contribute to LED
c) Collaboration and networking through facilitating collaboration and networking among local businesses, researchers, and other stakeholders, both within the region and beyond	Number and quality of collaborative initiatives established; Level of participation and engagement among local stakeholders; and Extent to which these initiatives contribute to LED
d) Intellectual property protection by promoting intellectual property protection, which could help to incentivize innovation and create a more supportive environment for research and development	Number and quality of intellectual property initiatives established, the level of uptake and usage of these initiatives by local businesses, and the extent to which these initiatives contribute to LED
e) Skills and talent development by providing skills and talent development opportunities for local residents, including vocational training, apprenticeships, and internships	Number of people who participate in the programmes; Level of skills development achieved; and Extent to which the skills are used in local businesses and the wider community

5.9 Conclusion

Overall, the Musina-Makhado Special Economic Zone (SEZ) has the potential to make significant contributions to LED through various initiatives and activities. The SEZ can help to promote inclusive local economies by supporting the growth of small and medium-sized enterprises, creating employment opportunities, and promoting skills development. In addition, it can help to strengthen governance and infrastructure in the region, and support local innovation systems through research and development, incubation and acceleration, collaboration and networking, and protection of intellectual property.

The success of the Musina-Makhado SEZ will depend on its ability to continuously monitor and evaluate performance as well as adapting and adjusting its strategies as needed to ensure that it remains responsive to the needs of local businesses and the broader community. This will enable the SEZ to play an important role in supporting sustainable, inclusive and vibrant LED in the District and beyond.

CHAPTER 6 DOCUMENTATION, COMMUNICATION AND SOCIAL MARKETING STRATEGY FOR EFFECTIVE LOCAL ECONOMIC DEVELOPMENT IN VHEMBE DISTRICT

Communication is your ticket to success, if you pay attention and learn to do it effectively.

Theo Gold

To effectively communicate, we must realize that we are all different in the way we perceive the world and use this understanding as a guide to our communication with others.

Anthony Robbins

6.1 Introduction

The National Framework for Local Economic Development (LED): Creating innovation-driven Local Economies, 2018-2028 highlights the need for building South African municipal capacity through adopting a communication strategy. Partly, this is in recognition of the fact that stakeholder/community participation in governance processes is key to the success of LED. We are of the view that the success of LED depends on effective communication. For this to materialize, discussion platforms or mechanisms must be organized and conducted such that the various local stakeholders operate within the framework of a coherent, consultative system. Stakeholder engagement in debates, deliberations meant to achieve consensus and monitoring implementation of LED plans are all crucial activities with the potential to enhance good governance in LED.

Apart from what we have articulated above, the need for effective communication and social marketing is worth embracing taking into account the following contextual realities: a) knowledge generation, management and dissemination are central in the promotion and sharing of experiences on LED; b) the decentralised nature of local government; b) multiplicity of public, private and non-governmental stakeholders in diverse sectors who implement projects and activities; c) continuous sharing and engagement among stakeholders guarantees harmonious relations and continuous improvement; and d) essence of monitoring and evaluation in performance measurement and tracking. We believe documenting and sharing good practices and lessons learnt is an integral part of LED practice. This helps to bridge the information and knowledge regarding understanding what innovation-driven LED entails, how to implement it, methodologies, techniques and tools used, and experiences from practice processes, amongst others. Given this background to this strategy, what then is its purpose and objectives?

6.2 Purpose and Objectives of the Strategy

The purpose of this strategy is to provide insights and direction with respect to documenting, disseminating and popularizing processes adopted, research findings and products of the LED practice. We believe that this will help facilitate systematic, effective and timeous flow of information among multiple stakeholders thereby resulting in the development of sustainable, cohesive communities of practice in LED. The specific objectives of the strategy are to:

a) create awareness among stakeholders and partners on the key elements underpinning innovation-driven LED;
b) mobilize active involvement of internal and external stakeholders and/or partners in implementing, monitoring and evaluating innovation-driven LED;

c) mount multiple ways of documenting processes and associated results of innovation-driven LED;
d) harness the power of multiple channels or platforms to communicate and promote/market innovation-driven LED; and
e) celebrate achievement of significant milestones of innovation-driven LED.

6.3 Target Audience

Throughout the preceding pages of this strategy, we have been making continuous reference to "stakeholders" without unpacking who they are. As you might have already realised, if we take into account the nature and complexity of LED work, our target audience is considerably diverse. Here is a list of some of the major groups interest groups we believe are relevant.

a) Grassroots communities in all Local Municipalities of Vhembe District and beyond;
b) Community leadership institutions (Traditional Leaders, Ward Committees, Civic Associations and Other community-based organisations, Opinion leaders);
c) Non-governmental organisations;
d) Tertiary institutions such as the University of Venda, Madzivhandila Agricultural College and Vhembe TVET College;
e) Government departments for example Departments of Science and Innovation (DSI), Cooperative Governance and Traditional Affairs (CoGTA), Limpopo Department of Cooperative Governance, Human Settlements and Traditional Affairs (CoGHSTA), Limpopo Economic Development Environment and Tourism (LEDET), Department of Trade and Industry (DTI); Department of Small Business Development (DSBD), Limpopo Department of Agriculture and Rural Development (LDARD), and Department of Rural Development and Land Reform, amongst others;
f) State agencies such as Small Enterprise Development Agency (SEDA), Limpopo Economic Development Agency (LEDA), Limpopo Tourism Agency (LTA), Technology Innovation Agency (TIA), National Youth Development Agency (NYDA), National Development Agency (NDA) and Industrial Development Corporation (IDC);
g) Research Centres and Science Councils, for instance Council for Scientific and Industrial Research (CSIR) and Agricultural Research Council (ARC);
h) South African Local Government Association (SALGA);
i) Sector Education Training Authorities (SETAs) for example Local Government Sector Education Training Authority (LGSETA), Agriculture Sector Education Training Authority (AGRISETA), and Culture, Art, Tourism, Hospitality and Sport Sector Education and Training Authority (CATHSSETA), amongst others;
j) Local government: Local and District Municipalities;
k) Print and electronic media;
l) Business/Private sector; and
m) Higher education institutions (universities, community colleges, TVET colleges).

6.4 How do we document, communicate and socially market our LED practice?

We note that we should remain focused on stakeholder interests, aspirations and desires. For this reason, we should embrace various ways of documenting, disseminating and popularizing what we do and learn. In our menu for documenting and disseminating are events, processes, lessons learnt as we implement and the results of our activities. As we share what we do, our rallying slogan is ***Amplifying citizens' voices for sustainable local social and economic development!*** You might be wondering about what

we actually do as we document, disseminate and market our LED practice (Refer to Figure 17 and Table 10).

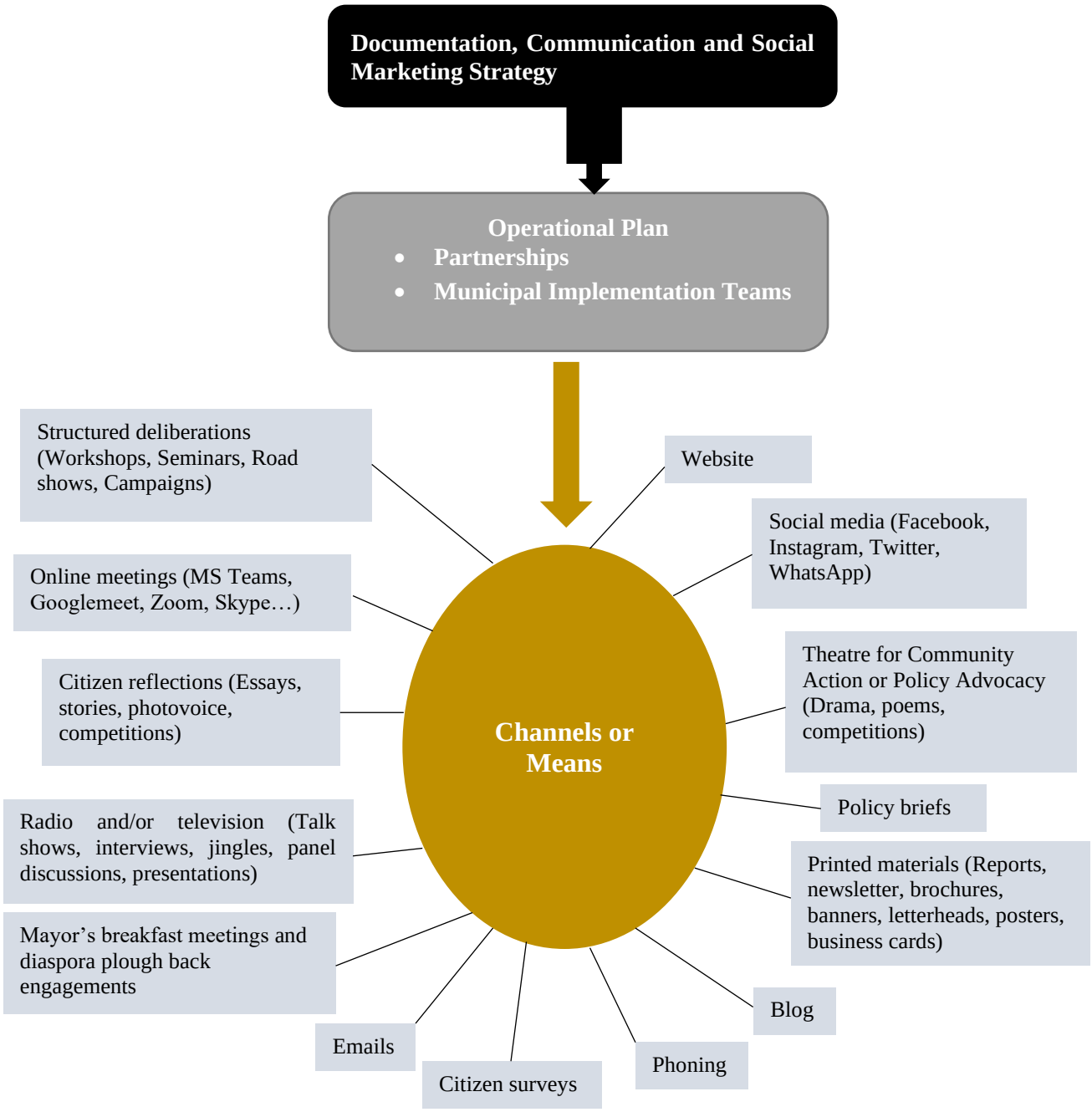


Figure 16 Means of documentation, communication and social marketing of LED practice in Vhembe District Municipality

6.4.1 How do we formalize our new ways of disseminating and social marketing our LED Practice?

Here is a range of what we strive to do to ensure that effective dissemination and popularizing what we do is achieved.

1. Establish effective Municipality-based documentation and communication teams;
2. Maintain an up to date register of internal and external stakeholders;
3. Negotiate and secure commitment of schools, taxis, buses, churches and traditional leaders' offices to serve as information kiosks and ambassadors of distributing materials we use to mobilize citizens;
4. Paste posters in/on strategic public places such as churches, bus/taxi ranks, traditional leaders' offices, supermarket entry points, noticeboards on university and college campuses or schools, Facebook pages, and Instagram, among others;
5. Establish collaborative arrangements with radio stations: broadcast invitations to engagements or participation through jingles, announcements, talk shows and phone-in sessions, among others;
6. Organise node-focused and based citizen marches or road shows, highlighting key messages for the society to absorb and participate in LED activities;
7. Develop a dedicated web page to serve as a platform for LED work;
8. Introduce a comprehensive plough back campaign targeting the diaspora community originating from the District; and
9. Organise half-yearly Mayors' breakfast meetings with business community and other players.

6.4.2 Documentation and Storage

1. Prepare an integrated District-wide LED implementation plan through inclusive engagement approaches;
2. Prepare and print various types of promotional materials;
3. Write articles and event reports for publication in newspapers and newsletters;
4. Prepare pre- and post-event or milestone summaries for wide distribution to relevant stakeholders;
5. Maintain well-prepared minutes of meetings (including complete registers of attendees);
6. Publish an online six-monthly LED newsletter;
7. Adopt an appropriate electronic system(s) for document storage;
8. File research and other LED documents for future reference; and
9. Establish a data and information repository at UNIVEN and other institutions' or organisations' libraries.

6.4.3 Communication and promotion

1. Disseminate reports and publicize significant milestones via websites of various stakeholders;
2. Publish articles in newspapers and newsletters;
3. Disseminate half-yearly LED newsletter in PDF format to all internal and external stakeholders;
4. Harness and utilise communication or social media platforms:
    a) Set up a *blog* to serve as a discussion platform on topical/hot issues and experiences. Facilitate active blogging via posting and discussing contemporary issues;

b) Set up a dedicated LED *YouTube* platform;
c) Establish and maintain a regularly updated *Facebook* page linked to tertiary institutions and partner organisations. Members of participating organisations and institutions will be mobilised to contribute stories and engage in crucial discussions on topical issues;
d) Set up a *WhatsApp* group including key role players. This platform must be used to discuss and coordinate activities regularly;
e) Establish a *WhatsApp* group for all Portfolio Heads and Committee members in the 5 Municipalities of the District, and LED Managers and some tertiary institutions' representatives;
f) Create *Twitter* and/or *Instagram* accounts to use to engage the broader society. When tweeting, key stakeholders or institutions will be tagged; and
g) Launch Theatre for Community Action or Advocacy competitions (essays, stories, drama, poems, photovoice) on LED issues of interest, inviting citizens (children, youth, adults, community institutions, leaders and technocrats) to participate.

6.4.4 Monitoring Progress

1. Hold face to face coordination meetings involving multiple stakeholders and/or role players;
2. Organise at least one seminar/workshop every six months to share information with internal and external stakeholders, reflect on progress and revise implementation plans where necessary;
3. Hold quarterly LED practice reflection workshops; and
4. In light of Covid-19 and associated restrictions, organise virtual meetings via online platforms such as Google.meet, Zoom, MS Teams, Skype and WhatsApp, among others.

6.5 Conclusion

Documentation of knowledge, and accompanying dissemination and marketing of our LED practice as we implement this strategy should:

a) help package crucial knowledge and store it for retrieval when required;
b) keep stakeholders well-informed about the progress and actions that have to be taken to improve performance;
c) mobilise active involvement of stakeholders;
d) popularize the LED processes and results;
e) enhance cohesion among the various stakeholders; and
f) strengthen accountability.

Table 12 Radio Stations Reaching Residents of Development Nodes in Vhembe District

Development Node	Municipality	Reliable Radio Stations										
		Choice FM	Hlanganani FM	Makhado FM	Mala FM	Musina FM	Nzhelele FM	SABC Combo	UNIVEN FM	Vhembe FM	Vuwani FM	Capricorn FM
1. Dzanani	Makhado						X	X	X	X		X
2. Hlanganani	Collins Chabane		X	X				X		X		X
3. Luvuvhu	Makhado	X						X		X		X
4. Lwamondo	Thulamela						X	X	X	X		X
5. Madimbo	Musina							X		X		X
6. Makhado	Makhado	X		X				X		X		X
7. Makonde	Thulamela	X						X	X	X		X
8. Makuya	Thulamela	X						X		X		X
9. Malamulele	Collins Chabane				X			X		X		X
10. Masisi	Musina							X		X		X
11. Musina	Musina					X		X				X
12. Mutale	Thulamela	X						X		X		X
13. Tshixwadza	Thulamela						X	X		X		X
14. Tshikombami	Thulamela	X					X	X		X		X
15. Saselemani	Collins Chabane				X			X		X		X
16. Shakadza	Musina							X	X	X		X
17. Sibasa	Thulamela	X						X	X	X		X
18. Thohoyandou	Thulamela	X						X	X	X		X
19. Tshaulu	Thulamela							X	X	X		X
20. Vuwani	Collins Chabane						X	X	X		X	X
21. Waterval	Makhado		X	X				X		X		X

Key: X means the radio station is reliable in the area concerned or development node

Inventory of Radio Stations in Vhembe District Municipality

Name of Radio Station	Name of Key Contact Person	Contact Details		Social Media Platforms	
		Cell Number	Email	Twitter	Facebook
1. Choice FM	Shandu Madima	0152914217 0151510042	info@choicefm.co.za	@choicefmsa	Choice fm SA
2. Hlanganani FM	Manganyi	0667406353	Not operating	@hlangananifmofficial	HlangananiFmOfficial
3. Makhado FM	Makonde Mbedzi	0791741830	info@makhadofm.co.za	@makhadofm1	Makhadofm 107.3
4. Musina FM	Justice Langa	0711327578	info@musinafm.co.za	@musinafm104	Musina Fm104.0
5. Nzhelele FM	Khathu Ramugondo	0664046732	info@nzhelelefm.co.za	@nzhelelefm	Nzhelele Fm 103.0
6. SABC Combo	Ndou M	0159625102	ndoum@sabc.co.za	@phalaphalafm	PhalaphalaFM
	Vongi nkanyane	0152900262	nkanyanevp@sabc.co.za	@munghana	Munghana
	Sebola MF	0152900074	sebolamf@sabc.co.za	@ThobelaFmyaka	Thobela Fm Yaka
7. UNIVEN FM	Tshilidzi Shirinda	0159628879	Univenradio99.8	@univenfm	Univen fm99.8
8. Vhembe FM	Jimmy Netshilulu	0159620420	info@vhembefm.com	@vhembefm	Vhembe Fm
9. Vuwani FM	office@vuwanifm.co.za	0614718786	Office@vuwanifm.co.za	@7vuwani	Vuwani fm 88.7

REFERENCES

Baudino, E., Crotti, M., & Visentin, M. 2017. SWOT and TOWS analysis: A methodological framework for strategy development. *Journal of Business Strategy and Development, 15*(3), 211–225.

Borda F. O. 1995. *Research for social justice: Some North-South convergences*. Plenary Address at the Southern Sociological Society Meeting, Atlanta, April 8.

Budig, K., Diez, J., Conde, P., Sastre, M., & Hernán, M. 2018. Photovoice and its potential for social change: A systematic review. *Qualitative Health Research, 28*(4), 489–503. https://doi.org/10.1177/1049732317750692

Christofferson, J.P. 2016. How is Social Networking Sites Effecting Teen's Social and Emotional Development: A Systemic Review, MSW Clinical Research Paper, Faculty of the School of Social Work. St. Catherine University and the University of St. Thomas St. Paul, Minnesota, USA

Cooperrider, D. & Whitney, D. 2005. *A Positive Revolution in Change: Appreciative Inquiry. The Change Handbook: The definitive resource on today's best methods for engaging whole systems*. p87.

Department of Cooperative Governance and Traditional Affairs, 2018. *The Revised National Framework for Local Economic Development: Creating Innovation-driven Local Economies*, Pretoria, Republic of South Africa.

Department of Science and Technology, 2008. *Innovation Towards a Knowledge-based Economy: Ten Year Plan for South Africa, 2008-2018*, Pretoria, South Africa.

Fals-Borda, O. (1995). Research for social justice: Some North-South convergences. *Plenary Address at the Southern Sociological Society Meeting*, Atlanta, April 8.

Francis, J., Dube, B., Mokganyetji, T. & Chitapa, T. 2011. University-rural community partnership for people-centred development: Experiences from Makhado Municipality, Limpopo Province, South African Journal of Higher Education, 24(3), 357-373. DOI: 10.4314/sajhe.v24i3.63443

Habitat for Humanity, 2018. Tools that Build a Better Future, Annual Report, 2017-2018.
Hart, T., & Jacobs, P. (2013). *Development policy and poverty alleviation in South Africa*. Human Sciences Research Council (HSRC).

HIS Market Regional Explorer, 2016. South African Economic Intelligence and Analytics
Ikounga, J. (2014). *Foreword*. In *Science, Technology, and Innovation Strategy for Africa 2024 (STISA 2024)*. African Union Commission.

Kolios, A., & Read, G. (2013). A political, economic, social, technology, legal and environmental (PESTLE) approach for risk identification of the tidal industry in the United Kingdom. *Energies, 6*(10), 5023-5045. https://doi.org/10.3390/en6105023

Kubayi-Ngubane, M.T. 2018. Minister's Foreword, *Draft White Paper on Science, Technology and Innovation*, September 2018, Department of Science and Technology, Pretoria South Africa.

Limpopo Economic Development, Environment and Tourism (LEDET). (2016). *Limpopo Environment Outlook Report*. Limpopo, South Africa.

Lusk, J. L. (2010). *Social media and youth engagement in local economic initiatives*. Journal of Economic Perspectives, *24*(3), 25–42.

Mahesh, V., Kumar, P., & Sreeja, G. (2017). Matrix scoring: A practical tool for ranking economic development drivers. *Economic Insights Journal, 10*(2), 73–88.

Mjwara, P. (2018). Remarks by the Director-General. In *Draft White Paper on Science, Technology and Innovation* (September 2018). Department of Science and Technology, Pretoria, South Africa.

Municipal Demarcation Board, 2018. Annual Reports and Plans

Musina Local Municipality, 2016. *Demographic information*. Retrieved January 23, 2019, from https://municipalities.co.za/demographic/1133/musina-local-Municipality

Nykiforuk, C. I. J., Vallianatos, H. & Nieuwendyk, L. M. 2017. Photovoice as a method for revealing community perceptions of the built and social environment. *International Journal of Qualitative Methods, 10*(2), 103–119.

Rahman, M. & Tewari, P.C. 2014. Participatory budgeting: From theory to practice. *World Bank Publications*, Washington, DC.

Russell, S. 1997. Pairwise ranking: A participatory method for understanding priorities. *Journal of International Development, 9*(5), 635–648.

South African Local Government Association (SALGA). 2018. *Integrated Local Economic Development Framework*. Pretoria, South Africa.

South African Reserve Bank. 2020. *Quarterly Economic Review*. Retrieved from https://www.resbank.co.za

Statistics South Africa, 2016. Statistics by place, Available at http://www.statssa.gov.za/?page_id=964 accessed on 22 January 2019

Technology Innovation Agency (TIA). 2016. *Innovation support for inclusive economic growth*. Pretoria: TIA Publications.

Thulamela Local Municipality. 2016. *Demographic information*. Retrieved January 23, 2019, from https://municipalities.co.za/demographic/1135/thulamela-local-municipality

Tomescu-Dumitrescu, 2017. European Management-Characteristics and Particularities, *Annals - Economy Series*, 3: 220-224

UNDP 2006. Human Development Report: Beyond scarcity: Power, poverty and the global water crisis, New York, USA.

UNDP Accelerator Lab. 2020. *Leveraging innovation for local economic development*. United Nations Development Programme.

UNIDO. 2020. *Innovation systems for local economic transformation in Africa*. United Nations Industrial Development Organization, Vienna, Austria.

United Cities and Local Governments. 2016. *The role of local governments in territorial economic development, UCLG Policy Paper*, UCLG Congress, Bogota, Colombia.

United Nations Development Programme. 2006. *Human Development Report 2006 - Beyond scarcity: Power, poverty and the global water crisis*. New York, NY: UNDP. Retrieved from http://hdr.undp.org/

Vhembe District Municipality. 2012–2018. *Demographic information*. Retrieved May 28, 2018, from https://municipalities.co.za/demographic/129/vhembe-district-Municipality

Vhembe District Municipality. 2017. *Integrated Development Plan 2017/18-2021/22*. Retrieved January 23, 2019, from https://www.vhembe.gov.za/documents/2017%2018%202022%20IDP%20document.pdf accessed on 23 January 2019

Vhembe District official site. 2016 Demographic information. Available at https://municipalities.co.za/demographic/1132/makhado-local-municipality

World Bank. 2002. *World Development Report 2002: Building institutions for markets*. Oxford University Press, Oxford.

World Bank. 2018. *World Development Indicators 2018*. Retrieved from https://databank.worldbank.org

World Bank. 2020. *World Economic Prospects Report*. Retrieved from https://www.worldbank.org/en/publication/global-economic-prospects

World Bank. 2002. World Development Report. 2002: Building Institutions for Markets, Oxford University Press, Oxford.