



Local Economic Development Strategy

ESG COMPLIANT

CENTRE OF EXCELLENCE DRIVE

LEARNING ORGANISATION

2024 to 2034

Ref no: ELM_ESG_LED_11-2023_V03

FOREWORD

EXECUTIVE MAYOR'S REMARKS ON THE OCCASION OF THE LED STRATEGY REVIEW WORKSHOP, AT THUNGELA (GREENSIDE)

As we are finalising the LED strategies, we want to see electoral commitments finding expression in our LED strategy because as a municipality we have a developmental role to play, therefore we need decisive and bold actions to accelerate inclusive Economic growth and development because that's the best way to effectively intensify the fight against the structural challenges of poverty, unemployment, and all forms of socio- economic inequalities.

To this end, building a social compact through strategic partnerships must include not only the private sector, but our stakeholder engagement matrix must also cover the Intergovernmental Relations Framework (IGR), District Development Model (DDM) and the broader civil society. The key message on this particular priority is that government cannot do it alone. **"Inclusive economic growth and development is everybody's business"**.

A developmental municipality must have institutional capabilities and resources to determine the pace and depth of transformation, in this regard I want to see LED being elevated with skilled personnel such as Economic researchers, sector specialists, business analysts, technocrats to focus on IGR, DDM, Public, Private, Community Partnerships (PPCP) to make it a fully fleshed directorate. Quite frankly, you cannot drive a strategic economic hub which is an energy heartbeat of the country with an under resourced LED unit.

Equally, we have raised the need to finalize the ELM Trade and investment promotion strategy which will underscore not only investment opportunities but our management prowess on environment, social and governance (ESG) pillars which are key to attract Local and Foreign Direct Investment for sustainable development.

In the absence of local economic growth and development agency, we will be kick starting the process of establishing Local Economic Advisory Council constituted by industry experts, institutions of High Learning, and representatives of civil society to guide and take a long walk with us towards vision 2050.

Our LED strategy must also pronounce itself when it comes to forging strategic partnerships on skills development and training which is a Human Resources Development component of LED. We have to strengthen relationships with SETAs, TVET and other industries to massify community artisan development to enhance employability of young people.

If we want to leverage our comparative advantage, we must keep up with the pace of national and global economic evolution.

TOGETHER LET US BUILD DEVELOPMENTAL MUNICIPALITIES AND BETTER COMMUNITIES.

Table of Contents

FOREWORD.....	2
LEGISLATIVE RECOGNITION.....	7
EXECUTIVE SUMMARY	8
BACKGROUND.....	9
SHARED LED VISION AND STRATEGIC FOCUS.....	10
Shared Vision.....	10
LED Mission	11
LED Objectives	12
LED Guiding Principles for Strategic LED Focus	13
Mature Public Sector Leaders	14
LED FOCUS.....	14
Investment Focus	14
Economic Trends	14
Common pitfalls and consequences	14
Guiding principles.....	14
Competitiveness in the Global Economy.....	15
Completeness of vision	15
ELM LEARNING ORGANISATION.....	15
5 Learning Organisation Principles	16
Systems thinking	16
Mastery	16
Mental models.....	16
Knowledge sharing	17
Shared vision	17
Learning Organisation Support	17
Knowledge Sharing.....	17
Continuous Improvement Culture.....	17
Training and Development.....	17
Experimentation and Innovation	17
Centre of Excellence (CoE) Support.....	18
Cross-functional Collaboration	18
Mentorship and Guidance.....	18
Evaluation and Feedback	18
Acknowledgement as Learning Organisation & CoE	18
ELM ESG COMPLIANT	18
Strategic ESG Integration	18

- Education and Awareness	18
- ESG Policies and Guidelines.....	19
- Metrics and Reporting.....	19
ESG Dedicated Sustainable Infrastructure Development.....	19
- Renewable Energy	19
- Water and Waste Management	19
Social Well-being Evidence	19
- Affordable Housing.....	19
- Education and Skill Development	19
Governance and Accountability	19
- Transparency and Accountability	19
- Community Engagement.....	19
Partnering with ESG Investors	20
- Investor Engagement.....	20
- ESG Investment Funds	20
Reporting and Communication	20
- ESG Performance Reports	20
- Stakeholder Communication.....	20
ELM LED STRATEGY FOR INVESTMENT READINESS	20
ELM SWOT	20
Aligning Emalahleni's Vision to its Goals	21
ELM LED Goals.....	21
Priority Economic Sectors.....	21
Investment Promotion.....	22
Infrastructure and Utilities	22
Skills Development.....	22
Regulatory Environment.....	22
Collaboration and Stakeholder Engagement.....	23
Monitoring and Evaluation	23
PRIORITY ECONOMIC SECTORS	23
MINING SECTOR & GREEN ECONOMY	24
Mining Industry Development Focus.....	24
Enhancing ESG Compliance in the Mining Industry through Emalahleni Local Municipality's Support.....	24
Enhancing Water Drainage Management for the Mining Industry	27
A Collaborative Approach by Emalahleni Local Municipality.	27
Fostering Community Stability and Development.....	30

Emalahleni Local Municipality's Role in Supporting the Mining Industry.	30
Emalahleni Local Municipality Annual Mining & Energy Week Expo Motivation	31
AGRICULTURAL ECONOMY	32
Agricultural Industry Development Focus	32
Development Strategy for Small-Scale Farming in Emalahleni Local Municipality.....	32
The Significance of Bio-Farming and Carbon Farming in Emalahleni Local Municipality.....	34
Investment Strategy for Agricultural Development in Emalahleni Local Municipality.....	35
Agricultural Developmental Initiative Example for Execution	37
Emalahleni Local Municipality Fresh Produce Market Development.....	37
KNOWLEDGE INTENSIVE, ICT, MEDIA & EVENT MANAGEMENT.....	38
ICT & Media Economy Development Focus.....	38
Development Strategy for ICT and Media Economic Sectors in Emalahleni Local Municipality.....	39
The Significance of Knowledge-Intensive Institutions for Education and Training in the Economic Development of Emalahleni Local Municipality.	40
FINANCIAL, LEGAL & COMPLIANCE, PROPERTY DEVELOPMENT.....	42
Financial, Legal & Property Development Economic Development Focus	42
The Significance of Property Development for Local Economic Growth in Emalahleni Municipality	44
MANUFACTURING, INDUSTRIALISATION & BENEFICIATION.....	45
Manufacturing, Industrialisation & Beneficiation Development Focus.....	45
Emalahleni Eco-Industrial Framework for Industrial Parks Strategy.....	45
Carbon Tax Mitigation Strategy within an Eco-Industrial Framework in Emalahleni Local Municipality	47
Green Development Framework for Emalahleni Local Municipality:	48
Creating a Sustainable and Resilient Future	48
Green Incentive Scheme Policy for Emalahleni Local Municipality	50
TOURISM, ARTS, CULTURE, RECREATION, ENTERTAINMENT & SPORT.....	52
Tourism, Arts, Culture, Recreation, Entertainment & Sport Development Focus ...	52
Capitalising on historic events in Emalahleni Local Municipality for Tourism	55
TOWNSHIP ECONOMY DEVELOPMENT	56
Township Economy Development Focus	57
Fostering Township Economic Development: The Role of Emalahleni Local Municipality.....	57
Reviving of old town infrastructure for Township Economy Extension.....	59

Establishing a Business Incubator for Township Economy Development in Emalahleni Local Municipality	60
TRANSPORT, LOGISTICS & FAST DELIVERY SECTORS	62
Transport Development Focus	62
The Crucial Role of Emalahleni Local Municipality as a Transport Rerouter of Resources to South African and Mozambique Harbors	62
Embracing trucking and long hauling culture within the Emalahleni Local Municipality's developmental strategy	63
Revitalizing the Rail Industry and Infrastructure for Economic Development:	65
A Strategy for Emalahleni Local Municipality	65
Driving Economic Development and Commuter Benefits:	66
A Strategy for the Taxi Industry in Emalahleni Local Municipality	66
Transforming Taxi Ranks in Emalahleni Local Municipality through a Private Public Partnership	68
Leveraging the Fast-Food Scooter Delivery System to Foster Economic Growth in Emalahleni Local Municipality	69
LED IMPLEMENTATION PLAN	71
LED 3 YEAR GROWTH PATH CHART	71
LED Stakeholder Alignment & Prepare for Change	72
LED to IDP Process	72
General Planning & Technical Alignment	72
LED Capability & Maturity	73
Spatial & LED Intelligence Data	73
LED Scoping, Design & Management	74
ELM LED Data & Research	74
LED PROJECT SCOPE	75
PRIORITY ELM LED PROJECTS	76

LEGISLATIVE RECOGNITION

The following legislative frameworks and legislation was reviewed and reflected upon in the drafting of the LED strategy:

1. The White Paper on Local Government (of 1998)
2. MUNICIPAL SYSTEMS ACT (32 of 2000)
3. Municipal Finance Management Act 56 of 2003
4. National Development Plan (NDP) as Policy Framework
5. Industrial Policy Action Plan (IPAP 2 of 2010)
6. Eco Industrial Framework – DTIC
7. National Framework for LED – 6 Pillars Economic Sectors to match LED
8. Broad-Based Black Economic Empowerment Act (53 of 2003)
9. National Strategy for the Development and Promotion of Small Businesses in South Africa
10. National Youth Enterprises Development Strategy
11. New Growth Path (2011 and Beyond)
12. Provincial Economic Policy framework
13. Nkangala District Context of LED
14. Nkangala LED Strategic Objectives
15. ELM IDP
16. ELM SPATIAL DEVELOPMENT FRAMEWORK
17. Mpumalanga Province SITUATIONAL ANALYSIS
18. MEGA Mandate for Agency
19. NKANGALA ECONOMIC DEVELOPMENT AGENCY (NEDA) Mandate for Agency
20. Emalahleni Local Municipality Bi-Law regarding Assets to Investment Agency
21. JSE Guidance notes on ESG Reporting – King Code on CRISA
22. South African Carbon Tax Act 15 of 2019

EXECUTIVE SUMMARY

This strategy addresses focus to diversify the local economy to reduce dependency on a single industry. To enable this dedication within this strategy is given to create a supportive environment for small and medium-sized enterprises (SMEs) to thrive in. Collaboration with all stakeholders within Emalahleni will be necessary to enhance infrastructure and utilities to attract and retain investors. However, the aim is to foster sustainable practices that balance economic growth with environmental stewardship. The trust and outcome are to increase employment opportunities and improve the standard of living for all residents.

To structure a practical and executable Local Economic Development (LED) strategy the following commitments are relevant and broadly expanded on, in this document:

- Commitment to declare Emalahleni Local Municipality (ELM) as a Centre of Excellence (CoE) and Innovation.
- Commitment to declare ELM as a Learning Organisation. By supporting a Centre of Excellence within the framework of a learning organisation, ELM can harness the Centre of Excellence's expertise, drive innovation, and ensure the continual development and growth of both the Centre of Excellence and the organisation as a whole.
- ESG (Environmental, Social, and Governance) compliance. Enablement through all LED projects and initiatives taken as well as assisting with reporting systems and tools to support ESG dedication and reputation within Emalahleni.
- LED drive to agency. Capacitate the LED Forum, to unlock council mandate for the establishment of an Emalahleni Investment and Development Agency. Ultimately an Emalahleni Credit Agency with all necessary systems to support the future potential of the issuing of a municipal sustainability bond.

ELM is committed to fostering sustainable economic growth and development within its jurisdiction. To achieve this, a comprehensive strategy for investment readiness is imperative. This strategy aims to position Emalahleni as an attractive destination for investors, ensuring that the municipality's resources and potential are fully leveraged to drive economic prosperity and improve the quality of life for its residents.

ELM has 8 current leading economic sectors of which some are inclusive of other sub-economic sectors. However, the initial focus is on these sectors to unlock strong sector participation and leadership within the LED Forum and to influence individual sector strategies, developmental focus, and scope. Within each of these sectors priority socio-economic impact projects were identified for dedication and implementation drive.

To enable this, the following recommendations are to be considered:

- Engaging with TMSchool at Unisa for assistance with the official acknowledgement of ELM to be a Learning Organisation as well as a Centre of Excellence and Innovation.
- ESG (Environmental, Social, and Governance) compliance. Enablement through all LED projects and initiatives taken as well as assisting with reporting systems

and tools to support ESG dedication and reputation within Emalahleni. To make this a priority enabler, to support all other initiatives and projects identified for socio-economic impact.

- The LED Forum to be enhanced by representation from the identified economic sector leadership from each individual economic sector, as well as youth representatives and address contingency as well as keyman risk.
- The Local Economic Growth and Development Agency for Emalahleni Local Municipality which are to be established as either a Non-Profit entity, which should also be a Public Benefit Organisation (PBO) registered with SARS's Tax Exemption Unit, or a developmental trust with broad-based representation from the 7 Pillar Society, individual economic sector leadership, and youth leadership as a 7th pillar.
- Continuous engagement with the LED Economic Sectors and structured leadership to obtain a LED Project Pipeline for funding preparation and enablement.
- Setting up of a LED PMO (Project Management Offices) as well as a CMO (Change Management Office) to address simultaneously project readiness for funding as well as stakeholder management for people de-risking, which both provide comfort to investors.

BACKGROUND

Emalahleni Local Municipality (ELM) recognises the need to drive sustainable economic growth and development across various sectors. This comprehensive economic development strategy aims to prepare the municipality for investment readiness and foster socio-economic progress by capitalising on its unique strengths and resources. The strategy is underpinned by a commitment to inclusivity, sustainability, innovation, and collaboration to unlock a local economic development strategy that creates a diversified and resilient local economy. Emalahleni Local Municipality is unique as a committed learning organisation with a drive to become a centre of excellence by addressing ESG (environmental, social and governance) compliance.

Alignment to ELM's most recent IDP, recognise that the Economic Development and Tourism Unit coordinates all key LED stakeholders and role players to unlock economic opportunities and encourages private sector driven investment with the aim to create decent employment opportunities for residents. The stakeholder's engagement platform is encouraged through the Local Economic Development Forum where ideas on socio-economic development are shared.

LED advocating for poverty alleviation, focus on dynamic job creation, in this regard the municipality has identify anchor projects, listed, and addressed within this document. More key economic sector LED projects were identified during individual sector workshops, where public could participate and contribute as recognised LED stakeholders. These projects are listed within the individual sector dedications within this document.

The stakeholder's engagement platform for continuous participation and contribution is encouraged through the LED Forum which is fully functional and convene quarterly. LED Forum working groups were also established to strengthen the LED Forum by ensuring that it is representative of all sectors. This gives all sectors an opportunity to deliberate on sector specific matters and feedback, to broaden the LED Forum. However, the working groups are not fully functionally. During the sector workshops especially held for contribution to this LED Strategy, a more updated and relevant sector database was acquired to motivate more participation and unlock strong sector leadership for structure support. The goal of the LED Forum is to reach maturity for agency. Agency in the form of a broad-based represented Emalahleni Investment & Development Agency, to unlock transparency, good practice, and relevant systems for real-time reporting. This might unlock in future agency for a Credit Agency should good asset management be addressed. This in turn could bring forth dynamic instruments for development and investment to the likes of a Municipal Sustainability Bond. In this regard, tax specialists and incentives schemes will also be possible.

Within the IDP, the following key developmental solutions was proposed, of which most are addressed within this LED Strategy and of which those lacking, will be addressed during the LED Implementation Plan execution process by the maturing LED Forum with enhanced sector participation:

- Develop sector strategies (green economy / renewable energy, tourism, township economy, mining, and beneficiation) supporting strategy for SMMEs and Cooperatives.
- Develop a dedicated Economic Growth Strategy.
- Develop an attractive municipal investment incentive strategy, and business friendly policies addressing relevant by-law adaptations.
- Promoting economic transformation to enable meaningful participation of SMMEs.
- Promoting investment programmes that lead to broad-based economic empowerment.
- SMMEs and Cooperatives Capacity and skills Development.
- SMMEs Development and support.
- Engagement of Private Sector and Government for the support of SMMEs.

This Economic Development Strategy represents a comprehensive roadmap for Emalahleni Local Municipality's journey toward investment readiness and sustainable economic growth. By focusing on all the diverse economic sectors within Emalahleni Local Municipality, the aim is to create a resilient and dynamic local economy that benefits all residents, attracts investors, and positions Emalahleni as a vibrant and competitive municipality in the broader economic landscape. Collaboration, innovation, and inclusivity will be guiding principles to toward together to a brighter future as community.

SHARED LED VISION AND STRATEGIC FOCUS

Shared Vision

Emalahleni Local Municipality vision: To be a Centre of Excellence and Innovation.

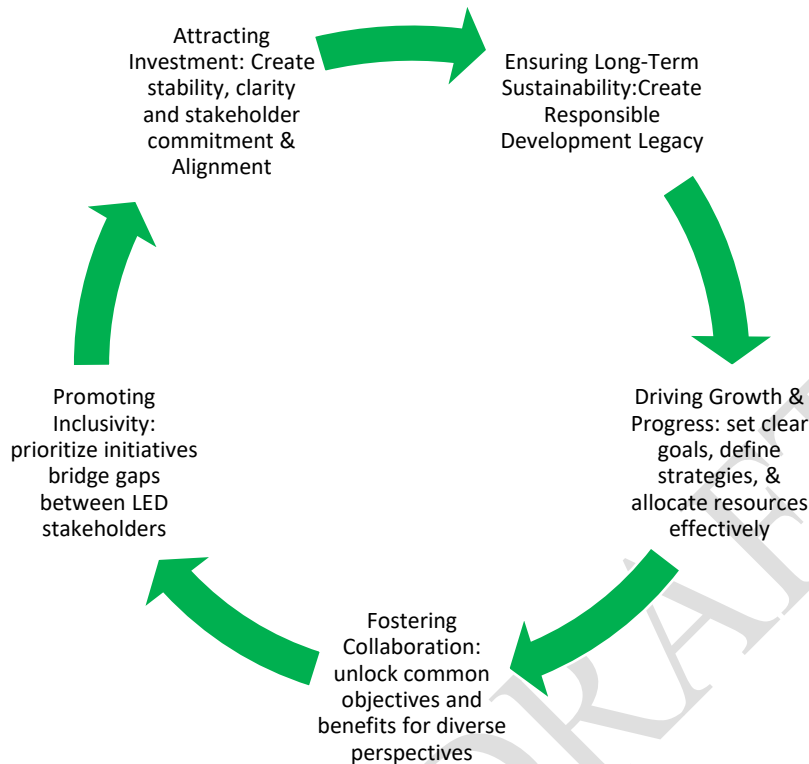
This LED Strategy embrace and share this vision.



LED Mission

Within the context of being a Municipal Centre of Excellence, LED contributes with the following dynamic dedications:

- Commitment to declare ELM as a Centre of Excellence (CoE) and Innovation.
- Commitment to declare ELM as a Learning Organisation. By supporting a Centre of Excellence within the framework of a learning organisation, ELM can harness the Centre of Excellence's expertise, drive innovation, and ensure the continual development and growth of both the Centre of Excellence and the organisation as a whole.
- ESG (Environmental, Social, and Governance) compliance. Enablement through all LED projects and initiatives taken as well as assisting with reporting systems and tools to support ESG dedication and reputation within Emalahleni.
- LED drive to agency. Capacitate the LED Forum, to unlock council mandate for the establishment of an Emalahleni Investment and Development Agency. Ultimately an Emalahleni Credit Agency with all necessary systems to support the future potential of the issuing of a municipal sustainability bond.



LED Objectives

These LED objectives are practical to be executed within the identified projects and the LED implementation plan. ESG (Environmental, Social, and Governance) compliance and investment readiness objectives are essential elements for companies seeking to align with sustainable practices and attract socially responsible investors. Here's a breakdown of what they entail:

1. **ESG** Compliance Objectives:

- 1.1 **Environmental Responsibility:** Focus on reducing carbon footprint, conserving resources, and minimizing environmental impact. This includes initiatives for clean energy, waste reduction, and sustainable sourcing.
- 1.2 **Social Impact:** Encourage fair labour practices, diversity, equity, and inclusion. Prioritize community engagement, social welfare, and human rights within the company's operations and supply chains.
- 1.3 **Governance Standards:** Uphold ethical business conduct, transparency, and accountability. This involves having strong board oversight, fair executive compensation, and comprehensive risk management practices.

2. Investment Readiness Objectives:

- 2.1 **Transparent Reporting:** Provide clear and accurate data on ESG performance. This involves creating comprehensive reports that track progress and disclose relevant ESG metrics.

- 2.2 Risk Management and Mitigation: Identify and address ESG-related risks that might impact the company's performance or reputation. Implement strategies to mitigate these risks effectively.
- 2.3 Stakeholder Engagement: Engage with investors, customers, employees, and communities to understand their ESG concerns and expectations. This engagement helps in developing strategies that reflect these values.
- 2.4 Sustainable Business Strategy: Develop a long-term strategy that incorporates ESG principles into core business operations. This could involve setting targets and milestones for reducing environmental impact, improving social responsibility, and enhancing governance practices.
- 2.5 Alignment with Standards and Frameworks: Align with globally recognized ESG standards and frameworks (such as the UN Global Compact, SASB, GRI, etc.) to ensure credibility and comparability of ESG performance.

Meeting these ESG compliance and investment readiness objectives can enhance an institution's reputation, increase investor attractiveness, mitigate risks, and foster long-term sustainability.

Moreover, as ESG becomes more integrated into investment decision-making, being ESG compliant and investment-ready can lead to access to capital, attract ethical investors, and positively impact long-term financial performance.

LED Guiding Principles for Strategic LED Focus

It is of utmost importance for leaders to recognise the importance of LED, and to commit whole heartedly to the success of LED. Besides being concerned about the welfare of citizens, the revenue base of the municipality also depends on economic prosperity or decline. Leaders that do not take sustained reduction of poverty through economic development seriously should be held accountable. The purpose of LED is to improve the vibrancy and sustainability of local economies, to ultimately lead to better living conditions for the population. LED is not about direct projects with the poor, but more about recognising the scale of this impact by business on poverty levels and making this even greater. Working directly with the poor is also important but is called Social Development, not to be confused with Economic Development.

Economies are complex and therefore not easy to develop. Careful thought is required to extract the best ideas with highest probability of sustained economic impact. These ideas ultimately benefitting a broad base of citizens, should qualify for the limited Government funding. The reality though is that the development agenda and associated public funding is often manipulated. Anybody who manipulates the LED agenda for personal gain with compromise to the overall impact must be held accountable. Develop a clear understanding of how your local economy impacts on citizens, by gathering statistically accurate, reliable, and up to date socio-economic data. Education Manage citizen expectations from LED to be realistic about what is possible and in the best interest of all. Stakeholders often have poor understanding

and unhealthy expectations, such as expecting LED funds to be utilised for social development or personal gain.

Mature Public Sector Leaders

Continuous training and education unlock mature public sector leaders who have a clear understanding of how economic performance affects society, associated expectations of society and how to gather the right evidence. Their decisions are informed by accurate, reliable, and up to date socio-economic data available on right topics. These insights are utilised responsibly to maximise prospects of sustained impact and to manage expectations of stakeholders.

LED FOCUS

Investment Focus

If investment into LED is focused on the right sectors and places, greater benefits will result. Different sectors contribute different benefits. Some secure more revenues for the local economy and others create more jobs. The aim is to maintain a balance in promoting efficiency in markets, enterprise retention, growth, and start-ups, as well as exports and investment.

Economic Trends

Understanding the performance trends of the economy allows for LED activity and resources to be focussed on the parts of the economy where the best results can be realised.

Common pitfalls and consequences

- Limited understanding of economic realities results in poor decision making: Poorly selected interventions have limited impact.
- Poor LED approaches fail to gain credibility and consequently, commitment from key economic stakeholders: Massively reduced scale and scope of possibilities and LED with limited sustainable impact.

Guiding principles

The growth or decline in employment and income levels, depend on the performance of the local economy, within the context of an increasingly competitive and changing global economy. The end goal is to contribute to reduced poverty, not directly, but through best known sustained means = economic growth + enabling locals to access economic opportunity.

Thorough insight into the economy is required to identify the best economic options. This may include structure of the economy, changing trends, inter-dependencies, future potentials, and possible threats. And furthermore, a thorough understanding of which local sectors and markets offer the most opportunity for sustaining and growing the economy. This includes knowing which sectors + markets + places, will potentially

contribute best to external/export revenues, employment, growth/retention existing, investment, future competitiveness.

Understanding is typically hampered by availability of accurate and reliable information. Utilising the best information sources available and filtering it cautiously, provides the best available view. Datasets are often outdated and inaccurate and need to be used with caution. The collective insight of lead and small firms in various sectors provide up to date perceptions of their realities. The view is never complete, but constantly improves if learning becomes more conscious and systematic.

Mobilise intellectual capital from key persons, stakeholders, and resources to focus improvement effort on catalytic interventions that strengthen competitiveness of firms & location.

Jointly determine the viable scope local economic options and prioritise. Prepare a desired profile of the economy, type, and sector distribution. Develop realistic & shared targets Maintain a sound approach to sustainable development.

Competitiveness in the Global Economy

Current economic trends are understood in the context of a competitive and changing global economy. The best economic options (sectors & places) are understood and prioritised. Leaders of key stakeholder groups are committed to a shared vision of an improved economic future for locals.

Completeness of vision

Social context: Status and trends understood within the Seven Pillar Society and targeted audience for this LED Strategy and all LED stakeholders represented for alignment, structure, engagement and implementation of LED initiatives and projects.

1. Healthy Politicians
2. Administration / Local Governance Practitioners
3. Business / LED
4. Historically Mandated
5. Youth
6. Leadership Families
7. Investors

It is strategically advised that the Seven Pillar Society capacity is to be mirrored in an Emalahleni Youth Drive and dedication.

ELM LEARNING ORGANISATION

A learning organisation is one that is able to adapt to changes in its environment by continuously learning and improving its processes and practices. In the context of local government, a learning organisation can help improve the quality of services provided to citizens, increase efficiency, and promote innovation. In this context as well a guided

by Emalahleni's leadership, it is strategically proposed for Emalahleni Local Municipality to officially commit to being a learning organisation.

Within a LED framework for a practical, implementable strategy, should Emalahleni LED leadership as a collective, being broad-based represented, commit to be a learning organisation, they would be those that encourage adaptive and generative learning where all other leadership within the identified economic sectors are motivated to think outside the box to solve problems together with them. This commitment will unlock a culture where people continually expand their capacity to achieve the targets, they truly desire. An environment where new ways of thinking are nurtured, where collective aspiration is set free, and where people are continually learning to see the whole together.

This focus is especially needed in an increasingly innovative and transformative world. Only those that establish a culture of learning will remain competitive over the long term. This culture of learning is also important in improving relationships between LED stakeholders from different economic sector backgrounds to become more globalized and culturally inclusive regarding investor interests and motivations to invest into an area.

5 Learning Organisation Principles

Five basic principles identified to establish a sound learning organisation for ELM:

Systems thinking - as a holistic drive to investigate developmental factors and economic eco-systems that contribute to growth and prosperity. It is about understanding impact development for growth and how to create a system that works for all to achieve it. It is also the insight into organisation and the understanding that economy and its development in a specific area comprise of many smaller, interrelated, and interconnected parts. Each individual economic sector is to be recognised for their contribution with respect to the overall economic framework. As per example, a LED learning organisation must make the connection between compliance, individual economic sector efficiency, and the securities society needs to unlock participation for growth. Importantly, a collaborative learning culture must also be established where contradictory opinions are heard, respected, and celebrated as avenues for growth.

Mastery - As a collective a LED learning organisation must also recognise the importance of continuous improvement with a focus on acquiring skills useful in real-world scenarios, to the likes of unlock investment and prepare for investment readiness. This is connected to the concept of **continuous innovation**. Here it's critical to understand that while in certain time windows, breakthrough innovation is a critical element of success, in most other scenarios, continuous innovation matters. That is a process that requires a continuous feedback loop to develop a valuable product and build a viable business environment for economic growth. To achieve mastery, LED stakeholders must display commitment and organisational goals.

Mental models - As highlighted by German psychologist Gerd Gigerenzer in the paper "Heuristic Decision Making," the term heuristic is of Greek origin, meaning "serving to find out or discover." More precisely, a heuristic is a fast and accurate way to make decisions in the real world, which is driven by uncertainty. Collectively, LED

stakeholders aligned as a learning organisation can challenge their beliefs or assumptions using critical thinking. This enables them as a collective to challenge the limiting beliefs that are hindering progress.

Knowledge sharing - As is the case in most successful organisations, collaboration is key. Team members and leadership must be aware of learning objectives and desired outcomes and be able to work collaboratively to achieve goals. Knowledge-sharing infrastructure helps each LED stakeholder to benefit from a wider and more holistic pool of skills and expertise.

Shared vision - To achieve a practical, implementable LED strategy, LED stakeholders and leadership must be forward-thinking and committed to the learning process. Ideally, leadership should set a good example and display the characteristics of the four disciplines mentioned above. Subordinates should feel empowered to take risks and move toward a shared vision. The value of it in LED has been already explained and motivated prior in this document.

A LED learning organisation should be an organisation where adaptive and generative learning is the norm to promote sustainability and surety to potential investor engagement. In such a learning organisation, LED stakeholders are motivated to think creatively and work collaboratively. This will assist to be more agile to fluctuating market conditions and to display a more inclusive LED stakeholder culture. Should commitment to become a LED learning organisation be achieved, it will help to foster continuous learning, improvement, and collaboration. A learning organisation that supports a Centre of Excellence (CoE) can significantly enhance its success and impact.

Learning Organisation Support

Knowledge Sharing

A learning organisation fosters an environment where knowledge sharing is encouraged. This is crucial for a Center of Excellence, as it allows for the dissemination of expertise and best practices across the organisation.

Continuous Improvement Culture

Learning organisations emphasize a culture of continuous improvement. This mindset aligns with the goals of a CoE, which aims to continuously enhance and innovate in its area of expertise.

Training and Development

Offering training and development opportunities to employees is vital for both a learning organisation and a CoE. This ensures that team members within the CoE are up-to-date with the latest advancements in their field and are equipped with the necessary skills and knowledge.

Experimentation and Innovation

A learning organisation encourages experimentation and innovation. This is crucial for a Centre of Excellence as it allows the CoE to explore new ideas and technologies in their domain and drive innovation within the organisation.

Centre of Excellence (CoE) Support

Resource Allocation: A learning organisation should allocate resources, such as funding and personnel, to the CoE to enable it to carry out its mission effectively.

Cross-functional Collaboration

A learning organisation promotes collaboration across different departments and teams. This collaborative environment is beneficial for a CoE as it often requires cross-functional collaboration to implement solutions across the organisation.

Mentorship and Guidance

Providing mentorship and guidance from experienced professionals within the learning organisation can significantly benefit the CoE. This support can help the CoE navigate challenges and leverage the organisation's collective wisdom.

Evaluation and Feedback

A learning organisation consistently evaluates and provides feedback on its processes. Similarly, the CoE can benefit from regular evaluation and feedback to ensure it remains aligned with organisational objectives and continues to deliver value.

Acknowledgement as Learning Organisation & CoE

It is proposed for the official acknowledgement of ELM being a Learning Organisation as well as a Centre of Excellence, agreement for further study as well as support to obtain these statuses, are to be requested from the Thabo Mbeki African School of Public and International Affairs (TM-School) at UNISA. TMSchool is envisioned as a premier graduate school to advance public sector education in public and international affairs. The TMSchool seeks to be a magnet of excellence in education, experiential learning, and research. The TM-School has, among others, the following objectives:

- ✓ To address the development challenges of societies
- ✓ To be at the forefront of the logic of invention and the logic of discovery
- ✓ To determine the role of the public sector in economic development
- ✓ To promote sound and ethical governance.

This will be a perfect match to fulfil the mission of this ELM LED Strategy within the next 10 dedicated years of this strategy.

ELM ESG COMPLIANT

It is important to link the LED Strategy and its evolving projects to an investment strategy for Emalahleni Local Municipality that is ESG compliant. Public statements and engagement protocols wherein Emalahleni Local Municipality recognises the importance of embracing sustainable practices and attracting ESG-focused investments to foster long-term growth, social well-being, and environmental stewardship. This proposed investment strategy should aim to outline a comprehensive plan for Emalahleni Local Municipality to unlock ESG investment opportunities within a well-defined bankable LED project pipeline. To unlock ESG (Environmental, Social & Governance) investment the following should be considered:

Strategic ESG Integration

- **Education and Awareness:** A strategy to start educating key stakeholders, including municipal officials, community leaders, and potential investors, about the

benefits and importance of ESG principles adopted by Emalahleni Local Municipality. This awareness will set the foundation for broader acceptance and understanding of ESG-related initiatives.

- **ESG Policies and Guidelines:** The development and implementation of clear ESG policies and guidelines that outline the municipality's commitment to sustainable practices. These policies should cover areas like environmental conservation, social inclusion, and transparent governance.
- **Metrics and Reporting:** Establish ESG metrics to measure progress and performance. Regularly report on ESG efforts to demonstrate the municipality's dedication to responsible practices. Transparency will build investor confidence and attract ESG-focused funds. It is important to implement systems with the capacity and capability to deliver on this reporting. Not only within the municipal environment but also within private sector, especially supply chain reporting.

ESG Dedicated Sustainable Infrastructure Development

- **Renewable Energy:** The development of an invest policy in renewable energy projects such as solar, wind, and biomass that can reduce the municipality's carbon footprint and contribute to the national renewable energy targets.
- **Water and Waste Management:** Develop efficient water management policies and systems as well as waste recycling programs. These initiatives can lower operational costs and enhance the municipality's environmental credibility.

Social Well-being Evidence

- **Affordable Housing:** Collaborate with private sector partners to create affordable housing projects that address the needs of the community and address green practices. This can improve living standards and support socio-economic growth.
- **Education and Skill Development:** Create an invest policy and dedication to education and skill development programs to enhance the local workforce's capabilities. Well-educated citizens can attract more businesses and foster sustainable economic development.

Governance and Accountability

- **Transparency and Accountability:** Strengthen municipal governance through continuous transparent systemic reporting, by promoting transparency and accountability in decision-making processes on a public domain and in partnership with private sector. This can attract investors who value strong governance structures.
- **Community Engagement:** Involve local communities in the decision-making process for ESG-related initiatives. This inclusive approach will build trust and ensure that projects align with the community's needs. It will also unlock a project pipeline as well as innovation that will be of interest to investors.

Partnering with ESG Investors

- **Investor Engagement:** Actively engage with ESG-focused investors and showcase the municipality's commitment to sustainability. Highlight ongoing and planned ESG projects during investor meetings and roadshows.
- **ESG Investment Funds:** Collaborate with financial institutions that specialise in ESG investments. These institutions can help identify suitable projects, provide financial expertise, and connect the municipality with ESG-focused investors. Investigate and initiate a local ESG fund, with available local funds to utilise for match funding on LED impact projects.

Reporting and Communication

- **ESG Performance Reports:** Regularly publish ESG performance reports detailing progress, achievements, and improvements in key areas. This demonstrates a commitment to transparency and accountability. Consider the promote this reporting on an application for transparency, marketing as well as continuous relevant reporting.
- **Stakeholder Communication:** Maintain open communication channels with stakeholders, including investors, residents, and NGOs / NPCs. Engage in constructive dialogue to address concerns and gather feedback.

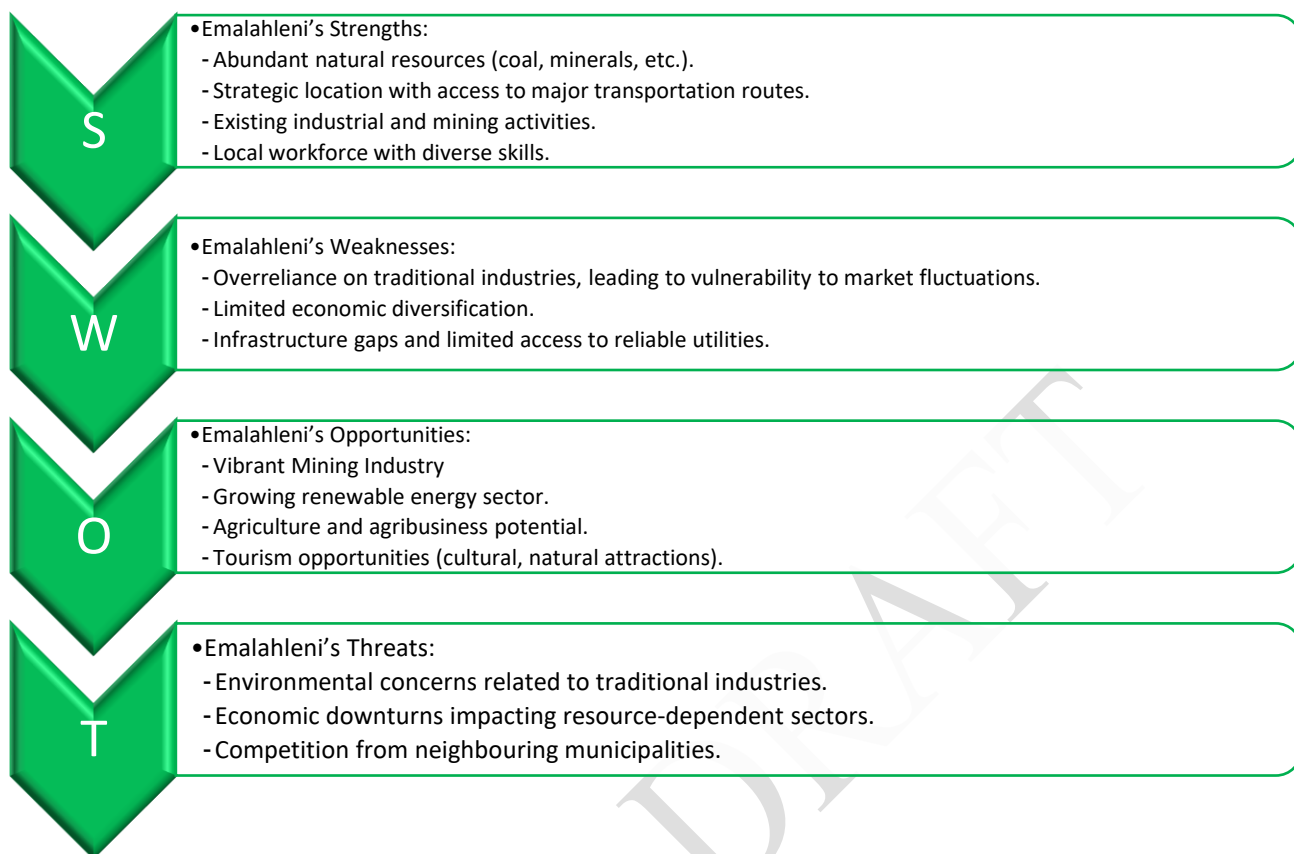
By implementing this ESG investment strategy aligned to the LED Strategy, Emalahleni Local Municipality can unlock ESG investment opportunities that drive sustainable growth, enhance social well-being, and demonstrate strong governance practices. This holistic approach not only benefits the municipality but also positions it as a leader in ESG initiatives, attracting responsible investors and contributing to a brighter future for its residents.

ELM LED STRATEGY FOR INVESTMENT READINESS

Emalahleni Local Municipality is committed to fostering sustainable economic growth and development within its jurisdiction. To achieve this, a comprehensive strategy for investment readiness is imperative. This strategy aims to position Emalahleni as an attractive destination for investors, ensuring that the municipality's resources and potential are fully leveraged to drive economic prosperity and improve the quality of life for its residents.

ELM SWOT

Before preparing for investment readiness, a situation analysis should be done by Emalahleni Local Municipality's LED Directorate. This is for a thorough understanding of the municipality's current economic landscape. This analysis should include assessments of existing industries, infrastructure, human capital, natural resources, and market opportunities. Key points to consider:



Aligning Emalahleni's Vision to its Goals:

Shared vision and goals are to be facilitated and aligned as this will enhance and support this local economic development strategy. These goals should reflect the aspirations of the municipality and its residents, while aligning with national and regional development objectives.

ELM LED Goals:

- Diversify the local economy to reduce dependency on a single industry.
- Create a supportive environment for small and medium-sized enterprises (SMMEs) to thrive.
- Enhance infrastructure and utilities to attract and retain investors.
- Foster sustainable practices that balance economic growth with environmental stewardship.
- Increase employment opportunities and improve the standard of living for residents.

Priority Economic Sectors:

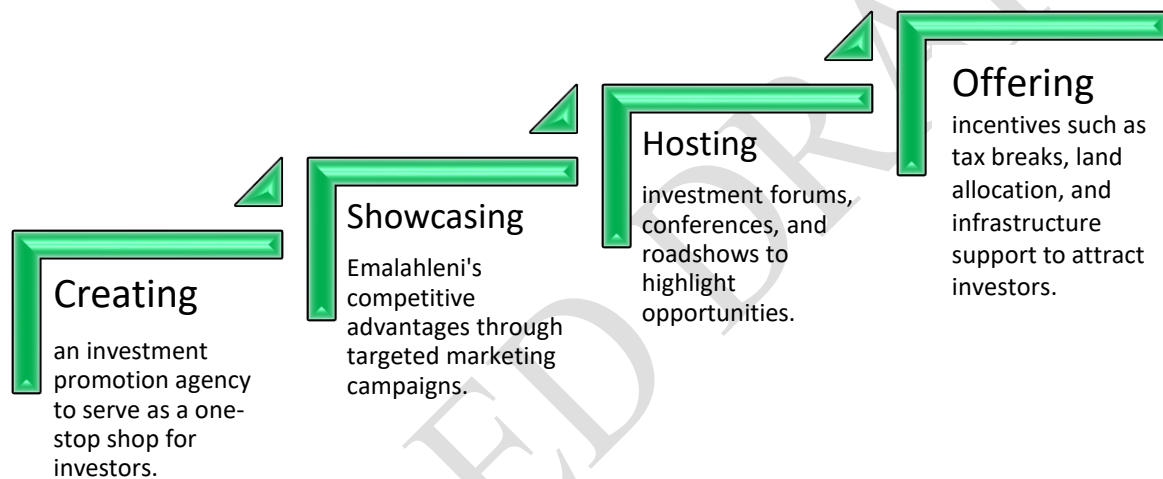
To support and draft this LED strategy, the priority economic sectors with the highest potential for growth and investment was identified. Focus given through individual sector workshops on those that align with the municipality's strengths and opportunities while addressing its weaknesses. Potential priority sectors for Emalahleni that was consulted through a public participation process include:

- Mining Industry
- Green Economy & Renewable Energy Development.

- Agriculture and Agro-processing.
- Knowledge Intensive, Media, ITC & Events, Retail & Trade Economic Sectors.
- Financial, Legal & Compliance Economic Sectors
- Property Development, Projects, Informal, Small & Commercial Business Sectors.
- Manufacturing, Industrialisation & Beneficiation Sectors.
- Tourism, Arts & Crafts, Culture, Recreation & Sport Sectors.
- Township Economy Sector.
- Transport, Logistics & Fast Deliveries Economic Sectors.

Investment Promotion:

Address the development of a comprehensive investment promotion strategy and policy to attract domestic and foreign investors. This should include:



Infrastructure and Utilities:

Review and action collaboratively agree on the Investment of critical infrastructure and utilities to ensure the municipality is investment ready. Key areas to focus on:

- Upgrading transportation networks to improve connectivity.
- Enhancing energy and water infrastructure reliability.
- Developing Eco-Industrial parks and Economic Zones to provide ready-to-use facilities for investors.

Skills Development:

Invest in human capital development to ensure a skilled workforce that meets the needs of priority sectors. This can be achieved by:

- Collaborating with educational institutions to offer relevant training programs.
- Establishing vocational and technical training centers.
- Promoting entrepreneurship education and skills.

Regulatory Environment:

Create a business-friendly regulatory environment that simplifies processes and reduces barriers for investors. This involves:

- Streamlining permit and licensing procedures.
- Implementing transparent and efficient land-use regulations.
- Ensuring compliance with environmental and safety standards.

Collaboration and Stakeholder Engagement:

Forge partnerships with various stakeholders, including government agencies, private sector organisations, and community representatives. This collaboration can lead to:

- Leveraging collective resources and expertise.
- Gaining insights into local needs and concerns.
- Ensuring a coordinated approach to economic development.

Monitoring and Evaluation:

Establish a system for monitoring and evaluating the implementation of the strategy. Regular assessment of progress against set goals will allow for adjustments and improvements as needed. Activate collaborative advisory committees, broad-based represented.

The Emalahleni Local Municipality's economic development strategy for investment readiness is a dynamic roadmap to transform the municipality into a thriving and diversified economic hub. By focusing on priority sectors, infrastructure enhancement, skills development, and investor-friendly policies, the municipality can attract the investments needed to drive sustainable growth, create employment opportunities, and improve the overall well-being of its residents.

PRIORITY ECONOMIC SECTORS

The table below depicts contribution of Emalahleni municipality to Nkangala District Municipality economy in 2020.

Table 10: ELM economic contribution

Industry	Victor Khanye	Emalahleni	Steve Tshwete	Emakhazeni	Thembisile Hani	Dr JS Moroka	Nkangala
Agriculture	16, 6%	15,4 %	46,7 %	6,6 %	8, 6 %	6, 1%	100,0 %
Mining	7,6%	61, 8 %	26,0 %	3,5 %	0,9 %	0,2 %	100,0 %
Manufacturing	3,0 %	32,8 %	58,2 %	1,6 %	3,1 %	1,4 %	100,0 %
Utilities	1,9 %	56,0 %	31,6 %	1,4 %	4,3 %	4,8%	100,0 %
Construction	5,2 %	43,1 %	31,3 %	2,4 %	10,6 %	7,4%	100,0 %
Trade	5,9 %	43,9 %	33,6 %	2,7 %	8,0 %	5,9 %	100,0 %
Transport	8, 7 %	42, 1 %	32,5 %	4,1 %	7,2 %	5, 5 %	100,0 %
Finance	4, 2 %	36, 7 %	30,6 %	2,3 %	6,4 %	19,8%	100,0 %
Community services	4, 6 %	39,3 %	33,9 %	2,5 %	9,7 %	10,0 %	100,0 %
Total	5,8 %	45, 8 %	34,4 %	2,8 %	5,1 %	6,1%	100,0 %

Source: SERO 2022

MINING SECTOR & GREEN ECONOMY



Mining Industry Development Focus

- Foster partnerships between mining companies and local suppliers to promote local procurement.
- Establish a Mining Skills Academy to train local workforce in specialized mining skills. Inclusive of a centre to accommodate community interest into the mining industry.
- Promote sustainable mining practices that minimize environmental impact – ESG.
- Annual Mining & Energy Expo with Conference
- Mining and Metals Technology Park
- Mining Museum referencing to tourism sector.
- Mining to Agriculture Land Transformation Project (Kromdraai)
- Excess Water Production from Mining Industry Project

Enhancing ESG Compliance in the Mining Industry through Emalahleni Local Municipality's Support.

The mining industry plays a pivotal role in the economic development of many regions, providing valuable resources and generating significant revenue. However, this industry is often associated with various environmental, social, and governance (ESG) challenges that require proactive and comprehensive solutions. Emalahleni Local Municipality, situated in the heart of South Africa's coal-rich Mpumalanga province, has a unique opportunity to assist the mining industry in achieving ESG compliance. By fostering collaboration between local government, mining companies, and stakeholders, Emalahleni can pave the way for sustainable mining practices that balance economic growth with environmental protection and social well-being.

Environmental, Social, and Governance (ESG) factors have gained significant importance in shaping the business landscape across industries worldwide. In the

context of the coal industry in Emalahleni Local Municipality, ESG compliance plays a critical role in addressing the multifaceted challenges posed by coal mining. Emalahleni, located in South Africa, has a long history of coal mining, which has fuelled economic growth but has also brought forth environmental degradation and social concerns. This explores the importance of ESG compliance within the coal industry in Emalahleni, highlighting the environmental, social, and governance dimensions and their implications for sustainable development.

Environmental Initiatives:

Emalahleni Municipality can initiate and support a range of environmental initiatives that encourage responsible mining practices. One crucial step is to enforce stringent environmental regulations that mandate the mitigation of air and water pollution resulting from mining activities. Regular monitoring and strict penalties for non-compliance can incentivize mining companies to invest in cleaner technologies, such as dust suppression systems and water treatment facilities.

Furthermore, the municipality can work in partnership with mining companies to promote land reclamation and reforestation projects. By reclaiming mined areas and restoring them to their natural state, the negative impact on local ecosystems can be minimized. This not only contributes to ecological balance but also enhances the aesthetics and overall quality of the region, benefiting both residents and the industry.

The coal industry has been synonymous with environmental concerns, including air and water pollution, land degradation, and greenhouse gas emissions. In Emalahleni, air quality degradation due to coal dust and emissions has been a persistent issue affecting both human health and the surrounding ecosystem. ESG compliance within the coal industry necessitates the adoption of cleaner technologies, such as improved dust control measures and emission reduction technologies. Transitioning towards cleaner energy sources and investing in carbon capture and storage (CCS) technologies are imperative steps for mitigating the environmental impacts associated with coal mining.

Social Engagement:

Emalahleni's local government can play a critical role in facilitating community engagement and social development initiatives within the mining sector. Collaboration with mining companies to establish community development funds can support local education, healthcare, and infrastructure projects. This approach helps mitigate the potential negative impacts of mining on local communities while fostering a sense of shared prosperity.

In addition, the municipality can advocate for fair labour practices and the protection of workers' rights within the mining industry. By ensuring safe working conditions, fair wages, and adequate benefits, Emalahleni can contribute to improving the quality of life for those directly employed by the mining sector.

The social dimension of ESG compliance is equally significant, as coal mining operations can have profound effects on local communities. In Emalahleni, the coal industry has been a major employer, providing livelihoods for many residents. However, it has also led to displacement, health concerns, and disruption of traditional livelihoods. ESG compliance requires the coal industry to engage with local

communities, respect human rights, ensure safe working conditions, and contribute to community development through initiatives such as education and healthcare programs. Additionally, fostering inclusive dialogues with affected communities can help address their concerns and build a more sustainable relationship between the industry and the people it impacts.

Governance and Transparency:

ESG compliance also involves good governance and transparency in the mining sector. Emalahleni Local Municipality can work with mining companies to establish clear guidelines for reporting on ESG performance. This includes tracking progress on environmental goals, social investments, and governance structures. Regular reporting can enhance accountability and provide stakeholders, including investors, with the necessary information to make informed decisions.

Moreover, the municipality can support efforts to diversify the local economy, reducing dependency on a single industry. By promoting entrepreneurship, education, and vocational training, Emalahleni can create alternative opportunities for residents, reducing the potential adverse effects of economic fluctuations in the mining sector.

Good governance practices are essential for ensuring transparency, accountability, and responsible decision-making within the coal industry. Emalahleni's coal sector has faced challenges related to regulatory enforcement, corporate transparency, and ethical practices. ESG compliance entails adherence to regulatory frameworks, transparent reporting of environmental and social impacts, and the incorporation of ethical considerations in decision-making processes. Implementing effective governance mechanisms can help prevent corruption, ensure fair distribution of benefits, and enhance the industry's overall credibility.

ESG compliance within the coal industry in Emalahleni has far-reaching implications for sustainable development. By addressing environmental challenges, such as air and water pollution, and embracing cleaner energy technologies, the industry can contribute to reducing its negative impact on the environment. Prioritizing social considerations, such as community engagement and health and safety standards, can foster positive relationships between the industry and local communities. Lastly, sound governance practices enhance the industry's ability to adapt to changing regulations, investor expectations, and societal demands.

In the Emalahleni Local Municipality, the coal industry stands at a crossroads where the pursuit of ESG compliance can redefine its role in the region's development trajectory. By integrating environmental stewardship, social responsibility, and good governance, the industry can transform its operations into a more sustainable and responsible force. Embracing ESG compliance is not just a regulatory requirement; it's a pathway to a more resilient, inclusive, and prosperous future for both the industry and the local community.

The Emalahleni Local Municipality has a crucial role to play in assisting the mining industry with ESG compliance. By prioritizing environmental protection, community engagement, and transparent governance, the municipality can foster a sustainable balance between economic growth and the well-being of its residents and ecosystems. Through collaboration and commitment, Emalahleni can set an example for other

regions facing similar challenges, demonstrating that responsible mining practices are not only possible but also essential for the long-term prosperity of both the industry and the community.

Enhancing Water Drainage Management for the Mining Industry

A Collaborative Approach by Emalahleni Local Municipality.

The mining industry plays a crucial role in the economic development of regions by contributing to job creation, revenue generation, and the production of essential raw materials. However, the extraction of minerals often comes with significant environmental challenges, one of which is water drainage management. Efficient water drainage is essential for maintaining safe and sustainable mining operations, preventing environmental degradation, and safeguarding local communities. Emalahleni Local Municipality, located in a prominent mining area, can play a pivotal role in assisting the mining industry with effective asset water drainage. This explores the potential strategies and collaborative approaches that the municipality can adopt to address this critical issue.

Mining activities can result in the alteration of natural landscapes, disrupting natural drainage patterns and leading to the accumulation of water in mining pits, underground workings, and tailings storage facilities. This can result in water pollution, soil erosion, landslides, and the contamination of groundwater sources. Efficient water drainage is vital to minimize these negative impacts and maintain the ecological balance of the region.

Role of Emalahleni Local Municipality regarding water drainage within the mining industry.

Infrastructure Development	Regulatory Compliance
The municipality can collaborate with mining companies to design and develop effective water drainage infrastructure. This includes constructing appropriate drainage channels, diversion structures, and sedimentation ponds to capture and manage excess water. By implementing sustainable engineering practices, the municipality can ensure that drainage systems effectively handle water without causing further harm to the environment.	Emalahleni Local Municipality can establish and enforce strict regulations and guidelines for water drainage management in mining operations. This can involve setting standards for water quality, drainage rates, and the use of environmentally friendly drainage methods. By making compliance with these regulations a prerequisite for mining licenses, the municipality can incentivize mining companies to adopt responsible drainage practices.
Environmental Impact Assessment (EIA)	Research and Innovation
The municipality can mandate thorough EIAs for mining projects, specifically focusing on water drainage management. These assessments would evaluate potential drainage-related impacts and require mining	Emalahleni Local Municipality can invest in research and innovation to identify advanced drainage technologies applicable to mining operations. This might involve exploring options for water recycling, treatment, and sustainable

companies to provide detailed plans for mitigating adverse effects. Collaborative reviews of EIAs involving the municipality, mining companies, and environmental experts can lead to well-informed decisions.	reuse. By facilitating partnerships between research institutions, mining companies, and local communities, the municipality can foster an environment of continuous improvement in drainage management.
Community Engagement	
Mining activities often directly impact local communities, affecting their water sources and quality. The municipality can facilitate open dialogue between mining companies, community representatives, and environmental advocates to ensure that drainage practices prioritize the well-being of nearby residents. This inclusivity can lead to the co-development of drainage solutions that address both environmental concerns and community needs.	

Emalahleni Local Municipality has a unique opportunity to play a pivotal role in assisting the mining industry with effective water drainage management. By collaborating with mining companies, implementing regulations, conducting thorough EIAs, fostering research, and engaging communities, the municipality can contribute to sustainable mining practices that minimize environmental harm and support local economic growth. In doing so, Emalahleni can set a precedent for responsible mining practices that prioritize efficient water drainage, environmental preservation, and the well-being of its citizens.

Land Transformation for Sustainable Development: Emalahleni Local Municipality a case study for the Mining Industry - Land transformation is a critical aspect of sustainable development, especially in regions where mining activities have left scars on the landscape. Emalahleni Local Municipality, situated in a coal-rich region, presents a compelling case for transforming mined land into agricultural use. This explores the potential ways in which Emalahleni Local Municipality can assist the mining industry in achieving land transformation, thereby fostering environmental rehabilitation, and promoting agricultural sustainability.

The mining industry, while contributing significantly to economic growth, often leaves behind ecological disturbances and degraded landscapes. In Emalahleni, coal mining has altered the terrain, leading to soil degradation, water pollution, and loss of biodiversity. However, this challenge also presents an opportunity for the municipality to collaborate with the mining industry to rehabilitate and repurpose these lands for agricultural use.

Environmental Rehabilitation	Research and Innovation
One of the primary ways the Emalahleni Local Municipality can assist the mining industry in land transformation is by enforcing stringent regulations and guidelines for mine reclamation. Reclamation involves restoring the land to its original or improved state, which can make it suitable for various uses,	Collaboration between the municipality, mining industry, and research institutions can lead to innovative solutions for land transformation. The municipality can allocate resources to research programs aimed at developing sustainable agricultural practices for reclaimed lands. This can involve

including agriculture. By requiring mining companies to develop comprehensive reclamation plans before operations commence, the municipality can ensure that the necessary steps are taken to restore soil health, establish vegetation cover, and prevent erosion. These reclaimed lands can then be transitioned into agricultural use, contributing to local food production and rural livelihoods.	studying soil composition, nutrient content, and plant adaptation to design crops that thrive in these unique conditions. Additionally, exploring agroforestry techniques and soil improvement methods specific to rehabilitated areas can contribute to more successful land transformation.
Capacity Building and Community Engagement	Policy and Incentives
Successful land transformation requires the active involvement of local communities. The municipality can organize workshops and training sessions to educate local farmers about the benefits and challenges of utilizing rehabilitated lands for agriculture. Sharing success stories of other regions that have achieved similar transformations can inspire and motivate the community. Moreover, involving local farmers in the planning process can help identify the most suitable crops and farming practices for the reclaimed areas, ensuring sustainable agricultural productivity.	The Emalahleni Local Municipality can work with the mining industry to develop policies that incentivize responsible land use after mining operations cease. This could involve offering tax breaks or subsidies to mining companies that demonstrate commitment to effective land reclamation and subsequent agricultural utilization. Such policies would encourage mining companies to view land transformation not just as a regulatory requirement, but as an integral part of their corporate social responsibility.
Public-Private Partnerships	
Collaboration between the public and private sectors is crucial for successful land transformation. The municipality can partner with agricultural companies, cooperatives, and NGOs to provide technical expertise, funding, and resources for establishing agricultural activities on reclaimed lands. These partnerships can facilitate the implementation of modern farming techniques, irrigation systems, and sustainable agricultural management practices.	

The transformation of mined land into agricultural use is a multifaceted endeavour that requires collaborative efforts from various stakeholders. Emalahleni Local Municipality has a unique opportunity to drive positive change by assisting the mining industry in this transformation. By enforcing stringent reclamation standards, supporting research and innovation, engaging local communities, formulating effective policies, and fostering public-private partnerships, the municipality can not only address the ecological scars left by mining but also contribute to agricultural sustainability and rural development. This holistic approach will not only benefit the environment and local economy but also serve as a model for other regions facing similar challenges.

Fostering Community Stability and Development

Emalahleni Local Municipality's Role in Supporting the Mining Industry.

The relationship between local communities and the mining industry has long been recognized as a critical factor in ensuring sustainable development and progress. Emalahleni Local Municipality, situated in the heart of South Africa's coal-rich region, holds a unique position where it can play a pivotal role in assisting the mining industry to achieve both community stability and holistic development. By facilitating collaborative efforts, implementing effective policies, and prioritizing social and economic well-being, the municipality can establish a harmonious balance between the mining sector and the surrounding communities.

Community Engagement and Empowerment: One of the key strategies that Emalahleni Local Municipality can employ to assist the mining industry is fostering community engagement and empowerment. Regular dialogue sessions between mining companies, local government, and community representatives can provide a platform for addressing concerns, sharing information, and jointly developing plans for sustainable development. This approach enhances transparency, builds trust, and ensures that the community's voice is heard in decision-making processes. Empowering local communities with the knowledge and resources to actively participate in the management of mining-related activities can lead to increased community stability.

Infrastructure and Service Provision: A critical aspect of community development is the provision of basic infrastructure and services. The municipality can collaborate with mining companies to invest in improving roads, water supply, sanitation, and healthcare facilities. These efforts not only directly benefit the local population but also enhance the overall quality of life, making the region more attractive for investment and sustainable growth. By leveraging contributions from the mining industry, the municipality can ensure that the community's needs are met, leading to greater stability and prosperity.

Economic Diversification and Job Creation: While the mining industry remains a significant economic driver in Emalahleni, there is a need to encourage economic diversification to reduce dependence on a single sector. The municipality can work alongside mining companies to identify opportunities for diversification, such as supporting the growth of other industries like renewable energy, tourism, and agriculture. This diversification can lead to increased job opportunities and reduce vulnerability to fluctuations in commodity prices. By facilitating the creation of a diverse and resilient economy, the municipality contributes to both community stability and long-term development.

Skills Development and Education: Investing in education and skills development is crucial for equipping the local workforce with the tools they need to thrive in various industries, including mining. Emalahleni Local Municipality can collaborate with mining companies to establish training programs that provide technical skills and knowledge relevant to the industry. Additionally, initiatives that promote science, technology, engineering, and mathematics (STEM) education can prepare the younger generation for careers in both traditional and emerging sectors. Education and skills development not only empower individuals but also contribute to the socio-economic advancement of the entire community.

Environmental Conservation and Sustainability: As the mining industry operates, it's important to address environmental concerns to ensure the long-term health of both the community and the ecosystem. The municipality can work with mining companies to implement sustainable mining practices that minimize environmental impacts. This can include responsible land rehabilitation, water management, and the adoption of cleaner technologies. By prioritizing environmental sustainability, the municipality supports the well-being of both present and future generations.

Emalahleni Local Municipality's role in assisting the mining industry with community stability and development is pivotal for creating a harmonious and sustainable relationship between the two. By promoting community engagement, investing in infrastructure, supporting economic diversification, fostering education and skills development, and prioritizing environmental sustainability, the municipality can pave the way for a prosperous future where both the mining industry and the local communities thrive hand in hand. This collaboration not only benefits the immediate stakeholders but also sets a positive example for other regions facing similar challenges around the world.

Emalahleni Local Municipality Annual Mining & Energy Week Expo Motivation

Emalahleni Local Municipality recognises the vital role that the mining industry plays in their region's economy and its impact on the lives of citizens. The proposed expo aims to celebrate the achievements of the mining sector, promote sustainable practices, and foster collaboration among industry stakeholders for the betterment of our community and environment.

The purpose of the Annual Mining Week Expo is to provide a platform for the mining industry, local communities, government entities, and other stakeholders to come together, share insights, and collaborate on matters pertaining to responsible mining practices, technological advancements, economic growth, and community development.

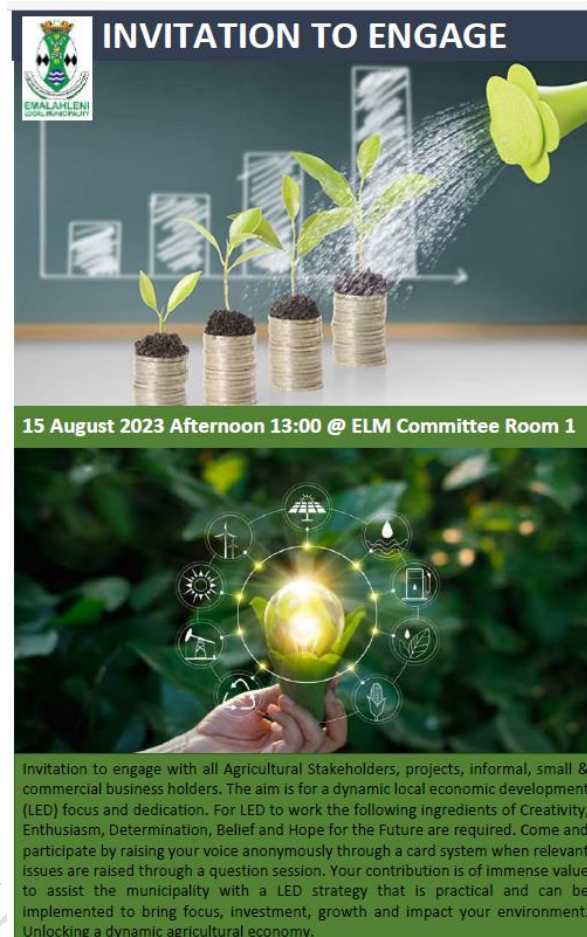
The objectives of the expo are as follows:

1. **Showcase Innovation:** Highlight technological advancements, innovative mining practices, and sustainable solutions that minimize environmental impact.
2. **Knowledge Exchange:** Foster knowledge sharing, idea exchange, and collaboration among industry professionals, researchers, and community members.
3. **Economic Development:** Promote investment opportunities in the mining sector, creating a conducive environment for economic growth and job creation.
4. **Community Engagement:** Facilitate open dialogue between mining companies and local communities to ensure their concerns are addressed and benefits are shared equitably.
5. **Environmental Responsibility:** Raise awareness about responsible mining practices that minimize ecological harm and support biodiversity conservation.
6. **Celebrating History and the Mining Sector's Growth Path Together:** Propose to integrate the Annual Mining & Energy Expo into the Mining Museum initiative, to invite OEMs (Original Equipment Manufacturers) to exhibit their products historic growth path and give them recognition and exposure through this initiative. There

is the potential benefit that this initiative might unlock co-financing opportunities for revitalization of inner-town infrastructure and historic buildings.

7. Combine the Annual Mining & Energy Expo with a Conference and continuous topics and speakers to align to the Emalahleni drive to be a Centre of Excellence and Innovation.

AGRICULTURAL ECONOMY



Agricultural Industry Development Focus

- Provide training and technical support to local farmers to improve productivity and product quality.
- Establish agricultural cooperatives to pool resources and access markets more effectively.
- Invest in irrigation systems and technology to enhance farming capabilities.
- Establishment of Agro-processing Hub at Rietspruit
- Agricultural Fresh Produce Market Enhancement
- Municipal Commonage Farms Repurposing Project – addressing the IDP focus to avail land for agricultural purposes.

Development Strategy for Small-Scale Farming in Emalahleni Local Municipality.

Small-scale farming plays a vital role in the economic, social, and environmental fabric of Emalahleni Local Municipality. To ensure sustainable and inclusive development in this sector, a comprehensive strategy is needed. This strategy outlines key steps and

approaches to foster the growth of small-scale farming, enhance productivity, improve livelihoods, and contribute to overall rural development.

Assessment and Planning	Capacity Building and Training
<ul style="list-style-type: none"> Conduct a thorough assessment of the existing farming practices, available resources, and local agricultural potential. Identify crops and livestock that are well-suited to the local climate, soil types, and market demands. Develop a clear roadmap for the next 5-10 years, outlining specific goals, targets, and indicators for success. 	<ul style="list-style-type: none"> Provide regular training workshops on modern farming techniques, sustainable practices, pest management, and efficient use of resources. Collaborate with agricultural experts, local universities, and extension services to offer specialized training programs. Empower farmers with knowledge on financial management, market access, and value addition to their products.
Access to Inputs	Infrastructure and Technology
<ul style="list-style-type: none"> Facilitate access to quality seeds, fertilizers, and agrochemicals at affordable rates. Establish seed banks and community-based input supply systems to ensure availability and reduce dependency on external suppliers. 	<ul style="list-style-type: none"> Improve local infrastructure, including roads, irrigation systems, and storage facilities to enhance farm-to-market connectivity. Promote the use of appropriate technologies such as drip irrigation, mechanization, and climate-smart practices to boost productivity.
Market Linkages	Cooperative Formation
<ul style="list-style-type: none"> Establish local farmer markets and link farmers directly to consumers, restaurants, and food processors. Create platforms for information exchange and networking among farmers, buyers, and processors to ensure fair pricing and transparent transactions. 	<ul style="list-style-type: none"> Encourage farmers to form cooperatives or producer groups to collectively negotiate better prices for inputs and outputs. Cooperatives can also pool resources for common facilities and value addition initiatives.
Financial Support	Sustainability and Conservation
<ul style="list-style-type: none"> Facilitate access to credit and financial services tailored to the needs of small-scale farmers. Explore partnerships with microfinance institutions and government agencies to provide low-interest loans. 	<ul style="list-style-type: none"> Promote agroecological practices that prioritize soil health, water conservation, and biodiversity protection. Introduce crop rotation, cover cropping, and organic farming to enhance the resilience of small-scale farming systems.
Advocacy Policy	Monitoring and Evaluation

<ul style="list-style-type: none"> Collaborate with local and national governments to create an enabling policy environment for small-scale farmers. Advocate for policies that support land tenure security, access to resources, and fair-trade practices. 	<ul style="list-style-type: none"> Regularly assess the progress of the strategy's implementation against set targets and indicators. Adjust the strategy based on lessons learned and changing local conditions.
--	---

By implementing this comprehensive development strategy, Emalahleni Local Municipality can empower small-scale farmers, improve food security, create sustainable livelihoods, and contribute to overall rural development. The success of the strategy relies on collaboration between government agencies, NGOs / NGOs, co-operatives, farmers, and the private sector to create a supportive ecosystem for small-scale farming.

The Significance of Bio-Farming and Carbon Farming in Emalahleni Local Municipality.

Emalahleni Local Municipality, situated in the heart of South Africa, is a region endowed with rich agricultural potential. As the world grapples with environmental challenges, sustainable farming practices have gained prominence. Among these, bio-farming and carbon farming have emerged as crucial strategies not only for improving agricultural productivity but also for mitigating climate change. This discusses the importance of bio-farming and carbon farming in Emalahleni Local Municipality, shedding light on their benefits and potential impacts on the region.

Bio-Farming & Enhancing Agricultural Sustainability: Bio-farming, also known as organic farming, involves cultivating crops without the use of synthetic fertilizers, pesticides, or genetically modified organisms. Instead, it focuses on using natural techniques such as composting, crop rotation, and integrated pest management to maintain soil health and productivity. In Emalahleni, where agriculture is a vital economic sector, bio-farming holds immense significance regarding the following:

Soil Health and Biodiversity	Water Conservation
Emalahleni's soil quality can be preserved and improved through bio-farming practices. Avoiding chemical fertilizers and pesticides prevents soil degradation, maintains beneficial microbial communities, and promotes biodiversity within the soil ecosystem.	The region's water resources are often limited and prone to depletion. Asset water drainage from the mining sector is a known environmental challenge within the area. Bio-farming methods, such as mulching and cover cropping, help retain soil moisture, reduce evaporation, and minimize water wastage.
Health Benefits	Carbon Farming
The produce from bio-farming is generally free from harmful residues, making it healthier for both consumers and farm workers. This aligns with the growing consumer demand for organic	Mitigating Climate Change: Carbon farming involves agricultural practices that sequester carbon dioxide from the atmosphere and store it in the soil. By enhancing the carbon content of the soil, farmers can contribute to carbon

products and can lead to increased market opportunities for local farmers.	dioxide reduction, a critical step in combating climate change.
Carbon Sequestration	Economic Benefits
Emalahleni's farmers can play a pivotal role in carbon sequestration by implementing practices such as agroforestry, cover cropping, and reduced tillage. These techniques increase the organic matter content in the soil, which in turn stores carbon.	Carbon farming can potentially provide financial incentives to farmers through carbon credit trading. By adopting sustainable practices that reduce carbon emissions, farmers can earn credits that can be sold to industries looking to offset their emissions.
Resilience to Climate Change	Synergy between Bio-Farming and Carbon Farming
Climate change can have detrimental effects on agriculture, including erratic rainfall patterns and increased temperatures. Carbon-rich soils are more resilient to such changes, ensuring consistent yields and food security.	The integration of bio-farming and carbon farming in Emalahleni Local Municipality can yield synergistic benefits that amplify the positive impacts of each approach.
Improved Soil Fertility	Climate Resilience
Bio-farming practices enhance soil structure and fertility, facilitating better carbon sequestration. Carbon-rich soils, in turn, support healthier crop growth in bio-farming systems.	The combined approach enhances the region's ability to cope with climate-related challenges. Healthy soils retain moisture better, reducing the vulnerability of crops to drought, while carbon sequestration contributes to climate change mitigation.
Local Sustainability	
Emalahleni's agricultural community can benefit from reduced input costs due to decreased reliance on external inputs like synthetic fertilizers. Moreover, increased organic matter in the soil improves its long-term productivity.	

In the context of Emalahleni Local Municipality, bio-farming and carbon farming are not only relevant but imperative for sustainable agriculture and environmental stewardship. These practices address pressing issues such as soil degradation, water scarcity, and climate change while offering economic opportunities and improved food security. The municipality should invest in education, training, and policy support to encourage farmers to adopt these progressive methods, ultimately paving the way for a more resilient and ecologically harmonious future.

Investment Strategy for Agricultural Development in Emalahleni Local Municipality.

Before formulating an investment strategy, it's essential to understand the current agricultural landscape in Emalahleni Local Municipality. This involves assessing the region's climate, soil conditions, existing agricultural practices, infrastructure, and market demand for agricultural products. Additionally, identify any challenges faced by local farmers, such as access to financing, technical knowledge, and distribution channels.

Goals and Objectives	Diversification of Crops
Define clear goals for agricultural development in the municipality. These might include increasing food production, improving farmer livelihoods, promoting sustainable practices, and enhancing food security. Set measurable objectives to track progress toward these goals.	Promote crop diversification to enhance resilience against climate variations and market fluctuations. Identify crops that are well-suited to the local environment and have market demand. Encourage farmers to adopt a mix of staple crops and cash crops to balance income generation and food security.
Infrastructure Development	Technology Adoption
Invest in agricultural infrastructure such as irrigation systems, storage facilities, roads, and marketplaces. Improved infrastructure enables farmers to efficiently produce, store, and transport their products, reducing post-harvest losses and increasing profitability.	Introduce modern agricultural technologies and practices to enhance productivity and efficiency. This includes providing farmers with access to improved seeds, fertilizers, and mechanized equipment. Also, promote the use of precision agriculture techniques to optimize resource utilization.
Training and Capacity Building	Access to Finance
Offer training programs to local farmers to enhance their technical and business skills. Workshops on sustainable farming practices, financial management, and value addition can empower farmers to make informed decisions and run their operations more effectively.	Facilitate access to financing options for farmers, especially smallholders. Collaborate with financial institutions to design tailored loan products and credit facilities that meet the unique needs of agricultural entrepreneurs.
Market Linkages	Sustainable Practices
Establish strong market linkages between farmers and potential buyers, including local markets, supermarkets, restaurants, and even export opportunities if feasible. Creating reliable market channels can incentivize farmers to increase production and quality.	Prioritize sustainable agricultural practices to protect the environment and ensure long-term viability. Encourage organic farming, integrated pest management, and soil conservation techniques. Offer incentives for adopting eco-friendly approaches.
Value Addition and Processing	Community Engagement
Promote value addition within the municipality by supporting agro-processing industries. This can create more jobs and increase the value of agricultural products. Provide training	Involve local communities in decision-making processes and raise awareness about the importance of agriculture. Engage in outreach programs to educate residents about nutrition,

and resources to farmers interested in processing their products.	healthy eating habits, and the economic benefits of supporting local agriculture.
Monitoring and Evaluation	Collaboration and Partnerships
Regularly monitor and evaluate the progress of the investment strategy. Use key performance indicators to measure the impact on agricultural production, farmer income, employment, and food security. Adjust the strategy based on the results of these evaluations.	Collaborate with governmental agencies, non-governmental organisations, research institutions, and private sector entities to leverage resources and expertise. Joint efforts can amplify the impact of the investment strategy.
Policy Support	Long-Term Vision
Advocate for policies that promote agricultural development, such as land tenure reforms, access to water resources, and incentives for agribusiness investments. Engage with local and regional authorities to create an enabling environment for the sector.	Develop a long-term vision for sustainable agricultural development in Emalahleni Local Municipality. This vision should align with broader regional development goals and take into account potential future challenges and opportunities. The success of the investment strategy relies on strong leadership, effective implementation, and continuous engagement with stakeholders. Regularly review and adapt the strategy to ensure it remains relevant and impactful for the local agricultural sector.

Agricultural Developmental Initiative Example for Execution

Emalahleni Local Municipality Fresh Produce Market Development

Emalahleni Local Municipality recognise the importance of fostering sustainable economic growth, enhancing food security, and promoting community well-being through the establishment of a fresh produce market. To seek private partnerships with the necessary expertise to create a dynamic and inclusive fresh produce market that supports local agriculture, enhances food accessibility, and contributes to the economic vitality of the Emalahleni Local Municipality.

To establish a well-organized, environmentally responsible, and socially beneficial fresh produce market that facilitates the exchange of high-quality produce, fosters community engagement, and promotes sustainable development. With economic goals:

1. To provide a platform for local farmers to sell their produce directly to consumers, thereby increasing their profitability and reducing middlemen.
2. To stimulate economic growth by attracting vendors, retailers, and businesses that support the agriculture sector.
3. To create job opportunities within the fresh produce market and its associated businesses.

Food Security and Accessibility Goals:

1. To ensure that fresh, nutritious, and locally grown produce is readily available and affordable to all members of the community.
2. To promote sustainable farming practices that contribute to long-term food security and environmental preservation.

Community Engagement Goals:

1. To establish the fresh produce market as a community gathering space that fosters social interaction, cultural exchange, and awareness of local agricultural heritage.
2. To organize educational workshops, seminars, and events that raise awareness about healthy eating, sustainable farming, and food-related skills.

Environmental Goals:

1. To implement waste reduction and recycling programs within the market to minimize its environmental impact.
2. To encourage vendors and farmers to adopt environmentally friendly practices in packaging, transportation, and waste management.

KNOWLEDGE INTENSIVE, ICT, MEDIA & EVENT MANAGEMENT

TRADE - RETAIL – ICT – MEDIA – EVENT MANAGEMENT



**ECONOMICS
OF EDUCATION**



INVITATION TO ENGAGE

**EVENT
MANAGEMENT**

17 August / Afternoon @ 13:00 ELM Committee Room 1



ICT

Invitation to engage with all Knowledge Intensive, Media, ITC & Events, Retail & Trade Sectors Stakeholders, projects, informal, small & commercial business holders. The aim is for a dynamic local economic development (LED) focus and dedication. For LED to work the following ingredients of Creativity, Enthusiasm, Determination, Belief and Hope for the Future are required. Come and participate by raising your voice anonymously through a card system when relevant issues are raised through a question session. Your contribution is of immense value to assist the municipality with a LED strategy that is practical and can be implemented to bring focus, investment, and growth to the education, media, ICT, events and trade economy and impact your environment.

ICT & Media Economy Development Focus

- SMME Supply Chain system to assist with automated compliance.
- Invest in digital infrastructure to improve connectivity and access to online resources.
- Support tech startups and innovation hubs to foster a thriving tech ecosystem.
- Offer training in digital literacy to bridge the digital divide.
- Create media production facilities to support local content creation.

- Facilitate partnerships between media companies and local talent.
- Promote Emalahleni as a filming location to attract media-related investments.

Development Strategy for ICT and Media Economic Sectors in Emalahleni Local Municipality

This should be addressed as with the other economic sectors as individual strategies to support the comprehensive LED Strategy. The following inputs and directives to consider:

Situation Analysis	Vision and Goals
<ul style="list-style-type: none"> Assess the current state of the ICT and media sectors in Emalahleni Local Municipality, including infrastructure, workforce, businesses, and technological readiness. Identify strengths, weaknesses, opportunities, and threats (SWOT analysis) in the local ICT and media landscape. Analyse the demand for ICT and media services within the municipality and potential growth areas. 	<ul style="list-style-type: none"> Define a clear vision for the development of the ICT and media sectors in Emalahleni, aligning with the broader economic development goals of the municipality. Set specific, measurable, achievable, relevant, and time-bound (SMART) goals to guide the strategy's implementation.
Infrastructure Development	Skill and Workforce Development
<ul style="list-style-type: none"> Invest in the improvement and expansion of ICT infrastructure, including high-speed internet connectivity and reliable power supply. Establish technology parks or innovation hubs to provide a conducive environment for startups, entrepreneurs, and established companies in the sectors. Encourage private sector investment in building data centers and other critical ICT infrastructure. 	<ul style="list-style-type: none"> Collaborate with educational institutions to design and implement relevant ICT and media training programs, aligned with industry needs. Offer scholarships, grants, or incentives to local students pursuing ICT and media-related courses. Foster partnerships with industry associations and organisations to provide mentorship and internship opportunities for aspiring professionals.
Business and Entrepreneurship Support	Innovation and Research
<ul style="list-style-type: none"> Provide financial incentives or tax breaks to attract ICT and media companies to establish or expand their operations in the municipality. Create a streamlined process for business registration and licensing, with a dedicated one-stop center for industry-specific permits. 	<ul style="list-style-type: none"> Encourage collaboration between local universities, research institutions, and the private sector to drive innovation in ICT and media technologies. Sponsor hackathons, innovation challenges, and technology

<ul style="list-style-type: none"> Establish a venture capital fund to support startups and innovative projects in the ICT and media sectors. 	competitions to foster creativity and problem-solving in the sectors.
Marketing and Promotion	Regulatory Framework and Policy Support
<ul style="list-style-type: none"> Develop a comprehensive marketing strategy to promote Emalahleni as a hub for ICT and media industries. Participate in national and international technology conferences and exhibitions to showcase local talent and opportunities. Leverage digital platforms and social media to create awareness about the municipality's offerings and achievements in the sectors. 	<ul style="list-style-type: none"> Develop clear and supportive policies and regulations for the ICT and media sectors, including data privacy, intellectual property, and digital taxation. Establish a local ICT and media advisory council to provide industry insights and recommendations for policy development.
Collaboration and Partnerships	Monitoring and Evaluation
<ul style="list-style-type: none"> Collaborate with neighbouring municipalities, provincial government, and national agencies to align strategies and share resources for sector development. Form partnerships with industry leaders, technology companies, and investors to attract expertise and funding to the municipality. 	<ul style="list-style-type: none"> Establish key performance indicators (KPIs) to track the progress of the strategy's implementation. Conduct regular assessments and reviews to ensure that the strategy remains relevant and effective, making necessary adjustments as needed.

By implementing this comprehensive strategy, Emalahleni Local Municipality can create a conducive environment for the growth and success of the ICT and media sectors, ultimately contributing to economic development and job creation in the region.

The Significance of Knowledge-Intensive Institutions for Education and Training in the Economic Development of Emalahleni Local Municipality.

In the modern age, the role of education and training in the socio-economic development of regions and municipalities cannot be overstated. This is especially true for knowledge-intensive institutions, which play a pivotal role in driving innovation, fostering human capital development, and ultimately contributing to the economic growth of their respective locales. Emalahleni Local Municipality, situated in the heart of South Africa, stands to gain immensely from the establishment and nurturing of such institutions. This reasoning delves into the significance of knowledge-intensive institutions for education and training in the economic development of Emalahleni Local Municipality.

Knowledge-Intensive Institutions as Catalysts for Innovation: Innovation serves as a cornerstone of economic growth, and knowledge-intensive institutions are its breeding grounds. These institutions, which include universities, research centers, and vocational training institutes, facilitate the generation and dissemination of new ideas,

technologies, and methodologies. By fostering a culture of research and development, Emalahleni Local Municipality can harness the innovative potential of its residents, leading to the creation of novel products, services, and processes that can drive economic diversification and attract investments.

Human Capital Development and Skill Enhancement: A well-educated and skilled workforce is essential for sustained economic growth. Knowledge-intensive institutions offer educational programs and training opportunities that equip individuals with the skills needed to thrive in a rapidly evolving job market. By investing in such institutions, Emalahleni can ensure that its residents have access to quality education and training, thereby enhancing their employability, income potential, and overall quality of life. This, in turn, reduces unemployment rates and poverty levels, laying the foundation for a more prosperous society.

Industry-Academia Collaboration: Knowledge-intensive institutions bridge the gap between academia and industry. Through partnerships with local businesses and industries, these institutions can tailor their educational offerings to match the needs of the labour market. This collaboration not only ensures that graduates possess relevant skills but also facilitates technology transfer, knowledge sharing, and the development of region-specific solutions. In the case of Emalahleni, such collaboration could enhance the municipality's capacity to address local challenges, such as sustainable resource management and energy transition.

Attracting Investments and Talent: Regions with robust knowledge-intensive institutions tend to attract investments and a skilled workforce. Companies seeking to tap into a skilled labour pool are more likely to set up operations in areas with strong educational and training infrastructure. Likewise, talented individuals are drawn to places where they can access high-quality education and research opportunities. By establishing and nurturing knowledge-intensive institutions, Emalahleni can position itself as an attractive destination for both investors and skilled individuals, thereby fostering economic growth and creating a cycle of prosperity.

Economic Diversification and Resilience: Over-reliance on a single industry can leave a municipality vulnerable to economic shocks. Knowledge-intensive institutions promote diversification by enabling the development of a broad range of sectors. Emalahleni, historically associated with coal mining, can use these institutions to diversify its economy into fields such as renewable energy, environmental conservation, tourism, and advanced manufacturing. This diversification not only reduces economic risks but also paves the way for a more sustainable and resilient economic future.

The importance of knowledge-intensive institutions for education and training in the economic development of Emalahleni Local Municipality cannot be overstated. These institutions serve as catalysts for innovation, promote human capital development, facilitate industry-academia collaboration, attract investments and talent, and enable economic diversification. By strategically investing in and supporting such institutions, Emalahleni can position itself on a trajectory of sustainable growth, increased prosperity, and enhanced quality of life for its residents.

FINANCIAL, LEGAL & COMPLIANCE, PROPERTY DEVELOPMENT



INVITATION TO ENGAGE



17 August 2023
Morning 8:00
ELM Committee Room 1

Invitation to engage with all Financial, Legal & Compliance Sector as well as Property Development Stakeholders, projects, informal, small & commercial business holders. The aim is for a dynamic local economic development (LED) focus and dedication. For LED to work the following ingredients of Creativity, Enthusiasm, Determination, Belief and Hope for the Future are required. Come and participate by raising your voice anonymously through a card system when relevant issues are raised through a question session. Your contribution is of immense value to assist the municipality with a LED strategy that is practical and can be implemented to bring focus, investment, and growth to the financial, legal and property development related economy and impact your environment.

Financial, Legal & Property Development Economic Development Focus

- Compliance System and System integration.
- Local socio-economic development fund management
- Local enterprise development fund management
- Local skills development fund management
- Local bursary fund management
- Local tax incentives scheme

Legal, compliance, and financial compliance play pivotal roles in fostering economic development by creating an environment of stability, trust, and transparency. These disciplines provide the necessary framework to protect individual and corporate rights, ensure fair competition, attract investments, and maintain financial integrity. This strategy outlines how effectively integrating legal, compliance, and financial compliance measures can contribute to sustainable economic growth.

Ensuring Rule of Law and Regulatory Clarity	Promoting Fair Competition
<ul style="list-style-type: none"> ▪ Develop and enforce clear and transparent legal frameworks that protect property rights, contracts, and intellectual property. ▪ Streamline regulatory processes to minimize bureaucracy, encourage entrepreneurship, and attract foreign investment. 	<ul style="list-style-type: none"> ▪ Enforce antitrust and competition laws to prevent monopolistic practices and encourage a level playing field for businesses. ▪ Implement regulations that promote market efficiency, consumer protection, and innovation.

<ul style="list-style-type: none"> Regularly review and update outdated laws to align with evolving economic realities and technological advancements. 	<ul style="list-style-type: none"> Establish an independent regulatory body to monitor and maintain competition standards.
Enhancing Investor Confidence	Combating Corruption and Bribery
<ul style="list-style-type: none"> Strengthen investor protection laws and mechanisms to build trust and confidence in the investment environment. Establish investor-friendly dispute resolution mechanisms to address grievances and disputes swiftly. Collaborate with international organisations to align investment policies with global standards and attract foreign direct investment. 	<ul style="list-style-type: none"> Implement robust anti-corruption measures, including stringent penalties for bribery and corrupt practices. Establish a transparent procurement process for public contracts and projects to mitigate opportunities for corrupt practices. Encourage whistle-blowing mechanisms to expose corruption and protect informants.
Facilitating Access to Finance	Ensuring Financial Stability
<ul style="list-style-type: none"> Develop regulations that facilitate access to capital for small and medium-sized enterprises (SMEs) and startups. Encourage the establishment of venture capital funds and angel investor networks to support innovative business ideas. Foster collaboration between financial institutions and regulatory authorities to ensure responsible lending and borrowing practices. 	<ul style="list-style-type: none"> Enforce regulations that promote the stability of financial institutions and prevent systemic risks. Implement risk management standards and stress testing to anticipate and address potential financial crises. Establish mechanisms for prompt intervention in case of financial distress to maintain public trust in the financial sector.
Promoting Transparency and Accountability	Capacity Building and Education
<ul style="list-style-type: none"> Require regular reporting and disclosure of financial information by companies to ensure transparency and accountability. Enhance corporate governance standards to prevent fraud and mismanagement. Encourage the adoption of responsible business practices through voluntary initiatives and sustainability reporting. 	<ul style="list-style-type: none"> Invest in training programs to build a skilled workforce in legal, compliance, and financial compliance domains. Raise awareness among businesses and individuals about the importance of adhering to legal and regulatory requirements. Foster collaboration between academia, industry, and government to promote research and innovation in relevant fields.

Integrating legal, compliance, and financial compliance measures into economic development strategies is essential for creating an environment conducive to growth, stability, and innovation. By ensuring the rule of law, promoting fair competition, enhancing investor confidence, combating corruption, facilitating access to finance,

ensuring financial stability, promoting transparency, and investing in capacity building, nations can pave the way for sustainable economic development that benefits all stakeholders.

The Significance of Property Development for Local Economic Growth in Emalahleni Municipality

Property development plays a pivotal role in driving local economic development, especially in municipalities like Emalahleni that seek sustainable growth and prosperity. Emalahleni Municipality, located in South Africa, can greatly benefit from strategic property development initiatives that foster economic advancement, create employment opportunities, attract investments, and enhance the overall quality of life for its residents.

Economic Impact: Property development contributes to the economic vitality of Emalahleni Municipality by generating revenue streams for local governments through property taxes, development levies, and other fees. The increased tax base enables municipalities to fund public services, infrastructure projects, and social programs, thereby improving the living conditions of residents. Additionally, property development stimulates various sectors such as construction, real estate, retail, and hospitality, leading to job creation and increased income levels within the community.

Employment Opportunities: Property development projects, ranging from residential complexes to commercial centers, create a demand for skilled and unskilled labour. This directly translates into employment opportunities for local residents, reducing unemployment rates and fostering economic self-sufficiency. As construction and subsequent operations require a diverse range of talents, property development projects can serve as a catalyst for skills development and vocational training programs, improving the employability of the local workforce.

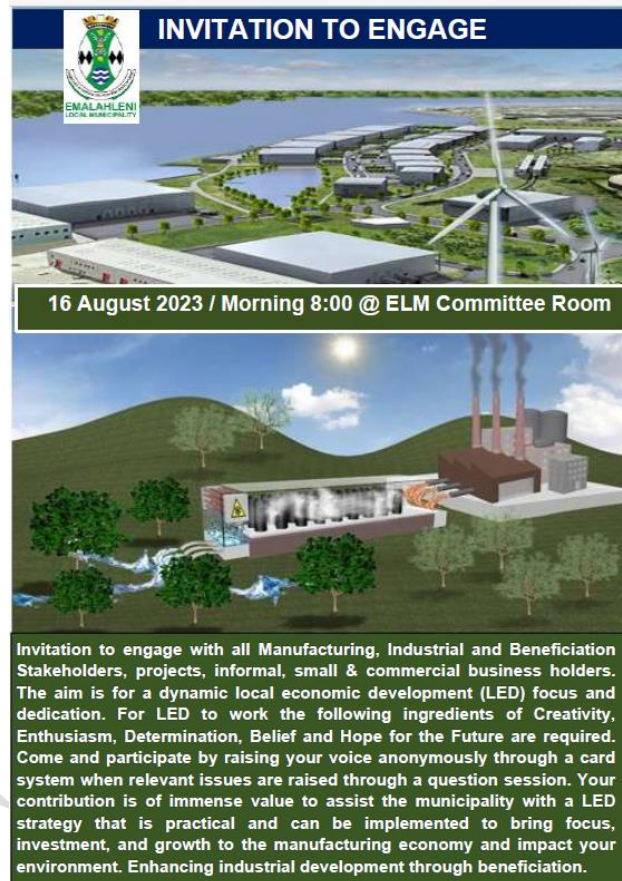
Attracting Investments: Strategically planned property development can attract domestic and foreign investments into Emalahleni Municipality. As the area transforms with modern infrastructure and amenities, it becomes more appealing to investors seeking profitable ventures. New businesses are likely to establish themselves within the newly developed areas, enhancing economic diversity and resilience. This influx of investment can also lead to a positive cycle of continuous growth, further stimulating local economic activities.

Enhancing Liveability: Property development often includes the creation of improved public spaces, recreational facilities, and community infrastructure. These enhancements contribute to a higher quality of life for residents, making the municipality an attractive place to live, work, and play. Beautification efforts, such as landscaping and green spaces, not only improve aesthetics but also have positive effects on mental well-being and community cohesion.

Increased Property Values: As property development progresses, it can have a positive impact on surrounding property values. Improved infrastructure and amenities can drive up the desirability of neighbourhoods, leading to an increase in property values. Homeowners benefit from this appreciation, which can provide financial stability and opportunities for leveraging their assets.

Property development holds immense potential for driving local economic development in Emalahleni Municipality. Through its multifaceted impact on revenue generation, employment, investment attraction, enhanced liveability, and property values, well-planned property development initiatives can steer the municipality towards sustainable growth and prosperity. By fostering a collaborative environment between public and private sectors, Emalahleni can harness the power of property development to shape a promising future for its residents and stakeholders.

MANUFACTURING, INDUSTRIALISATION & BENEFICIATION



Manufacturing, Industrialisation & Beneficiation Development Focus

- Mining and Metals Technology Park
- Industrial Park dedication for the establishment of fly ash beneficiation
- Revitalisation of Highveld steel to potentially an Eco-Industrial Park
- Establishment of a light industrial workshop at Ferrobank and Lynnville workshop at the portion of the farm Kwa Guqa.

Emalahleni Eco-Industrial Framework for Industrial Parks Strategy

The Emalahleni Local Municipality recognizes the importance of sustainable development and the need to transition towards an eco-friendly and resilient economy. Embracing the Eco-Industrial Framework for Industrial Parks is a key step towards achieving this goal. This strategy outlines the steps and actions the municipality should take to successfully adopt and implement the framework.

Assessment and Planning	Eco-Industrial Zoning and Design
<ul style="list-style-type: none"> Conduct a thorough assessment of existing industrial parks within Emalahleni to identify their current environmental, social, and economic impacts. Collaborate with local businesses, industries, and stakeholders to understand their needs, challenges, and aspirations for sustainable growth. Establish a multidisciplinary team comprising urban planners, environmental experts, economists, and community representatives to develop a comprehensive eco-industrial plan. 	<ul style="list-style-type: none"> Identify suitable areas for new eco-industrial parks or the expansion of existing ones based on factors like proximity to transport networks, availability of resources, and potential for renewable energy generation. Implement zoning regulations that encourage the co-location of industries to create synergies in resource sharing and waste management. Incorporate green and sustainable design principles into the layout of industrial parks, focusing on energy efficiency, waste reduction, water conservation, and green spaces.
Infrastructure and Services	Resource Management and Efficiency
<ul style="list-style-type: none"> Invest in sustainable infrastructure such as renewable energy generation (solar, wind), water treatment and recycling facilities, and smart grid systems. Provide efficient transportation options within the industrial parks, such as electric vehicle charging stations and dedicated cycling lanes. Ensure reliable and high-speed internet connectivity to support technology-driven innovations. 	<ul style="list-style-type: none"> Implement a circular economy approach by promoting the reuse, recycling, and repurposing of materials among industries within the park. Establish shared resource centers where businesses can exchange waste products and by-products for mutual benefit. Encourage the adoption of eco-efficient technologies and practices, such as energy-efficient machinery and low-impact manufacturing processes.
Regulatory and Incentive Framework	Innovation and Research
<ul style="list-style-type: none"> Develop and enforce regulations that align with the eco-industrial principles and encourage industries to comply with sustainable practices. Provide incentives such as tax breaks, grants, and reduced utility costs for businesses that adopt eco-friendly technologies and practices. Establish a certification program to recognize and reward industries that demonstrate a commitment to sustainability. 	<ul style="list-style-type: none"> Collaborate with local universities and research institutions to foster innovation in eco-industrial practices and technologies. Create a platform for knowledge-sharing and collaboration among businesses, researchers, and entrepreneurs to drive sustainable innovations.
Community Engagement	Monitoring and Reporting

<ul style="list-style-type: none"> Engage local communities and residents to ensure their concerns and perspectives are considered in the planning and development of eco-industrial parks. Provide opportunities for skills development and job training to empower local developmental nodal residents to participate in the new sustainable industries. 	<ul style="list-style-type: none"> Establish a robust monitoring system to track the environmental, social, and economic performance of eco-industrial parks. Regularly report progress and outcomes to stakeholders, ensuring transparency and accountability.
Marketing and Promotion	Continuous Improvement
<ul style="list-style-type: none"> Develop a strong branding and marketing strategy to promote Emalahleni's eco-industrial parks as desirable locations for sustainable businesses. Participate in national and international sustainability forums to showcase the municipality's achievements and attract investments. 	<ul style="list-style-type: none"> Continuously review and update the eco-industrial strategy based on feedback, changing technologies, and emerging best practices. Embrace a culture of continuous improvement by encouraging industries to strive for higher levels of sustainability.

Carbon Tax Mitigation Strategy within an Eco-Industrial Framework in Emalahleni Local Municipality

Emalahleni Local Municipality recognizes the urgent need to address carbon emissions and climate change within an eco-industrial context. This strategy outlines a comprehensive approach to implementing carbon tax mitigation measures while fostering sustainable economic growth and environmental stewardship.

Establishing an Eco-Industrial Cluster	Carbon Footprint Assessment
Create an eco-industrial cluster that brings together industries, local government, research institutions, and environmental organisations. This cluster will serve as a platform for collaboration, knowledge sharing, and coordinated action to reduce carbon emissions collectively.	Conduct a thorough assessment of the carbon footprint of industries within the municipality. Identify major sources of emissions and prioritize them based on their contribution to the overall carbon footprint. This assessment will provide a baseline for measuring progress and targeting interventions.
Customized Carbon Tax Incentives	Technological Innovation and Research
Develop a tiered carbon tax incentive structure that rewards industries for reducing emissions below baseline levels. This approach encourages businesses to adopt cleaner technologies and practices while stimulating economic growth. The	Promote research and development in low-carbon technologies tailored to the municipality's industrial profile. Encourage partnerships between industries and research institutions to develop innovative solutions that reduce

incentives can include tax breaks, grants, and access to low-interest loans for green investments.	carbon emissions while maintaining or enhancing industrial output.
Energy Efficiency and Resource Optimization	Renewable Energy Integration
Implement mandatory energy audits for industries to identify opportunities for energy efficiency improvements. Provide technical assistance to help industries adopt cleaner and more efficient production processes. Encourage the reuse and recycling of resources within the industrial cluster.	Foster the integration of renewable energy sources, such as solar, wind, and biomass, into industrial processes. Facilitate the establishment of renewable energy infrastructure within the eco-industrial cluster, ensuring a reliable and sustainable energy supply while reducing carbon emissions.
Public-Private Partnerships	Capacity Building and Training
Forge partnerships between the municipality, industries, and relevant stakeholders to jointly finance and implement carbon reduction projects. Collaborative efforts can lead to innovative solutions and shared resources for implementing carbon mitigation measures effectively.	Invest in workforce development programs that train local talent in eco-industrial practices, carbon management, and sustainable technologies. This empowers the local workforce to support the transition to low-carbon industries and positions the municipality as a hub for eco-industrial expertise.
Monitoring, Reporting, and Verification	Community Engagement and Education
Establish a robust monitoring, reporting, and verification system to track progress toward carbon reduction goals. This transparency builds confidence among stakeholders and ensures accountability in the implementation of mitigation measures.	Engage the local community in understanding the benefits of the strategy and the importance of carbon tax mitigation. Promote eco-friendly consumer behaviours and raise awareness about the positive impacts of a sustainable industrial approach.

By implementing this comprehensive strategy, Emalahleni Local Municipality can effectively address carbon emissions within an eco-industrial framework, simultaneously fostering economic growth, environmental sustainability, and social well-being. Through collaboration, innovation, and strategic planning, the municipality can become a model for sustainable industrial development in the region.

By embracing this comprehensive strategy, the Emalahleni Local Municipality can successfully transition towards a more sustainable and resilient economy, attract eco-conscious businesses, create jobs, and improve the quality of life for its residents while minimizing environmental impacts.

Green Development Framework for Emalahleni Local Municipality:

Creating a Sustainable and Resilient Future

The Green Development Framework for Emalahleni Local Municipality aims to guide sustainable and environmentally friendly growth within the municipality. By integrating

waste-to-energy solutions and fostering the development of alternative products, the framework will enhance economic, social, and environmental well-being.

Core Principles:

- Sustainability: All development initiatives will be aligned with the principles of environmental, social, and economic sustainability.
- Community Inclusion: The framework will engage local communities, stakeholders, and experts to ensure inclusivity and diversity of perspectives.
- Resource Efficiency: Efficient use of resources will be promoted across sectors to reduce waste and enhance productivity.
- Innovation: Embrace innovative technologies and practices that align with green development goals.
- Resilience: Develop infrastructure and systems that can withstand environmental challenges and contribute to disaster resilience.

Waste-to-Energy and Alternative Products:

- Waste-to-Energy Facilities: Establish modern waste-to-energy facilities to convert organic waste into renewable energy, reducing landfill dependency and minimizing methane emissions.
- Biogas Production: Encourage the production of biogas from organic waste for electricity generation and cooking, reducing reliance on fossil fuels.
- Recycling Infrastructure: Develop a comprehensive recycling infrastructure to reduce waste and promote the production of alternative products.
- Composting Facilities: Establish composting facilities to convert organic waste into nutrient-rich compost for agricultural and landscaping purposes.

Renewable Energy Integration:

- Solar and Wind Power: Identify suitable areas for solar and wind energy projects to diversify the energy mix and reduce carbon emissions.
- Microgrid Implementation: Implement microgrid systems that incorporate renewable energy sources to enhance energy security and resilience.

Circular Economy Practices:

- Resource Management: Promote a circular economy by encouraging businesses to adopt practices that prioritize reuse, refurbishment, and recycling of materials.
- Local Product Manufacturing: Support the establishment of local industries that manufacture products from recycled materials.

Sustainable Transportation:

- Public Transport: Develop an efficient public transportation system to reduce private vehicle use, congestion, and emissions.
- Active Mobility: Create pedestrian-friendly and cycling-friendly infrastructure to encourage non-motorized transportation modes.

Green Building and Infrastructure:

- Green Building Standards: Introduce and enforce green building standards to enhance energy efficiency and environmental performance.
- Urban Green Spaces: Develop parks, green roofs, and urban gardens to enhance air quality, provide recreational spaces, and mitigate urban heat.

Education and Awareness:

- Environmental Education: Implement educational programs to raise awareness about sustainable practices, waste reduction, and the benefits of green development.
- Stakeholder Engagement: Foster partnerships with educational institutions, community groups, and businesses to create a shared understanding of green development goals.

Monitoring and Reporting:

- Metrics and Indicators: Define key performance indicators to track progress toward green development targets.
- Regular Reporting: Publish regular reports on the municipality's green development initiatives, successes, and challenges.

Funding and Incentives:

- Public-Private Partnerships: Collaborate with private sector partners to attract investments for green development projects.
- Incentive Programs: Develop financial incentives, grants, and tax benefits to encourage businesses and individuals to adopt sustainable practices.

By implementing this Green Development Framework, Emalahleni Local Municipality can pave the way for a more sustainable and resilient future while fostering economic growth, environmental stewardship, and improved quality of life for its residents.

Green Incentive Scheme Policy for Emalahleni Local Municipality

The Emalahleni Local Municipality recognizes the importance of promoting sustainable environmental practices and mitigating the impacts of climate change. To encourage and reward environmentally responsible behaviours within the municipality, the Green Incentive Scheme has been established. This policy outlines the principles, objectives, eligibility criteria, incentives, and implementation mechanisms of the scheme.

The Green Incentive Scheme aims to achieve the following objectives:

Promote Sustainability: Encourage residents, businesses, and organisations to adopt eco-friendly practices that contribute to the sustainability of the environment and natural resources.

Reduce Carbon Footprint: Encourage the reduction of greenhouse gas emissions through the adoption of energy-efficient technologies, renewable energy sources, and low-carbon transportation alternatives.

Waste Reduction: Promote waste reduction, recycling, and proper waste disposal methods to minimize the environmental impact of waste generation.

Biodiversity Conservation: Encourage the preservation of local biodiversity, including flora and fauna, by supporting efforts to protect and restore natural habitats.

Eligibility Criteria - The Green Incentive Scheme is open to all residents, businesses, and organisations within the Emalahleni Local Municipality. To be eligible for incentives, participants must meet the following criteria:

- **Compliance:** Participants must comply with all relevant environmental laws and regulations.
- **Initiative Implementation:** Participants must implement initiatives that align with the objectives of the Green Incentive Scheme.
- **Measurable Impact:** Participants should demonstrate the quantifiable positive impact of their initiatives on the environment.

Incentives - The Green Incentive Scheme offers a range of incentives to eligible participants based on the impact of their environmentally friendly initiatives. Incentives may include:

- **Financial Incentives:** Participants may receive financial rewards, subsidies, or grants to support the implementation of green initiatives.
- **Recognition and Publicity:** Participants will be publicly recognized and celebrated for their contributions to environmental sustainability.
- **Training and Workshops:** Participants may have access to workshops, training, and educational programs related to sustainable practices.
- **Exemptions or Discounts:** Eligible participants may receive exemptions or discounts on certain municipal fees or charges.

Implementation

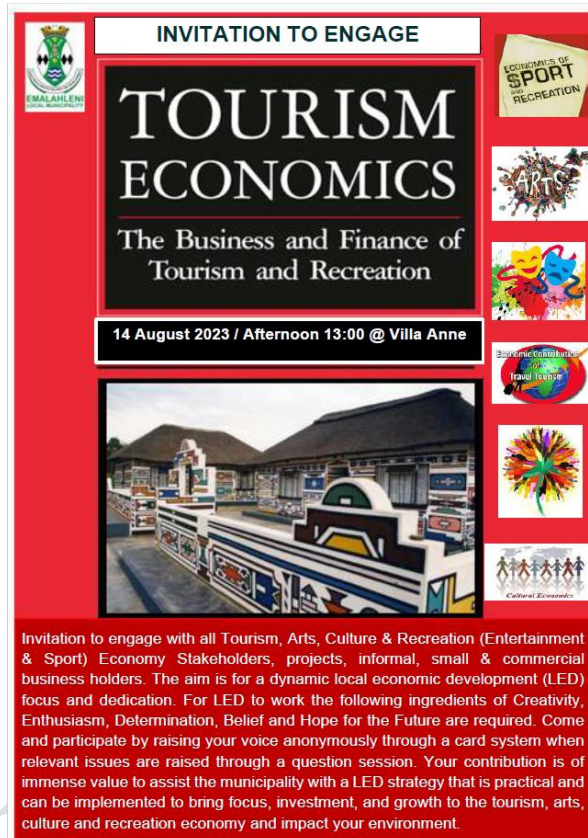
- ✓ **Application Process:** Participants must submit an application detailing their proposed green initiatives, including the expected environmental impact and implementation plan.
- ✓ **Evaluation and Selection:** A designated committee will evaluate applications based on their alignment with scheme objectives, feasibility, and potential impact. Priority will be given to initiatives with measurable outcomes.
- ✓ **Monitoring and Reporting:** Selected participants will be required to regularly report on the progress and impact of their initiatives. Random audits may be conducted to ensure accuracy.
- ✓ **Incentive Disbursement:** Incentives will be disbursed based on the achievement of milestones or completion of initiatives.

Funding and Resources - Funding for the Green Incentive Scheme may be sourced from municipal budgets, grants, partnerships with environmental organisations, and other relevant sources.

Review and Improvement - This policy will be periodically reviewed to ensure its effectiveness and relevance. Adjustments and improvements will be made as needed based on the outcomes and lessons learned from the implementation of the scheme.

By implementing the Green Incentive Scheme, the Emalahleni Local Municipality aims to create a culture of environmental responsibility, reduce the environmental footprint of its residents and businesses, and contribute to a sustainable and resilient community for current and future generations.

TOURISM, ARTS, CULTURE, RECREATION, ENTERTAINMENT & SPORT



INVITATION TO ENGAGE

TOURISM ECONOMICS

The Business and Finance of Tourism and Recreation

14 August 2023 / Afternoon 13:00 @ Villa Anne

Invitation to engage with all Tourism, Arts, Culture & Recreation (Entertainment & Sport) Economy Stakeholders, projects, informal, small & commercial business holders. The aim is for a dynamic local economic development (LED) focus and dedication. For LED to work the following ingredients of Creativity, Enthusiasm, Determination, Belief and Hope for the Future are required. Come and participate by raising your voice anonymously through a card system when relevant issues are raised through a question session. Your contribution is of immense value to assist the municipality with a LED strategy that is practical and can be implemented to bring focus, investment, and growth to the tourism, arts, culture and recreation economy and impact your environment.

Tourism, Arts, Culture, Recreation, Entertainment & Sport Development Focus

- International Convention Centre and Hotel
- Support to Tourism SMMEs and Co-operatives, hotel and dome initiative.
- Upgrade of Emalahleni Recreation Resort
- Establishment of a Mining Museum
- Provision of budget for upgrading of Tourism facilities owned by the municipality and for training of SMMEs and Cooperatives.
- Development of a Strategic Plan for Tourism Development in ELM.

In 2021, tourism spend in Emalahleni totalled to R1, 9 billion, which was a percentage low at only 2, 3% of the total GDP. Tourism spend for 2021 was R1,9billion which was equal to 2.3% of the local GDP. Tourism should further be exploited to realize potential benefits of this sector.

Table 11: Tourism contribution

Local Municipal Area	Total tourism spend (R-million)		Tourism spend as % of GDP (current prices)	
	2014	2017	2014	2017
<i>Nkangala</i>	3 864	4 455	3.5%	3.5%
<i>Victor Khanye</i>	145	156	2.3%	2.1%
Emalahleni	1 153	1 327	2.2%	2.3%
<i>Steve Tshwete</i>	1 320	1 498	3.4%	3.3%
<i>Emakhazeni</i>	802	1 031	25.2%	26.3%
<i>Thembisile Hani</i>	316	326	5.3%	4.3%
<i>Dr JS Moroka</i>	127	117	2.3%	1.8%

Emalahleni LED flagship projects thus far include the Annual Mining & Energy Expo with Conference, the Mining and Metals Technology Park, resuscitation of township economies, establishment of mining museum and convention centre, revitalisation of Witbank Dam through a Private Public Partnership (PPP) model, and other strategic interventions will cover support to SMMEs and Co-operatives, increasing the municipal skills base, accelerate access to broadband (Wi-Fi). The other two emerging sectors in our municipality with significant potential include fourth industrial revolution (digital economy) and green economy.

Tourism in Emalahleni is not fully exploited. The Economic Development Unit has developed a tourism strategy which responds to the challenges faced by the sector. The strategy was approved the Council for a period of 5 years. The tourism strategy of Emalahleni Local Municipality is focusing on the key strategic objectives by understanding the tourism market choosing attractive segments, marketing the destination, facilitating the removal of obstacles, developing product and infrastructure monitoring and learn from tourist experience.

However, developing tourism to enhance the economy of Emalahleni Local Municipality requires a comprehensive and well-thought-out strategy that takes into consideration the local resources, culture, environment, and community. Most importantly, integration with other key sectors to capitalise on underlying assets for tourism. In lieu to workshop contributions as well as other identified LED projects that integrates with Tourism, it is proposed to revisit the Tourism Strategy with the following step-by-step plan to achieve these integration goals:

Destination Assessment	Stakeholder Engagement
Conduct a thorough assessment of the municipality's existing tourism assets, including natural attractions, historical sites, cultural events, and local traditions. Identify the unique selling points that can attract tourists. Understand the current visitor demographics, preferences, and spending patterns.	Involve key stakeholders such as local communities, businesses, government bodies, and non-profit organisations in the tourism development process. Collaborate to ensure that everyone's interests are considered, and that the development aligns with the overall vision for the municipality.
Infrastructure and Accessibility	Cultural Preservation and Enhancement

Invest in improving transportation, accommodation, and basic infrastructure to ensure that tourists can easily access and navigate the municipality. Upgrade roads, public transport, and build diverse accommodation options catering to various budget ranges.	Highlight the municipality's cultural heritage and traditions. Develop cultural festivals, events, and experiences that allow visitors to engage with the local culture. Collaborate with communities to ensure that tourism activities respect and celebrate their traditions.
Sustainable Practices	Diversified Attractions
Prioritize sustainable tourism practices that minimize the negative impact on the environment and local communities. Implement waste management systems, promote energy efficiency, and encourage responsible visitor behaviour through education and awareness campaigns.	Develop a range of tourism offerings to cater to different interests. This might include adventure tourism (hiking, rock climbing), cultural tourism (museums, heritage sites), nature tourism (wildlife sanctuaries, bird watching), and wellness tourism (spa resorts, relaxation centers).
Marketing and Promotion	Skills Development and Training
Create a strong brand identity for Emalahleni Local Municipality as a tourist destination. Develop a user-friendly website, engage on social media platforms, and collaborate with travel influencers to showcase the attractions and experiences the municipality has to offer.	Invest in training programs for local residents, particularly in the hospitality and service sectors. Ensuring that the local workforce is equipped with the necessary skills to provide quality services to tourists enhances the overall visitor experience.
Investment and Partnerships	Monitoring and Evaluation
Encourage private sector investment in tourism infrastructure, such as hotels, restaurants, and entertainment facilities. Seek partnerships with established tourism operators to tap into their expertise, networks, and marketing reach.	Regularly assess the impact of tourism development on the local economy, environment, and community. Gather feedback from tourists, businesses, and residents to make informed adjustments and improvements to the strategy.
Cultural Experiences and Authenticity	Specialized Marketing Campaigns
Promote authentic cultural experiences that allow tourists to interact with locals, learn about their way of life, and contribute directly to the community. This can include homestays, guided tours led by locals, and workshops showcasing traditional crafts and practices.	Identify niche markets and create specialized marketing campaigns targeting specific demographics or interests, such as ecotourism enthusiasts, history buffs, or adventure seekers. Tailoring experiences to these segments can attract a more dedicated and higher-spending tourist base.

By implementing this holistic strategy, Emalahleni Local Municipality can harness its unique strengths and resources to develop a sustainable and thriving tourism sector

that contributes significantly to its economic growth and the well-being of its communities.

Capitalising on historic events in Emalahleni Local Municipality for Tourism

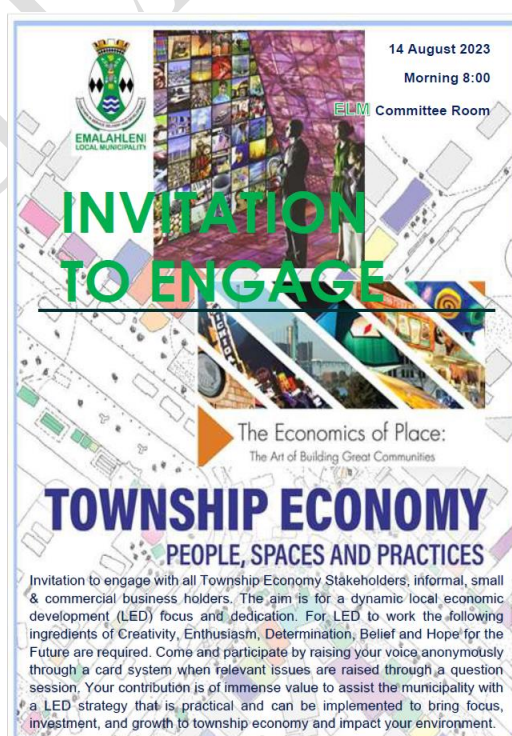
This can be done on persons of interest to the likes Winston Churchill who worked as a war correspondent for The Morning Post, in which he was to cover the occurrences of the Anglo-Boer War in South Africa. Soon after his arrival in South Africa, he accompanied a scouting expedition on an armoured train. The train was ambushed by the Boers and on 15 November 1899, Churchill was captured and imprisoned in a Prisoner of War (POW) camp. He managed to escape, and with the assistance of an English mine manager within the Witbank area, made his way to Delagoa Bay. Hailed as a hero in England, Churchill then joined the army that marched on Mafikeng. Also, the impact of Italian prisoners of war (POWs) who remained behind in South Africa when their compatriots left at the end of World War II.

Research and Documentation	Heritage Sites and Trails
Begin by thoroughly researching the historic events and individuals associated with the area. Gather primary sources, photographs, maps, and any related artifacts. Create a detailed documentation of the events, their significance, and the people involved.	Identify key locations related to the historic events, such as the site of the armoured train ambush, the POW camp, the escape route, and areas associated with Churchill's activities. Develop heritage trails and guided tours that take visitors through these sites, providing historical context and anecdotes.
Educational Programs	Interactive Exhibits and Museums
Collaborate with local schools and universities to develop educational programs that incorporate the historic events into the curriculum. Create lesson plans, workshops, and field trips that engage students with the history of the area. This can foster a sense of pride and interest in local history.	Establish a local museum or visitor center dedicated to showcasing the history of the events. Create interactive exhibits, multimedia displays, and immersive experiences that bring the past to life. Incorporate artifacts, reenactments, and audiovisual presentations.
Community Involvement	Cultural Events and Festivals
Engage the local community by organizing workshops, seminars, and public talks about the historic events. Encourage community members to share their own stories, anecdotes, and family connections related to the events.	Host annual or seasonal events that celebrate the history and culture of the area. Consider organizing reenactments, historical festivals, and performances that recreate moments from the past. These events can attract both locals and tourists.
Collaboration with Historians and Experts	Digital Presence
Partner with historians, researchers, and experts on Winston Churchill, the Anglo-Boer War, and Italian POWs to	Create a dedicated website and social media profiles to provide information about the historic events, the

ensure accurate representation of the events. Their insights can contribute to the development of authentic and informative materials.	municipality's history, and upcoming events. Share articles, photos, videos, and updates to engage a wider audience.
Cultural Exchange Programs	Tourism Packages
Establish cultural exchange programs with organisations in Italy and the United Kingdom. This can involve art exhibitions, performances, and educational exchanges that highlight the shared history and connections.	Collaborate with local hotels, restaurants, and transportation services to create tourism packages that cater to history enthusiasts. Offer guided tours, accommodations, and dining experiences that tie into the historic theme.
Promotion and Marketing	Sustainability and Preservation
Develop a strong marketing campaign that emphasizes the unique history of the area. Use both traditional methods (brochures, posters, print ads) and digital platforms to reach a broader audience.	Ensure that the historic sites are properly maintained, protected, and preserved for future generations. Collaborate with conservation organisations and local authorities to implement sustainable practices.

By implementing this comprehensive strategy, Emalahleni Local Municipality can effectively capitalize on its historic events, honouring the legacy of Winston Churchill and highlighting the impact of Italian prisoners of war. This approach not only promotes cultural heritage but also boosts tourism, educates the community, and creates lasting connections with international partners.

TOWNSHIP ECONOMY DEVELOPMENT



Township Economy Development Focus

- Hector Way Road to Church Street (Circle Initiative an inclusive tourism and small business initiative). Same drive as the Soweto Tourism initiative - to become a dedicated economic zone for township economy development. Special dedication to the various business commodities and services. The site development plan was already submitted. (Brown Project). Discussion regarding Kwaito, Ama Piano, Jazz and Brass Band – Arts & Film Festival – DTIC potential funder as well as linking History and Legacy, Foundations funding might also be a possibility.
- Request for lease agreements to available municipal properties regarding available space, infrastructure, and land for small business development. Currently the spatial development framework is being revisited to possibly enable this request.
- Township waste management & economy opportunity – Green project potential.
- Ten11MP Centre - Brown Project (Plan Submitted).
- Phola – Ogies Township / Kriel Township projects to be researched, reviewed, and submitted as project.
- Business Incubator - Supply chain technology support systems solution requested. Circular and localization economy models, tools and solutions requested.

An independent survey was done, and the following found: 120 Spaza Shops run by foreigners, 26 Car washes owned by foreigners as well as hair and beauty salons – Request to research and confirm the reasons and challenges why local people went out of business. Biggest challenges are buying and collective power as well as logistical challenges. Township Business Enabling Project – Localization and Supply Chain Project. For the people by the people. Foundation to submit a project proposal. General request for infrastructure development projects and planning for informal and small businesses in all surrounding Emalahleni townships. Review and research an innovative way to address cost factors and affordability to open, operate and sustain a township business.

Fostering Township Economic Development: The Role of Emalahleni Local Municipality.

Townships are an integral part of South Africa's socio-economic landscape, embodying the legacy of apartheid-era spatial planning. These areas are home to a significant portion of the population, facing persistent challenges such as high unemployment rates, limited access to basic services, and inadequate infrastructure. Emalahleni Local Municipality, situated in the heart of Mpumalanga province, has a unique opportunity to drive meaningful and sustainable township economic development. By implementing targeted strategies, the municipality can catalyse local entrepreneurship, create jobs, and improve the overall quality of life for township residents.

Infrastructure and Basic Services	Business Incubation and Support
A crucial foundation for township economic development is the provision of adequate infrastructure and basic services. Emalahleni Municipality must prioritize the provision of reliable water, electricity, sanitation, and waste management services to foster an	The municipality should establish business incubators and support programs tailored to the needs of township entrepreneurs. These programs can offer mentorship, training, access to financing, and shared resources. By nurturing local talent and

environment conducive to business operations. Reliable infrastructure ensures that businesses can function effectively, attract investors, and create a positive living environment that encourages entrepreneurship.	providing essential guidance, Emalahleni Municipality can contribute to the growth of small businesses and startups, generating employment opportunities within the townships.
Access to Finance	Market Access and Networking
Lack of access to financing is a significant hurdle for aspiring entrepreneurs in townships. The municipality can collaborate with financial institutions to create special funding initiatives or microfinance programs designed to assist township businesses. By easing the financial burden and reducing barriers to entry, these initiatives can empower local entrepreneurs to turn their ideas into viable businesses.	Facilitating market access for township businesses is essential for sustained growth. Emalahleni Municipality can organize trade fairs, expos, and networking events that connect local businesses with potential clients, partners, and investors. Such platforms not only showcase township products and services but also foster collaboration and innovation within the community.
Skills Development and Training	Tourism and Cultural Promotion
A skilled workforce is essential for the growth of any economy. The municipality can collaborate with educational institutions and training centers to provide relevant skills development programs that align with the needs of local industries. By equipping township residents with marketable skills, Emalahleni can enhance their employability and support the emergence of new businesses.	Emalahleni's townships often possess rich cultural heritage and unique experiences that can be leveraged to attract tourists. The municipality can invest in cultural preservation, organize cultural events, and promote township tourism. This not only generates revenue but also creates opportunities for local artisans and businesses to showcase their products and services.
Regulatory Ease and Red Tape Reduction	Infrastructure Investment and Revitalization
Simplifying bureaucratic processes and reducing regulatory barriers is crucial for encouraging entrepreneurship. Emalahleni Municipality should streamline business registration, licensing, and permit procedures to make it easier for individuals to start and operate businesses within the townships.	Investing in township infrastructure revitalization can have a profound impact on economic development. The municipality can focus on upgrading public spaces, renovating markets, improving road networks, and creating business hubs. These improvements not only enhance the aesthetic appeal of townships but also provide a conducive environment for businesses to thrive.

The Emalahleni Local Municipality plays a pivotal role in driving township economic development. By focusing on infrastructure enhancement, business incubation, access to finance, market access, skills development, cultural promotion, regulatory

ease, and infrastructure investment, the municipality can create an ecosystem that empowers local entrepreneurs and uplifts township communities. The journey toward sustainable economic growth in townships requires dedication, collaboration, and a long-term commitment to building a thriving local economy that benefits all residents.

Reviving of old town infrastructure for Township Economy Extension

Reviving and developing old central town infrastructure requires a comprehensive strategy that takes into account various aspects, including urban planning, economic development, community engagement, and sustainability. Here's a step-by-step strategy for Emalahleni Local Municipality to make available its old central town infrastructure for economic revival and development:

Assessment and Inventory	Stakeholder Engagement
Begin by conducting a thorough assessment of the existing old central town infrastructure. Identify the historical, cultural, and architectural significance of the structures. Create an inventory of available properties, their conditions, and potential uses.	Engage with local businesses, community members, heritage organisations, and other stakeholders to gather input and ideas for the revitalization project. Their perspectives can offer valuable insights into the community's needs and aspirations.
Urban Planning and Zoning	Adaptive Reuse
Collaborate with urban planners and architects to develop a revitalization plan that maximizes the utilization of old infrastructure. Update zoning regulations and land-use policies to accommodate mixed-use developments, which can include commercial, residential, cultural, and recreational spaces.	Consider adaptive reuse of old buildings, converting them into modern, functional spaces while preserving their historical and architectural value. Examples include turning old factories into art galleries, warehouses into loft apartments, or former schools into community centers.
Infrastructure Rehabilitation	Business Incubators and Start-up Spaces
Invest in the rehabilitation and renovation of old infrastructure, ensuring that safety and modern standards are met. Address issues such as structural integrity, accessibility, energy efficiency, and technology integration.	Dedicate certain spaces within the revitalized area for business incubators, co-working spaces, and start-up hubs. These spaces can attract young entrepreneurs and foster innovation, creating a vibrant economic ecosystem.
Cultural and Arts Districts	Green Spaces and Public Amenities
Designate specific zones for cultural and arts activities. Establish art galleries, theatres, music venues, and craft markets to attract tourists and locals interested in cultural experiences.	Develop parks, plazas, and green spaces within the revitalized area. These areas can serve as gathering spots, enhance the overall aesthetic, and contribute to a healthier urban environment.
Promotion and Marketing	Infrastructure for Digital Economy

Develop a strong marketing and promotional campaign to showcase the revitalized area's unique offerings. Highlight its historical significance, cultural diversity, and the range of businesses and activities available.	Ensure the integration of modern technology infrastructure such as high-speed internet, smart city features, and digital platforms that support e-commerce and online services.
Incentives and Support for Businesses	Sustainability and Community Involvement
Offer incentives for businesses to set up shop in the revitalized area, such as tax breaks, grants, or low-interest loans. Provide business development support, mentoring, and networking opportunities.	Embed sustainability practices in the revitalization process, including energy efficiency, waste reduction, and eco-friendly design. Involve the local community in decision-making and project implementation to ensure their needs are met.
Continuous Monitoring and Adaptation	
Regularly monitor the progress of the revitalization efforts and gather feedback from stakeholders. Be prepared to adapt the strategy based on changing economic, social, and environmental factors.	

By following this strategy, Emalahleni Local Municipality can effectively leverage its old central town infrastructure to stimulate economic growth, preserve cultural heritage, and create a vibrant and sustainable urban environment.

Establishing a Business Incubator for Township Economy Development in Emalahleni Local Municipality

The role of small businesses in driving economic growth and job creation is well recognized worldwide. In South Africa, where township communities often face socio-economic challenges, fostering entrepreneurship becomes crucial for sustainable development. The establishment of a business incubator in Emalahleni Local Municipality can serve as a pivotal strategy to support township economy development, empower local entrepreneurs, and contribute to overall regional progress.

Challenges in Township Economy: Townships often grapple with high unemployment rates, limited access to quality education and healthcare, inadequate infrastructure, and a lack of economic opportunities. These challenges hinder the overall growth and development of these areas, perpetuating cycles of poverty and inequality. However, townships also hold untapped potential in the form of aspiring entrepreneurs and innovative business ideas that, with the right support, can drive economic transformation.

The Role of Business Incubators: A business incubator is a nurturing environment designed to accelerate the growth and success of early-stage companies. It offers a range of resources, including mentorship, training, infrastructure, networking opportunities, and access to funding. Incubators provide a supportive ecosystem that reduces the barriers to entry for startups, helping them navigate challenges and increase their chances of sustainability.

Benefits of a Business Incubator:

- ✓ **Job Creation:** By supporting local entrepreneurs, the incubator can help create new job opportunities within the township, reducing unemployment rates and contributing to poverty alleviation.
- ✓ **Skills Development:** Incubators provide training and skill development programs, empowering individuals with the knowledge and capabilities needed to run successful businesses.
- ✓ **Access to Markets:** Incubator startups gain access to networks and markets they might not have reached independently, expanding their customer base and revenue potential.
- ✓ **Innovation:** Encouraging innovation and creativity within the incubator can lead to the development of unique solutions tailored to local challenges, which can then be scaled up.
- ✓ **Community Upliftment:** A successful incubator generates a positive cycle of economic growth, enabling reinvestment in the community through various avenues like education, healthcare, and infrastructure.

Components of the Incubator:

- **Physical Infrastructure:** The incubator should provide a conducive workspace equipped with necessary facilities for various businesses, fostering collaboration and innovation.
- **Mentorship and Training:** Experienced mentors and trainers can guide startups through business strategies, marketing, financial management, and more.
- **Networking Opportunities:** Regular events, workshops, and networking sessions can help entrepreneurs connect with potential partners, investors, and customers.
- **Access to Funding:** Facilitating access to funding through partnerships with investors, banks, and government grants is vital for the sustainability of the incubator.
- **Monitoring and Evaluation:** Implementing a system to track the progress and impact of incubator-supported businesses ensures accountability and continual improvement.

Collaborative Approach: The success of the business incubator relies on collaboration among various stakeholders, including local government, private sector organisations, educational institutions, and development agencies. Each of these entities can contribute expertise, funding, and resources to create a comprehensive support system.

Establishing a business incubator in Emalahleni Local Municipality holds the potential to spark a transformational wave of entrepreneurship and economic growth in township communities. By providing essential resources, mentorship, and

opportunities, the incubator can empower local individuals to realize their business dreams, create jobs, and contribute to the overall development of the region. This initiative not only addresses economic challenges but also fosters a sense of community pride and upliftment, leading to a brighter and more prosperous future for all residents.

TRANSPORT, LOGISTICS & FAST DELIVERY SECTORS

INVITATION TO ENGAGE

T
R
A
N
S
P
O
R
T












Invitation to engage with all Transport & Fast Delivery Stakeholders, projects, informal, small & commercial business holders. The aim is for a dynamic local economic development (LED) focus and dedication. For LED to work the following ingredients of Creativity, Enthusiasm, Determination, Belief and Hope for the Future are required. Come and participate by raising your voice anonymously through a card system when relevant issues are raised through a question session. Your contribution is of immense value to assist the municipality with a LED strategy that is practical and can be implemented to bring focus, investment, and growth to the transport economy and impact your environment.



16 August 2023

Afternoon 13:00

ELM

Committee

Room 1

Transport Development Focus

- One City, One Transport Association Drive
- Taxi Ranks Transformation Project
- Integrated Transport System for Compliance & easy App access.
- Emalahleni Transport Rerouter Status - Trucking and Long Hauling friendly.
- Rail Revitalisation Drive

The Crucial Role of Emalahleni Local Municipality as a Transport Rerouter of Resources to South African and Mozambique Harbors

The Emalahleni Local Municipality, located in the Mpumalanga province of South Africa, holds a vital position in the regional and national context due to its strategic role as a transport rerouter of resources to both South African and Mozambique harbours. This municipality's significance stems from its geographical location, rich natural resources, and robust transport infrastructure, all of which combine to facilitate the movement of goods and resources, making it a key player in regional economic development.

Situated within a resource-rich area, Emalahleni Local Municipality is endowed with abundant coal reserves. Coal remains a crucial energy source for both domestic and international markets, and the municipality's coal deposits play a central role in this. Its proximity to coal mines positions it as a major supplier for energy production, not only within South Africa but also for export to various global destinations. This role is essential for energy security, economic growth, and foreign exchange earnings.

The municipality's strategic location, nestled between South Africa and Mozambique, grants it the status of a transportation crossroads. With well-developed road and rail networks, it serves as a significant transit route for transporting resources from the inland areas to the coastlines of both countries. The logistical advantage of Emalahleni as a gateway to ports enhances its significance as a hub for the export of minerals, agricultural products, and manufactured goods. Moreover, its transport links extend to the Port of Maputo in Mozambique, providing an alternate access point for trade and mitigating potential bottlenecks in South African ports.

The importance of Emalahleni Local Municipality as a transport rerouter is further emphasized by its contribution to regional connectivity and economic growth. The efficient movement of resources along its well-connected infrastructure not only benefits the local economy but also stimulates economic activity across a broader region. As industries thrive and trade flourishes, job opportunities increase, and communities experience enhanced living standards. This, in turn, bolsters the municipality's social and economic sustainability.

Emalahleni's role as a transport rerouter also underscores the need for responsible and sustainable resource management. The extraction of coal and other resources must be carried out with environmental considerations in mind to mitigate negative ecological impacts. Sustainable mining practices, reclamation efforts, and investment in clean energy alternatives can ensure that the municipality's resources continue to contribute positively to the economy without compromising the well-being of future generations.

In conclusion, the Emalahleni Local Municipality's significance as a transport rerouter of resources to South African and Mozambique harbours cannot be overstated. Its location, resource wealth, and robust transport infrastructure converge to create a pivotal role in facilitating the movement of goods, particularly coal, and other essential resources. As the municipality continues to act as a conduit for trade and economic development, it must do so with a commitment to sustainable practices, ensuring the balance between economic growth and environmental stewardship. Emalahleni's story exemplifies the interconnectedness of geography, resources, and infrastructure in shaping regional development and underscores the imperative of responsible resource management in the modern world.

Embracing trucking and long hauling culture within the Emalahleni Local Municipality's developmental strategy

Embracing trucking and long hauling culture within the Emalahleni Local Municipality's developmental strategy requires a comprehensive approach that integrates economic, social, and infrastructural aspects. Here's a strategy to achieve this:

Stakeholder Engagement	Infrastructure Development
Engage with local trucking associations, long-haul operators, and drivers to understand their needs, challenges, and aspirations. This collaboration will help ensure that the strategy aligns with their culture and requirements.	Invest in the development and maintenance of road networks, truck stops, rest areas, and repair facilities. Well-designed and properly maintained infrastructure will not only improve the efficiency of trucking operations but also enhance road safety.
Skill Development and Training	Regulatory Support
Offer training programs for aspiring truck drivers, mechanics, and logistics personnel. This will not only create job opportunities but also improve the overall professionalism within the industry.	Work with relevant regulatory bodies to streamline licensing, permitting, and compliance processes. Clear and efficient regulations will foster a conducive environment for trucking and long hauling businesses to thrive.
Entrepreneurship Promotion	Cultural Integration
Encourage local entrepreneurship by providing support for individuals to start their own trucking businesses. This could include access to financing, business mentoring, and networking opportunities.	Celebrate the trucking and long hauling culture through events, festivals, and cultural exchanges. This will not only promote pride within the industry but also attract attention and visitors to the municipality.
Technology Adoption	Sustainability Focus
Promote the use of modern technology within the industry. Encourage the adoption of GPS navigation, fleet management systems, and digital load matching platforms to enhance efficiency and reduce operational costs.	Integrate sustainable practices within the industry. Promote fuel-efficient driving techniques, explore alternative fuels, and support eco-friendly technologies to reduce the environmental impact of trucking.
Tourism Enhancement	Collaboration with Educational Institutions
Highlight the scenic routes and cultural experiences that can be enjoyed through trucking and long hauling journeys. Develop tourism packages that allow visitors to experience the local culture while supporting the industry.	Partner with local educational institutions to offer specialized courses related to trucking logistics, maintenance, and management. This collaboration can create a skilled workforce that meets the industry's demands.
Safety Measures	Market Access
Prioritize road safety education for both truck drivers and other road users. Implement measures such as speed limits, fatigue management, and regular vehicle inspections to ensure safe operations.	Facilitate connections between local trucking businesses and regional/national supply chains. This can be achieved through partnerships, networking events, and participation in logistics expos.

Data Collection and Analysis	Branding and Marketing
Gather data on trucking and long hauling activities, including traffic patterns, cargo types, and routes. Analyse this data to make informed decisions and continuously improve the industry's efficiency.	Develop a strong brand identity for Emalahleni Local Municipality's trucking and long hauling culture. Use marketing campaigns and digital platforms to showcase the unique aspects of the industry.

By implementing this comprehensive strategy, Emalahleni Local Municipality can effectively embrace and leverage the trucking and long hauling culture to drive economic growth, create job opportunities, and contribute to the overall development of the region.

Revitalizing the Rail Industry and Infrastructure for Economic Development:

A Strategy for Emalahleni Local Municipality

The rail industry has historically played a pivotal role in driving economic development, facilitating the movement of goods and people efficiently and sustainably. In recent years, the rail sector has faced challenges, including decreased investment, outdated infrastructure, and limited modernization efforts. Emalahleni Local Municipality, situated in a strategically significant location, has the potential to be a catalyst for the revitalization of the rail industry. By leveraging its geographical advantage, aligning with national policies, and implementing innovative strategies, the municipality can significantly contribute to economic growth, sustainable transportation, and job creation.

Geographical Advantage: Emalahleni Local Municipality, located at the heart of South Africa's industrial and mining region, possesses a unique geographical advantage. The municipality connects major industrial centers and resource-rich areas, making it an ideal location for a well-connected rail network. By capitalizing on this location, the municipality can establish itself as a central hub for the movement of goods, contributing to reduced transportation costs and increased efficiency for businesses.

Collaboration with National Policies: The South African government has shown commitment to revitalizing the rail industry and enhancing infrastructure development. Emalahleni Local Municipality can align its efforts with national policies and initiatives, such as the National Development Plan (NDP) and the Comprehensive Rural Development Programme. This alignment ensures that the municipality's endeavours are congruent with larger development objectives, leading to a more integrated and synergistic approach.

Modernizing Infrastructure: A critical aspect of revitalizing the rail industry is the modernization of infrastructure. Emalahleni Local Municipality can collaborate with both public and private stakeholders to invest in upgrading rail tracks, signalling systems, and stations. By adopting modern technology, such as digital signalling and track sensors, the municipality can improve safety, reliability, and efficiency. Upgraded railway infrastructure will not only attract freight and passenger traffic but also stimulate economic growth through increased connectivity.

Multimodal Integration: To enhance the rail industry's impact on economic development, Emalahleni Local Municipality can focus on multimodal integration. By creating seamless connections between rail, road, and air transport, the municipality can provide comprehensive transportation solutions for businesses and residents. Such integration allows for efficient movement of goods from railway terminals to industrial zones, contributing to reduced congestion, fuel consumption, and environmental impact.

Promoting Intermodal Logistics Hubs: The establishment of intermodal logistics hubs within the municipality can further enhance the rail industry's role in economic development. These hubs act as centers for the transshipment of goods between different modes of transportation. By strategically locating these hubs, Emalahleni can attract investment, create jobs, and improve supply chain efficiency. This approach not only supports local economic development but also positions the municipality as a key player in national and regional trade networks.

Skills Development and Job Creation: Revitalizing the rail industry necessitates a skilled workforce. Emalahleni Local Municipality can collaborate with educational institutions and training centers to develop programs that equip local residents with the necessary skills for careers in the rail sector. By investing in training and education, the municipality can address unemployment and create a pool of skilled workers capable of driving the industry forward.

Emalahleni Local Municipality stands at a crossroads of opportunity, with the potential to spearhead the revitalization of the rail industry and infrastructure. By leveraging its geographical location, aligning with national policies, modernizing infrastructure, promoting multimodal integration, establishing intermodal logistics hubs, and focusing on skills development, the municipality can significantly enhance economic development. The revival of the rail industry will not only boost local economies but also contribute to South Africa's sustainable growth, improved transportation, and increased global competitiveness.

Driving Economic Development and Commuter Benefits:

A Strategy for the Taxi Industry in Emalahleni Local Municipality

The taxi industry plays a pivotal role in the transportation ecosystem of Emalahleni Local Municipality. To harness its potential for economic development and improve commuter benefits, a comprehensive strategy is required. This strategy aims to create a symbiotic relationship between the taxi industry, local economy, and commuters by enhancing efficiency, safety, accessibility, and sustainability.

Technology Integration and Efficiency Enhancement:

- Implement a centralized digital platform for taxi management, booking, and fare collection.
- Provide real-time GPS tracking for taxis to enhance route optimization and reduce waiting times.
- Develop a mobile app for commuters to book rides, track their taxis, and make cashless payments.
- Introduce smart dispatch systems to minimize empty trips and optimize route planning.

Training and Skill Development:

- Institute mandatory training programs for taxi drivers in defensive driving, customer service, and road safety.
- Offer financial literacy workshops to help drivers manage their earnings and invest in sustainable ventures.
- Provide opportunities for drivers to learn basic vehicle maintenance to reduce downtime and repair costs.

Fleet Modernization and Sustainability:

- Establish incentives and subsidies for taxi owners to replace older, less fuel-efficient vehicles with eco-friendly options.
- Collaborate with vehicle manufacturers to introduce affordable electric or hybrid taxi models.
- Encourage the use of cleaner fuels by creating partnerships with fuel suppliers.

Safety and Security Measures:

- Implement a comprehensive background check for drivers, including criminal record and driving history.
- Install panic buttons and onboard cameras in taxis to enhance passenger safety and deter criminal activities.
- Develop a system for commuters to share their ride details with friends and family in real-time.

Infrastructure Development

- Partner with local government to improve taxi ranks, shelters, and waiting areas for passengers.
- Enhance accessibility for disabled passengers by ensuring that infrastructure is inclusive and user-friendly.

Collaboration and Stakeholder Engagement:

- Establish a Taxi Industry Advisory Board composed of industry representatives, government officials, and community members to ensure ongoing communication and collaboration.
- Engage with local businesses to create partnerships that offer discounts or benefits for taxi commuters, thereby driving more business to both sectors.

Data Collection and Analysis:

- Collect and analyse data on commuter preferences, peak hours, and popular routes to optimize service delivery.
- Use data-driven insights to identify areas of improvement and adapt the strategy accordingly.

Promotion of Alternative Services:

- Collaborate with ride-sharing platforms to integrate formal taxis into their services, expanding the reach and convenience for commuters.
- Explore opportunities for shuttle services that connect residential areas with major commercial hubs.

Community Awareness and Education:

- Launch campaigns to educate the community about the benefits of using formal taxis, including safety, reliability, and economic contribution.
- Raise awareness about the importance of respecting traffic rules and giving priority to taxis.

Monitoring and Evaluation:

- Regularly assess the implementation of the strategy through performance metrics such as improved customer satisfaction, reduced waiting times, and increased economic activity.
- Modify the strategy based on feedback and changing circumstances to ensure its continued effectiveness.

By adopting this comprehensive strategy, the taxi industry in Emalahleni Local Municipality can transform itself into a catalyst for economic development and provide enhanced commuter benefits, creating a win-win situation for all stakeholders involved.

Transforming Taxi Ranks in Emalahleni Local Municipality through a Private Public Partnership

The transformation of taxi ranks in Emalahleni Local Municipality through a Private Public Partnership (PPP) involving taxi associations, the municipality, and investors presents a unique opportunity to enhance the urban transportation system, improve infrastructure, and foster economic growth. This strategy aims to outline a comprehensive plan for this transformational process.

Stakeholder Engagement and Alignment	Infrastructure and Facility Upgrades
<ul style="list-style-type: none"> ▪ Initiate dialogue with taxi associations, municipality representatives, and potential investors to align interests, expectations, and roles. ▪ Establish a joint steering committee comprising representatives from each stakeholder group to oversee the PPP process. ▪ Conduct feasibility studies and impact assessments to identify key areas for transformation and potential revenue streams. 	<ul style="list-style-type: none"> ▪ Collaboratively design modernized taxi ranks that prioritize safety, efficiency, and passenger comfort. ▪ Integrate smart technologies for real-time monitoring of arrivals, departures, and passenger flow. ▪ Implement eco-friendly features such as solar panels, rainwater harvesting, and waste recycling facilities.
Service Diversification	Technology Integration
<ul style="list-style-type: none"> ▪ Expand the range of services offered at taxi ranks to include retail kiosks, food vendors, rest areas, and digital service centers. ▪ Incorporate charging stations for electric vehicles and dedicated spaces for bike-sharing or ride-sharing services. 	<ul style="list-style-type: none"> ▪ Develop a mobile app for commuters to access real-time taxi information, make bookings, and facilitate cashless transactions. ▪ Implement a GPS-based dispatch system to optimize taxi routing and reduce wait times.

	<ul style="list-style-type: none"> Provide free Wi-Fi at taxi ranks to enhance the overall passenger experience.
Financial Mechanisms	Employment and Training
<ul style="list-style-type: none"> Formulate a revenue-sharing model among taxi associations, the municipality, and investors to ensure a sustainable funding stream. Seek financial support from national or provincial government grants, development banks, and private sector investors. Explore advertising partnerships to generate additional income and enhance the aesthetics of taxi rank facilities. 	<ul style="list-style-type: none"> Create job opportunities for local residents through the operation and maintenance of facilities, as well as the expanded range of services. Develop training programs for taxi drivers to enhance customer service skills, road safety awareness, and eco-friendly driving practices.
Regulatory Framework and Governance	Community Engagement and Communication
<ul style="list-style-type: none"> Establish a clear regulatory framework outlining the roles, responsibilities, and rights of each stakeholder within the PPP. Implement transparent governance mechanisms to ensure accountability, regular reporting, and dispute resolution. 	<ul style="list-style-type: none"> Conduct public awareness campaigns to inform the community about the benefits of the transformed taxi ranks. Encourage community input during the planning and design phases to address any concerns or suggestions.
Sustainability and Long-Term Planning	Monitoring and Evaluation
<ul style="list-style-type: none"> Integrate sustainable practices into the design, construction, and operation of taxi ranks to minimize environmental impact. Develop a long-term maintenance plan to ensure the facilities remain functional and aesthetically pleasing. 	<ul style="list-style-type: none"> Establish key performance indicators (KPIs) to measure the success of the transformed taxi ranks in terms of passenger satisfaction, efficiency, revenue generation, and environmental impact. Conduct regular reviews and adjustments based on KPI results to continuously improve the operations.

The transformation of taxi ranks in Emalahleni Local Municipality through a Private Public Partnership has the potential to enhance urban mobility, stimulate economic growth, and provide a safer and more convenient experience for commuters. By fostering collaboration among taxi associations, the municipality, and investors, this strategy outlines a roadmap for successful implementation, management, and long-term sustainability of the project.

Leveraging the Fast-Food Scooter Delivery System to Foster Economic Growth in Emalahleni Local Municipality

In an era of rapid technological advancement and changing consumer preferences, embracing innovative solutions is crucial for local economies to thrive. The Emalahleni

Local Municipality has a unique opportunity to stimulate economic growth by supporting the introduction of a new fast food scooter delivery system. This essay explores how this initiative can catalyse economic development, create employment opportunities, enhance local businesses, and contribute to sustainable urban mobility.

Economic Growth through Increased Consumer Convenience: The introduction of a fast-food scooter delivery system can significantly enhance economic growth by catering to the changing preferences of modern consumers. As lifestyles become busier, the demand for convenient food delivery options has skyrocketed. By supporting this system, Emalahleni can tap into a growing market segment and capture revenue that would otherwise be lost to neighbouring municipalities or global delivery platforms. This revenue injection can stimulate local businesses and encourage entrepreneurship, leading to increased economic activity within the municipality.

Job Creation and Skill Development: One of the most compelling aspects of the fast-food scooter delivery system is its potential to create employment opportunities for local development nodal residents. Delivery drivers, customer service representatives, mechanics, and administrative staff are just a few of the roles that would emerge from this initiative. Moreover, these roles provide valuable training and skill development, empowering individuals with marketable abilities that can extend beyond the delivery sector. This multifaceted impact on the local workforce can contribute to reduced unemployment rates and an overall improvement in living standards.

Strengthening Local Businesses: Local restaurants and eateries stand to benefit immensely from the implementation of a fast-food scooter delivery system. Such a system can level the playing field by enabling smaller businesses to compete with larger chains and international delivery platforms. By participating in the delivery network, local businesses can expand their customer base, increase sales, and cultivate brand loyalty. As a result, a thriving food delivery ecosystem can bolster the entire local culinary scene, attracting more visitors and tourists to the municipality.

Sustainable Urban Mobility: Beyond economic considerations, the adoption of a fast-food scooter delivery system aligns with broader sustainability goals. Traditional delivery methods, often reliant on cars or motorcycles, contribute to congestion, pollution, and carbon emissions. Embracing an eco-friendly scooter-based system can reduce the municipality's carbon footprint and enhance its reputation as an environmentally conscious locality. Furthermore, this shift towards sustainable mobility can inspire other sectors to adopt similar practices, leading to a more sustainable and livable urban environment.

Collaborative Partnership and Local Identity: Supporting the implementation of a fast-food scooter delivery system requires collaboration between the municipality, local businesses, and community stakeholders. This collaboration can foster a sense of collective responsibility and shared goals, strengthening the sense of community and local identity. Emalahleni can position itself as a place that values innovation, economic prosperity, and a high quality of life for its residents.

The introduction of a fast-food scooter delivery system presents a promising avenue for the Emalahleni Local Municipality to enhance its economic growth prospects. By

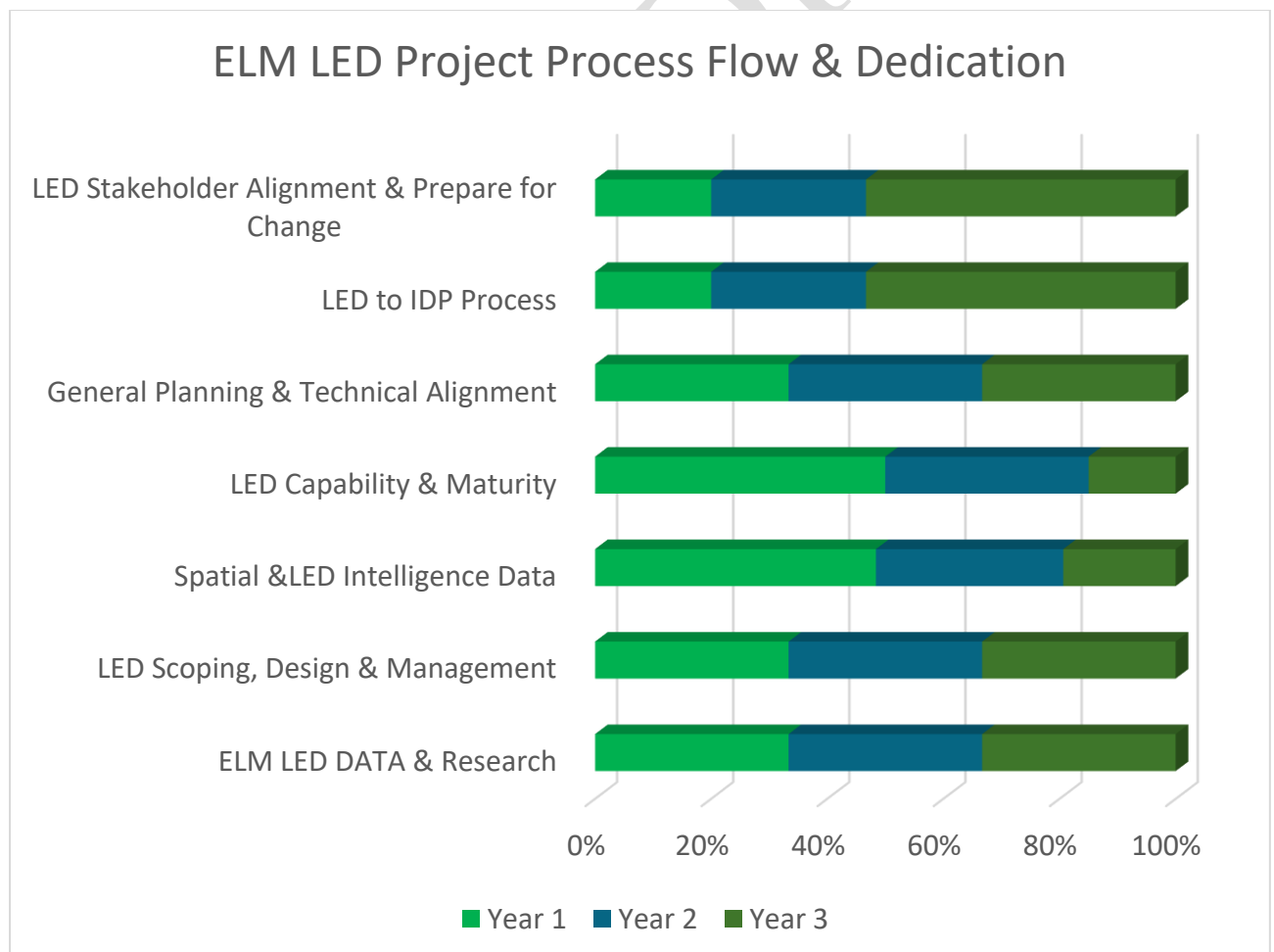
embracing innovation, creating jobs, empowering local businesses, and promoting sustainable urban mobility, the municipality can lay the foundation for a prosperous and sustainable future. With strategic planning, collaborative efforts, and a commitment to progress, Emalahleni can transform this initiative into a catalyst for holistic development that benefits both its residents and the local economy.

LED IMPLEMENTATION PLAN

This ELM ESG Strategy is a 10-year strategy with the following reasoning:

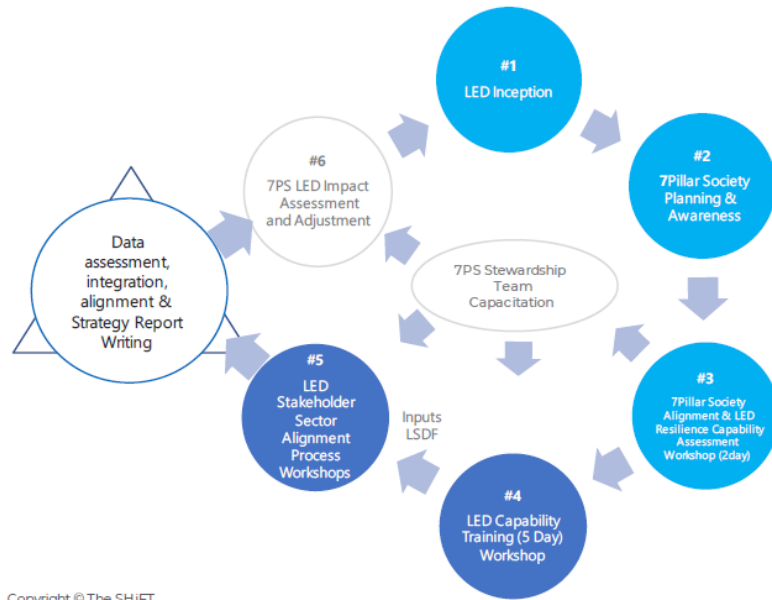
- The identified socio-economic impact projects with immediate impact, for funding enablement has minimum project lifespans of 10 year. Usually, these type of impact projects has a 15-year baseline financial planning, scoping, and projection to justify economic impact.
- However, as with any start-up and transformation planning, for operational and implementation planning, capacity deployed within dedicated functionalities are limited to 3-year planning whereafter revision is done to address contracting for another 3 years, thereafter, continuing with the same process.

LED 3 YEAR GROWTH PATH CHART



LED Stakeholder Alignment & Prepare for Change

Establish a united heartset, mindset &
Shared Narrative & Vision



THE SHiFT

ESG Focused

LED Strategy Development Implementation Approach

- Prepares & capacitates through assessment, training, & data analysis.
- Mitigates People Risk in Change to grow change readiness, alignment, & ensures a shift in Paradigms AND Results.
- Facilitates an inclusive LED Resilience & Capability Assessment, LED Capability Training, & a LED Stakeholder Sector Alignment Process (PACA).
- Creates ESG Awareness towards Investment Readiness for Impact Development and planning.
- Capacitates a 7Pillar Society (7PS) Leader Stewardship Impact Responsibility.
- Promotes a 7PS Collaboration Platform to extend trust, alignment and impact assessment.

LED to IDP Process

In service coaching and technical assistance should be provided for IDP processes within LED, with the aim of improving intra-municipal collaboration & value. Help to strengthen project alignment & collaboration with industry, government, and other partners. Support should also be provided for IDP consultation sessions and engagement as per example, with mining houses on IDP alignment with Social and Labour Plans (SLP) and other Socio-Economic Development initiatives of mining and other economic sector partners. This continuous LED to IDP process is vital to lock projects within the municipal governance and compliance environment to assist with reputable and approved projects.

General Planning & Technical Alignment

LED project inception alignment with the municipal SDF (Spatial Development Framework). The following implementation process will influence the LED project's implementation:

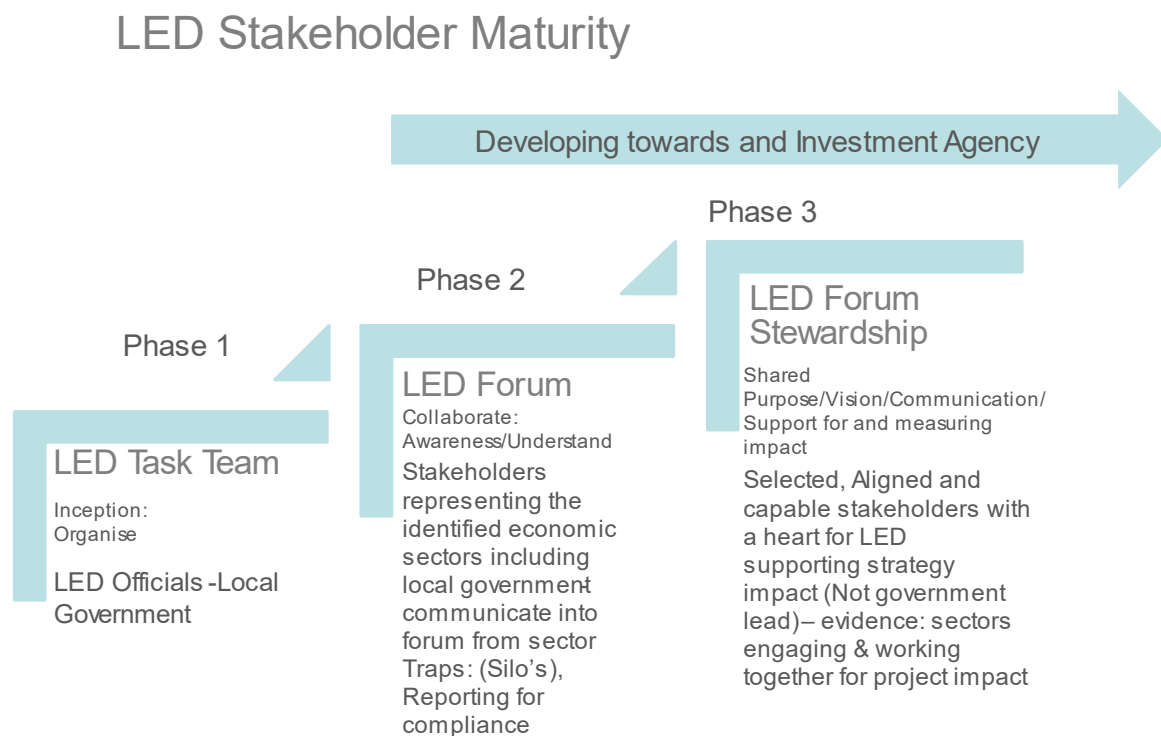
An inception meeting will kick off the project. This meeting will serve to:

- introduce project participants,
- confirm the scope of work, asset scope, level of detail, methodology, timeframe, and milestones,
- request & secure copies of relevant existing spatial data & information,
- identify stakeholders & confirm arrangements for their participation in the project, including finalisation of the skills transfer plan,

- confirm project governance arrangements (e.g., establishment of a project steering committee with effective stakeholder representation, decision-making processes),
- confirm project management arrangements (e.g., roles & responsibilities, communication protocols, progress reporting), &
- confirm arrangements for finalisation of the contract & agree invoicing & payment arrangements.

The proposed start-up phase lays the foundation for the successful formulation of a LED Project and the verification of it within the SDF. This phase will involve the process of setting up a steering & joint technical committee, to guide the work to reach an agreement on the scope & plan of work. This will also involve setting up the institutional & political support structures to gain clarity on the role, scale & requirements to prepare the structure of the LED project implementation plan and risk mitigation. This process will be done with each LED project identified and listed within the LED Project Pipeline.

LED Capability & Maturity



Copyright © THE SHIFT

Spatial & LED Intelligence Data

Within the municipal spatial development framework, data and systems are already deployed which could be of immense use for the LED project pipeline planning and execution. The infrastructure planning protocols are all relevant to LED socio-economic impact projects as well. To request an integrated management system with access to this valuable information, could assist with the asset verification and management need within the LED focused environment. This can also form the baseline for the LED PMO (Project Management Office) and CMO (Change

Management Office) which is vital for the execution, or the high impact socio-economic projects identified and on-going.

LED Scoping, Design & Management

LED needs a Master Plan and as above expressed, its own integrated system with all data and information available to map resources, projects and even risk factors. This includes factors like:

- Sector Structuring
- Sector Alignment
- Project Pipeline and time frames
- Project Preparation Capacity & Funding Readiness Assurance
- Estimated Sector Impact Project Budgets
- LED Stakeholder Impact Beneficiaries
- Individual Economic Sector Development Strategies
- Individual Economic Sector Investment Strategies
- Individual Economic Sector Strategies and Implementation Plans

ELM LED Data & Research

Local Economic Development (LED) data and research play a critical role in informing business intelligence by providing valuable insights into the economic landscape for Emalahleni's developmental region. It is vital to address the following and to integrate with the other functions mentioned above:

Market Dynamics	Identifying Opportunities & Challenges
LED data offers comprehensive insights into local market trends, consumer behaviour, demographic information, and industry-specific data. This helps businesses understand the demand-supply dynamics, consumer preferences, and market potential within a specific area.	Detailed LED research helps in identifying emerging business opportunities as well as potential challenges within a local economy. It can highlight gaps in the market, underserved areas, or sectors with growth potential, enabling businesses to capitalize on these opportunities.
Supporting Strategic Decision-Making	Risk Mitigation
Businesses can use LED data to make informed strategic decisions. Understanding the economic landscape allows for better resource allocation, strategic investments, and product/service development that align with local needs.	By understanding the economic indicators of a region, businesses can assess risks related to factors like market saturation, economic stability, regulatory environment, or potential economic downturns. This helps in developing risk mitigation strategies.
Government Policies and Incentives	Community Engagement and Corporate Social Responsibility (CSR)
LED research often includes information about government policies, incentives, and regulations at the local level. This is	Being aware of the local economic context enables businesses to engage with the community effectively.

particularly useful for businesses in understanding the legal and financial landscape in which they operate.	Understanding local needs helps in designing CSR initiatives and community engagement strategies that are meaningful and impactful.
Competitive Intelligence	Investment and Expansion Decisions
LED data aids in competitive analysis by providing insights into local competitors, their strategies, and market positioning. This information helps in developing effective strategies for market entry or expansion.	For businesses considering expansions or investments, LED data and research can guide decisions by providing a clearer picture of the economic viability and growth potential of a specific region.
Measuring Impact and Performance	Sustainability and Corporate Image
Continual access to LED data allows businesses to measure their impact on the local economy. It helps in assessing the effectiveness of business strategies, initiatives, and contributions to the local community.	Demonstrating a commitment to understanding and contributing positively to the local economy through the use of LED data can enhance ELM's reputation, local and international image to support more investment motivation.

Utilising LED data and research in business intelligence strategies allows business / private sector within Emalahleni's jurisdiction to make informed decisions, mitigate risks, identify growth opportunities, and contribute positively to the local economy, fostering sustainable and impactful business practices. This valuable principle executed will unlock high economic growth opportunities, which will contribute to more income generation for not only the municipality, but all LED stakeholders.

LED PROJECT SCOPE

Cognisance is given to the LED objectives and proposed solutions. Within the ELM IDP, these objectives are fully addressed and adopted within this LED Strategy to achieve a practical LED implementation plan. Herewith these objectives for the Economic Development and Tourism Unit:

- Tourism Development and promotion,
- SMMEs and cooperatives development,
- Emerging farmers Development,
- To accelerate interaction between the municipality and business community,
- To market Emalahleni Local Municipality as an investor friendly municipality,
- To identify poverty pockets and formulate means to address such.

Herewith proposed solutions captured within the IDP and addressed within this LED Strategy for practical implementation:

- Ensuring that the local investment climate is functional for local businesses, (mainly SMMEs).
- Supporting small and medium sized enterprises.
- Encouraging the formation of new enterprises and Cooperatives.
- Attracting external investment (nationally and internationally).

- Investing in physical (hard) infrastructure.
- Investing in soft infrastructure (educational and workforce development, institutional support systems and regulatory issues).
- Supporting the growth of particular clusters of businesses.
- Targeting particular parts of the city for regeneration or growth (areas-based initiatives).
- Supporting informal and newly emerging businesses.
- Targeting certain disadvantaged groups.
- Filling of vacant positions in the LED Unit, which will enable comprehensive workforce to reach Economic Development goals and objectives.
- Establishment of Emalahleni Development commission for the implementation of the summit resolutions.
- Establishment of Economic Development Agency and that section 84 (1) (a) and (b) of the Municipal Finance Management Act be considered.
- Develop clear Communication Strategy between municipality, mining houses and other stakeholders to tap into all their projects.
- Conduct LED Summits or Conferences once every two years, to promote or market Investment opportunities and packaged initiatives.

PRIORITY ELM LED PROJECTS

Mining & Green Industry		
1	Annual Mining & Energy Expo with Conference	DTIC (EMIA) Call for Proposals
2	Mined land to Agriculture Transformation Project Kromdraai – Livestock production project with R&D Estimate Investment – R 40 million	DALRRD PPP – Thungela Agri-CoE
3	Mining Skills Academy – Kromdraai Mine Closure R&D Mining & Metals Technology Park	DMR / CoMCert Call for Proposals
Agricultural & Green Industry		
1	Municipal Commonage Farms Repurposing Project	DALRRD PPP / Call for Proposals
2	Agricultural Fresh Product Market Revitalisation	IDC PPP / Call for Proposals
3	Rietspruit Agro-processing Hub	IDC / DTIC PPP / Call for Proposals
4	Bio-Char Project – Invasive specie Project	DALRRD & DFFE
ICT, Media & Event Management Industry		
1	SMME Supply Chain System N-Fuse Free for SMMEs & Corporate Funding Model	Mining Sector Business Chamber LED Forum
2	Link to Mining & Energy Expo Media Production Facilities & Film	DTIC – Film Incentive
3	Rural Connectivity Program	PPP / Call for Proposals
Legal, Financial & Property Development Industries		
1	Local Fund Management Teaming	Call for Proposals

		PPP
2	Compliance Systems Integration	Call for Proposals PPP
3	Tax Incentive Scheme Carbon Tax / Solar Block Chain Model	Call for Proposals PPP
Manufacturing, Industrialisation & Beneficiation Industry		
1	Highveld Eco-Industrial Park Fly Ash Beneficiation	PPP Call for proposals NCPC - CSIR
2	Mining & Metals Techno Park – Integration R&D – Green focus / cleaner production Education & Training	NCPC – CSIR Partnership
3	Ferrobank & Lynnville Light Industrial workshops – Kwa Guqa Project	DTIC – Black Industrialist Scheme
Tourism, Arts, Culture, Recreation, Entertainment & Sport		
1	International Convention Centre and Hotel	Call for proposals PPP
2	Upgrade Emalahleni Recreation Resort	Call for proposals PPP
3	Establishment of Mining Museum Strategic alignment with Mining & Green Expo	DTIC OEM Partners
4	Arts & Culture Festival - Township Experience Strategic alignment with Mining & Green Expo	Call for proposals
Township Economy		
1	Hector Way Project	Already Initiated
2	Lease of Municipal Properties	Request for proposals
3	Township Culture – Business Incubator Strategic alignment with Mining & Green Expo	Request for proposals form all townships
4	Ten111MP Centre Town	Already Initiated
Transport Industry		
1	One City, One Transport Association Drive	Request for proposals Systems solutions
2	Taxi Ranks Transformation Project	Request for proposals PPP
3	Emalahleni Transport Rerouter status Trucking & Long Hauling Friendly	Request for proposals
4	Rail Revitalisation Drive	Request for proposals Transnet / Prasa

The listed priority projects can only be executed with a dedicated Project Management Office capability. It is proposed that there should be a call for proposal for the establishment of it to address the LED project pipeline for funding readiness. This to include:

1. Pre-project planning & feasibility.
2. Project implementation plan & funding model.
3. Short, medium, and long-term goals as well as measurable impact regarding ESG.
4. Project bankability to funding readiness.
5. Legal structuring and compliance verification.