

Development Charter SHANGHAI GATE

1. Pre Amble

Our signing of this charter marks the beginning of unlocking the potential and benefits of the development of Shanghai Gate as a tourist gateway into the Kruger National Park (KNP). We have come to understand that this is a National asset that we can benefit from if we can find the courage and goodwill to work together, integrate our efforts and resources and share in the benefits from our heritage.

The communities of the Alesin, Milinginisi, Muxeye, and other surrounding villages have the interest and support of local, district, provincial, and national governments and its development agendas and will enter into a comprehensive partnership to realize this opportunity. The Industrial Development Corporation (IDC) has a particular interest in developing the tourism opportunities for the benefit of the local communities through the rendering of technical assistance and finance for tourism infrastructure development. The opportunity is to develop new tourism products in synergy with the SANParks facilities and brand. Together with the private sector we can realize substantial opportunities and benefits for the region and its people.

The Shanghai Gate Development must have a major impact on these areas which forms part of the 23 Highly Prioritized District Municipalities in South Africa as per the pronouncement by the South African Government, namely Mopani and Vhembe. These already include Presidential Node in areas such as Muxeye and the Developmental Node/ Point in areas such as Alesin (MILINGI). All three (3) of the potential beneficiaries and affected communities are in dire need for economic development, hence linkages to the development should be maximized and benefits shared in a fair and equitable way. The development and opening of Shanghai Gate should be a catalyst for the sustainable development for rural villages around the gate - where people can live, work and play. In order to realize our ideals, the plans, efforts and resources of all stakeholders need to be integrated and implemented aligned. The success of the initiative is largely dependent on the provision of good access to the gate and the range of community tourism and cultural/ heritage products that will be available to tourists. Significant investments in commercial/ accommodation facilities, business development and human resource development will be required to create the necessary linkages with the local economy to unlock the potential of the rich history and culture of the area.

The notion of development and opening the Shanghai Gate has been around for many years, with numerous efforts to planning. We fully realize that it is not what will be developed, but how it is done - that will determine the success of the development and its impact on the welfare of the people. The increased demand for tourist access to KNP-facilities provides a unique opportunity but also a responsibility for immediate action from all of us as a united group.

2. Principles and Values

While we are all passionate about our area and the development benefits to our own constituency, we agreed that the development and opening of the Shanghai Gate needs to be based upon principles and good process in order to maintain mutual trust and our partnership. We will uphold and respect the following principles and values at all times:

- Plans and action will never be imposed on the other partners, particularly not by the well-resourced entities. Participation will be real and inclusive in planning and decision making - and professionals will be bound to respect local knowledge, values and ownership.
- The KNP is a national asset and will be used in a fair and equitable way to the benefit of the local communities, the region and the South African peoples.
- The Shanghai Gate development needs to be financially viable and must be based on well informed decision-making. The final decision on the location of the gate will be subject to due process and consultation, with participation by all stakeholders. The communities and municipalities will make valuable contributions to the decision-making process. In the final analysis it is a business decision where the best cost-benefit solution will be adopted and it is agreed that this will be based on technical and practical considerations such as environmental impact, economic viability and cost implications.
- Sustainability is a key consideration and the development will strive towards social, economic and environmental sustainability. The local approach must be developmental in order to render real social and economic benefits to the local communities, without depleting the natural resource base and threatening bio-diversity. The objective is to have a broad based impact which will empower and benefit all members of the local communities through employment, business opportunities and improved infrastructure.
- Responsible and sustainable tourism will be at the core of planned economic development associated with the Shanghai Gate. The focus will be on the development and packaging of eco- and cultural tourism products and the development of local people in the production of goods (food and crafts) and provision of services (guides and product owners) for the expanded tourist market. The objective is to improve human settlements, livelihoods and to increase the participation of local people in the economy as owners, managers, workers and service providers.
- The process and plans will afford due respect to local values, culture, history and interests. It will also integrate such as 'local assets' into the planning and implementation to broaden the product offering and make a positive impact on the local community.
- The planning and implementation will integrate the communities, municipalities and the region to maximise the social, economic and environmental benefits through agglomeration, scale and infrastructure efficiency and effectiveness.

3. Vision for the Community and the Area

The villages of Alesin, Milinginisi, Muxeye and their surrounding communities will be transformed into a vibrant rural area where people are actively involved in social and economic activities. The well-constructed road network will be busy, with tourists driving to and from the Kruger National Park to buy food, crafts and other goods and services from the numerous locally owned and operated shops, markets, stalls, entertainment facilities, guest houses and historical sites. The local residents will be moving to and from work and delivering or buying goods for trade. The villages will be transformed into attractive and functional places which offer the whole range of basic social and economic opportunities and services associated with a 'sustainable human settlement' where people can live, work and play. The area will experience significant reductions in poverty, increased employment and the emergence of many vibrant businesses in the hands of local people.

The transformation of the villages to self-sustainable settlements and the rapid emergence of the area from poverty and under-development will be triggered by the opening of the Shanghai Gate as a 'Gateway into the Kruger National Park'. This will be a direct

result of the commitment of the communities and government to join forces and resources. The improved access for tourists that will be brought about by the development of roads and bridges to the Shanghai Gate will be extended to a network that will serve all three villages and integrate them into the tourism value chain and mainstream of regional social and economic development. The improved access will allow many other investments by government and private sector in infrastructure and facilities and generally improve service delivery in the area with visible impacts on livelihoods, health, life expectancy, education, skills levels and enterprise development, which sets the scene for sustainable growth into the future.

The partnership between SANParks and the communities will set an example for South Africa and the continent on sustainable development. The communities will be the custodians of the environment and will live in harmony with nature and its rich bio-diversity as a resource and means of development. As owners of this valuable resource, they will proudly and jealously guard against depletion and degradation. The commitment to work and plan together will unlock the cultural heritage of the local communities for development and further empower the people. This will be apparent in their sense of pride of their history and environment.

During the process of planning and implementation, other opportunities for tourism and enterprise development (e.g. the Nsami dam and the old Fuman Gold Mine) will be identified to develop in harmony/synergy with the gate.

This development will clearly demonstrate the synergies between government and communities of an extensive partnership which involves the range of intergovernmental institutions across the spheres of government, the communities, land owners and private sector. The improved activity and occupancy in the Northern KNP will be complemented by eco- and cultural-tourism in the adjacent area where bio-diversity and conservation will be promoted by the beneficiaries. In this way, State assets will be used directly to enhance social and economic development and sustainability. This will form the basis of a long term and synergistic relationship between SANParks and stakeholder communities. The current system whereby villagers can obtain permits to access the KNP will be significantly enhanced by the more direct access and shorter distances. The provision of appropriate picnic and leisure facilities in the KNP to cater for the local communities and the promotion of educational excursions by the schools will further enhance the relationship between SANParks and the communities and increase the people's appreciation for the value of nature, conservation and tourism. This relationship will also create a platform to discuss the need and potential for other development, such as mining, and how it can be approached to be in harmony with the very important conservation and eco-tourism sectors.

The development will improve the link between South Africa and Mozambique and as gateway to the Great Limpopo Transfrontier Park. In this way, the development will connect communities, municipalities and countries.

4. Role, Functions and commitment from respective key stakeholder organisations

The success of the Shanghai Gate development initiative will largely be determined by the success of key stakeholders to plan and work together towards our expressed vision as pronounced above. The collaboration of organs of State responsible for the area and their ability and willingness to 'give voice to the communities' and respect local culture, heritage and priorities will largely determine the impact of the initiative. Similarly, the communities need to participate, contribute and respect the mandates of the range of Institutions involved. To that end, the key roles and responsibilities of the parties to this Charter in terms of this initiative are as follows:

South African National Parks (SANParks) is a State-owned entity with the mandate to conserve, protect, control and manage national parks and other defined protected areas including their biological diversity, which mainly generates revenue from its tourism operations. It is worth noting that the Kruger National Park (KNP) is the largest and most important of the 23 national parks under the stewardship of SANParks. In this initiative, the institution is the enabler of the process of creating synergy between the needs of the KNP, tourism in general and the needs and aspirations of the three adjacent communities which will be most directly affected by the realization of the commissioning of a commercial tourist gate at Shanghai. In this, SANParks will coordinate planning efforts, provide expertise and is committed to consult with relevant communities. SANParks is directly responsible for the planning, implementation and operations of all development and activities within the KNP. SANParks is committed to build relations and to ensure that its development will have synergies with and complement the developments within the three communities outside the gate. All its efforts will be directed to enhance and promote social and economic development in constituent communities. As one of the premium brands in the country's eco-tourism, SANParks' brand is well known and its network reach is global. SANParks is committed to use these strengths to achieve a product range to the benefit of the development of these and other adjacent communities in relation to its vision of connecting to the society.

Industrial Development Corporation (IDC) is a Development Finance Institution with a specific interest to make an impact on this priority node. The IDC regards the Shanghai Gate initiative as a potential Strategic High Impact Project for support with a contribution to scoping and pre-implementation planning, which will convert to pro-rata equity by IDC and/or the community. The IDC will have the first option to fund, on competitive terms, specific projects that will emerge from the feasibility study. This right of first refusal is directly linked to the fact that the feasibility is largely funded by the IDC, with a specific objective of ultimate community shareholding. The IDC has capacity and the mandate to provide grants in support of the product range to the benefit of the development of these and other adjacent communities and infrastructure for tourism and accommodation that will emerge from the plan with a specific appetite for investment quantum and jobs created. The IDC's Limpopo office will provide social and economic development expertise and assist with local logistics and community facilitation.

Department of Rural Development and Land Reform (DRDLR) focuses on Agrarian transformation, Land reform and Rural Development. The project area includes Muxeye, which is one of the National Pilot sites for Comprehensive Rural Development Programme (CRDP). In a rural development context, the Department is responsible for development planning and the coordination of contributions from all the National Departments towards rural development. This is largely accomplished in this area through the Provincial Rural Development Forum. In context of the Shanghai Gate Initiative, the Department will ensure that the following Departments contribute in accordance with their mandates as follows:

Department of Agriculture, to support the development of sound agricultural practice and models to improve food security, livelihoods, self-sufficiency and assist commercial and urban agriculture to produce for the growing tourist numbers and market.
Department of Water and Environmental Affairs has a specific responsibility to ensure the speedy completion of Environmental Impact Assessments (when required) to facilitate implementation of the plan.

Department of Tourism to make a specific contribution towards (more detailed) tourism planning, access to tourism products and promotion of the tourism node and the specific tourism businesses.

The signatories to the CHARTER have been duly authorized by their constituents, structures or organisations.
SIGNED ON THIS 17TH DAY OF August 2012 IN SKUKUZA

Department of Human Settlements to prioritise the upgrading of the three villages to become fully fledged 'sustainable human settlements'. This means that other Departments such as Health, Education, and South African Police Services need to be involved in the extension of the range of services required to enable wholesome rural living.

Department of Trade and Industry (DTI) is responsible for enterprise development and can assist in establishing and registration of Community Trusts, Co-ops and can provide grants for incubation and business infrastructure. The Department also has special funds for Employment Creation and women empowerment.

Limpopo Department of Economic Development, Environmental Affairs and Tourism (LEDET) is responsible for the coordination of inputs and implementation by all the relevant provincial departments. In this initiative, the involvement and contribution of the Provincial Roads Agency to plan and implement the projects that will provide access to the gate and the villages is a pre-condition to success. LEDET also supports enterprise development through IBSA. The department will contribute to the cost of the Feasibility Study.

Development Bank of Southern Africa (DBSA) is a Development Finance Institution with a key mandate in infrastructure finance. The DBSA has played a facilitation and neutral coordination role to advance the initiative and to that end committed seed funding of R250,000 towards the feasibility study. The facilitation of the partnership between stakeholders through this Development Charter is considered its main contribution and the DBSA will remain involved to ensure that the spirit and intent of the Charter is adhered to. The DBSA will continue to provide technical expertise in the planning process and will render a secretariat service to the development initiative as agent of the Department of Rural Development and Land Affairs.

Municipalities include the Mopani and Vhembe District Municipalities and the Greater Gyanzi and Thulamela Local Municipalities. The municipalities have a very broad responsibility for 'social and economic development' and a very specific responsibility to ensure that people participate in the democracy so that government can respond to the 'will of the people'. The municipalities will work together to ensure that delivery and implementation is coordinated, planned for in the IDPs, budgeted for and that synchronized implementation takes place. The broad range of mandated services such as clinics, rural roads, energy, water, sanitation, waste management and local economic development (LED) support are not only vital to the realization of the initiative and its benefits to the people of the communities, but also key elements of sustainability and stewardship of this special place.

Traditional authorities govern communal land within the project area and need to be in agreement with any development proposals. They are, importantly, also the custodians of traditional values, with a key role to play in the promotion of good values and preservation of history. They are an integral part of government and are thus jointly responsible for service delivery to the larger community and have a unique role to play in land planning and community mobilisation. As leaders in the communities, they will lead the principles of sustainability to ensure that the people's voices are heard and that the communities are aware and informed of the initiative and mobilized to capitalise on the opportunities.

Communities of Alesin, Milinginisi, Muxeye (and surrounding villages) are the targeted beneficiaries of the initiative. Whilst it is foreseen that some generic benefits will emerge in the form of improved access and services, the degree to which the individuals embrace the opportunities will be a matter of personal choice, ability and willingness to venture. In this process, organized business will be strengthened to give inputs and plan to maximize the benefits from developments. Local knowledge is an important asset during planning and community members should freely share this with the professionals, and enrich the local understanding with the information and expertise from the professionals and studies to be conducted.

Mechanisms for on-going communication and participation in order to give effect to the principles of on-going participation and the commitment to informed decision-making. It is agreed that two structures will be established to ensure both fairness and efficiency of the process:

- The Shanghai Gate Development Forum (SGDF) will be the mechanism for inclusive participation by all key stakeholders. The following entities will have representation in the Forum:
 - MILINGI Tribal Authority
 - SHWYI Tribal Authority
 - Alesin Community
 - Milinginisi Community
 - Muxeye Community
 - Thulamela Local and Vhembe District Municipalities
 - Greater Gyanzi Local and Mopani District Municipalities
 - Business Chambers from the Thulamela and Greater Gyanzi municipalities
 - SANCO
 - Hanganaani Forum
 - SANParks
 - Industrial Development Corporation
 - Department of Rural Development and Land Reform (co-op departments as required)
 - Limpopo Department of Economic Development, Environmental Affairs and Tourism (co-op departments as required)
 - DBSA as secretariat

The Forum will be chaired by the appointed representative of SANParks, and the DBSA will render secretariat support as agent of the Department of Rural Development and Land Reform. The Forum will focus on building the partnership, ensuring that all stakeholders are informed and satisfied that the process is unfolding as agreed and will provide guidance and inputs to the Technical Planning Committee.

The Shanghai Gate Technical Planning Committee (TPC) will manage the formal planning process within the mandate provided through this Charter and the guidance from and agreement with the SGDF from time to time. The TPC will consist of SANParks, LEDET, DBSA, IDC, DTI, DRDLR and the two municipalities (Greater Gyanzi and Thulamela). The TPC will procure and manage the planning process to give effect to a plan that will deliver on the vision and adhere to the principles as contained in this Charter. In this they will adhere to the procurement principles of the PFMA. The IDC will be the contracting entity for the planning study and the DBSA the Secretariat as agent of the Department of Rural Development and Land Reform.

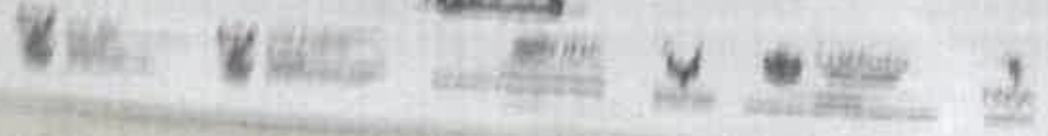
We accept the challenges of volunteerism and of keeping these mechanisms of cooperative action responsive and relevant. We commit to make appropriately qualified people available and will strive for continuity in our representation. We will engage in problem solving and ensure on-going participation and communication at operational and strategic levels. We agree to be true partners that will contribute resources, intelligence and participate in implementation of our agreed agendas, plans and projects.



MANSONI GATE

[The main body of the document contains several columns of dense, illegible text, likely representing a report or a set of minutes.]

[Handwritten signatures and names are present at the bottom of the page, including names like 'M. Johnson', 'M. Johnson', 'M. Johnson', 'M. Johnson', 'M. Johnson', and 'M. Johnson'.]



DEVELOPMENT CHARTER FOR SHANGONI GATE

1. Pre Amble

Our signing of this charter marks the beginning of unlocking the potential and benefits of the development of Shangoni Gate as a tourist gateway into the Kruger National Park (KNP). We have come to understand that this is a National asset that we can benefit from if we can find the courage and goodwill to work together, integrate our efforts and resources and share in the benefits from our heritage.

The communities of the Altein, Mininginisi, Muyexe, and other surrounding villages have the interest and support of local, district, provincial, and national -governments and its development agencies and will enter into a comprehensive partnership to realize this opportunity. The Industrial Development Corporation (IDC) has a particular interest in developing the tourism opportunities for the benefit of the local communities through the rendering of technical assistance and finance for tourism infrastructure development. The opportunity is to develop new tourism products in synergy with the SANParks facilities and brand. Together with the private sector we can realize substantial opportunities and benefits for the region and its people.

The Shangoni Gate Development must have a major impact on these areas which forms part of the 23 Highly Prioritised District Municipalities in South Africa as per the pronouncement by the South African Government, namely Mopani and Vhembe. These already include Presidential Node in areas such as Muyexe and the Developmental Nodal Point in areas such as Altein (Mtiti). All three (3) of the potential beneficiaries and affected communities are in dire need for economic development, hence linkages to the development should be maximized and benefits shared in a fair and equitable way. The development and opening of Shangoni Gate should be a catalyst for the sustainable development for rural villages around the gate – where people can live, work and play.

In order to realize our ideals, the plans, efforts and resources of all stakeholders need to be integrated and implementation aligned. The success of the initiative is largely dependent on the provision of good access to the gate and the range of community tourism and culture/heritage products that will be available to tourists. Significant investments in commercial/accommodation facilities, business development and human resource development will be required to create the necessary linkages with the local economy to unlock the potential of the rich history and culture of the area.

The notion of development and opening the Shangoni Gate has been around for many years, with numerous efforts to planning. We fully realise that it is not what will be developed, but how it is done - that will determine the success of the development and its impact on the welfare of the people. The increased demand for tourist access to KNP-facilities provides a unique opportunity but also a responsibility for immediate action from all of us as a united group.

2. Principles and Values

While we are all passionate about our area and the development benefits to our own constituency, we agreed that the development and opening of the Shangoni Gate needs to be based upon principles and good process in order to maintain mutual trust and our partnership. We will uphold and respect the following principles and values at all times:

- 2.1 Plans and action will never be imposed on the other partners, particularly not by the well-resourced entities. Participation will be real and inclusive in planning and decision making – and professionals will be bound to respect local knowledge, values and ownership.

- 2.2 The KNP is a national asset and will be used in a fair and equitable way to the benefit of the local communities, the region and the South African peoples.
- 2.3 The Shangoni Gate development needs to be financially viable and must be based on well informed decision-making. The final decision on the location of the gate will be subject to due process and consultation, with participation by all stakeholders. The communities and municipalities will make valuable contributions to the decision-making process. In the final analysis it is a business decision where the best cost-benefit solution will be adopted and it is agreed that this will be based on technical and practical considerations such as environmental impact, economic viability and cost implications.
- 2.4 Sustainability is a key consideration and the development will strive towards social, economic and environmental sustainability. The total approach must be developmental in order to render real social and economic benefits to the local communities, without depleting the natural resource base and threatening bio-diversity. The objective is to have a broad based impact which will empower and benefit all members of the local communities through employment, business opportunities and improved infrastructure.
- 2.5 Responsible and sustainable tourism will be at the core of planned economic development associated with the Shangoni Gate. The focus will be on the development and packaging of eco- and cultural tourism products and the involvement of local people in the production of goods (food and curios) and provision of services (guides and product owners) for the expanded tourist market. The objective is to improve human settlements, livelihoods and to increase the participation of local people in the economy as owners, managers, workers and service providers.
- 2.6 The process and plans will afford due respect to local values, culture, history and interests. It will also integrate such as "local assets" into the planning and implementation to broaden the product offering and make a positive impact on the local community.
- 2.7 The planning and implementation will integrate the communities, municipalities and the region to maximise the social, economic and environmental benefits through agglomeration, scale and infrastructure efficiency and effectiveness.

3. Vision for the Community and the Area

The villages of Altein, Mininginisi, Muyexe (and their surrounding communities) will be transformed into a vibrant rural area where people are actively involved in social and economic activities. The well-constructed road network will be busy, with tourists driving to and from the Kruger National Park to buy food, crafts and other goods and services from the numerous locally owned and operated shops, markets, stalls, entertainment facilities, guest houses and historical sites. The local residents will be moving to and from work and delivering or buying goods for trade. The villages will be transformed into attractive and functional places which offer the whole range of basic social and economic opportunities and services associated with a "sustainable human settlement" where people can live, work and play. The area will experience significant reductions in poverty, increased employment and the emergence of many vibrant businesses in the hands of local people.

The transformation of the villages to self-sustainable settlements and the rapid emergence of the area from poverty and under-development will be triggered by the opening of the Shangoni Gate as a new "Gateway into the Kruger National Park. This will be as a direct result of the commitment of the communities and government to join forces and resources. The improved access for tourists that will be brought about by the development of roads and bridges to the Shangoni Gate will be extended to a network that will serve all three villages and integrate them into the tourism value chain and mainstream of regional social and economic development. The improved access will entice many other investments by government and private sector in infrastructure and facilities and generally improve service delivery in the area with visible

impacts on livelihoods, health, life expectancy, education, skills levels and enterprise development, which sets the scene for sustainable growth into the future.

The partnership between SANParks and the communities will set an example for South Africa and the continent on sustainable development. The communities will be the custodians of the environment and will live in harmony with nature and its rich bio-diversity as a resource and means of development. As owners of this valuable resource, they will proudly and jealously guard against depletion and degradation. The commitment to work and plan together will unlock the cultural heritage of the local communities for development and further empower the people. This will be apparent in their sense of pride of their history and environment.

During the process of planning and implementation, other opportunities for tourism and enterprise development (e.g. the Nsami dam and the old Fumani Gold Mine) will be identified to develop in harmony/support/synergy with the Gate.

This development will clearly demonstrate the synergies between government and communities of an extensive partnership which involves the range of intergovernmental institutions across the spheres of government, the communities, land owners and private sector. The improved activity and occupancy in the Northern KNP will be complemented by eco- and cultural -tourism in the adjacent area where bio-diversity and conservation will be promoted by the beneficiaries. In this way, State assets will be used directly to enhance social and economic development and sustainability. This will form the basis of a long term and synergistic relationship between SANParks and stakeholder communities.

The current system whereby villagers can obtain permits to access the KNP will be significantly enhanced by the more direct access and shorter distances. The provision of appropriate picnic and leisure facilities in the KNP to cater for the local communities and the promotion of educational excursions by the schools will further enhance the relationship between SANParks and the communities and increase the people's appreciation for the value of nature, conservation and tourism. This relationship will also create a platform to discuss the need and potential for other development, such as mining, and how it can be approached to be in harmony with the very important conservation and eco-tourism sectors.

The development will improve the link between South Africa and Mozambique and as gateway to the *Great Limpopo Transfrontier Park*. In this way, the development will connect communities, municipalities and countries.

4. Role, Functions and commitment from respective key stakeholder organisations

The success of the Shangani Gate development initiative will largely be determined by the success of key stakeholders to plan and work together towards our expressed vision as pronounced above. The collaboration of organs of State responsible for the area and their ability and willingness to "give voice to the communities" and respect local culture, heritage and priorities will largely determine the impact of the initiative. Similarly, the communities need to participate, contribute and respect the mandates of the range of institutions involved. To that end, the key roles and responsibilities of the parties to this Charter in terms of this initiative are as follows:

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the realization of the commissioning of a commercial tourist gate at Shangoni. In this, SANParks will coordinate planning efforts, provide expertise and is committed to consult with relevant communities. SANParks is directly responsible for the planning, implementation and operations of all development and activities within the KNP. SANParks is committed to build relations and to ensure that its development will have synergies with and complement the developments within the three communities outside the gate. All its efforts will be directed to enhance and promote social and economic development in constituent communities. As one of the premium brands in the country's eco-tourism, SANParks' brand is well known and its network reach is global. SANParks is committed to use these strengths to extend its product range to the benefit of the development of these and other adjacent communities in relation to its vision of connecting to the society.

Industrial Development Corporation (IDC) is a Development Finance Institution with a specific interest to make an impact on this priority node. The IDC regards the Shangoni Gate Initiative as a potential *Strategic High Impact Project* for support with a contribution to scoping and pre-implementation planning, which will convert to pro-rata equity by IDC and/or the community. The IDC will have the first option to fund, on competitive terms, specific projects that will emerge from the feasibility study. This *right of first refusal* is directly linked to the fact that the feasibility is largely funded by the IDC, with a specific objective of ultimate community shareholding. The IDC has capacity and the mandate to provide grants in support of the feasibility/planning of this node. The IDC has specific interest in the business opportunities and infrastructure for tourism and accommodation that will emerge from the plan with a specific appetite for investment quantum and jobs created. The IDC's Limpopo office will provide social and economic development expertise and assist with local logistics and community facilitation.

Department of Rural Development and Land Reform (DRD&LR) focuses on Agrarian transformation, Land reform and Rural Development. The project area includes Muyexe, which is one of the National Pilot sites for Comprehensive Rural Development Programme (CRDP). In a rural development context, the Department is responsible for development planning and the coordination of contributions from all the National Departments towards rural development. This is largely accomplished in this area through the Provincial Rural Development Forum. In context of the Shangoni Gate initiative, the Department will ensure that the following Departments contribute in accordance with their mandates as follows:

Department of Agriculture; to support the development of sound agricultural practice and models to improve food security, livelihoods, self-sufficiency and assist commercial and urban agriculture to produce for the growing tourist numbers and market.

Department of Water and Environmental Affairs has a specific responsibility to ensure the speedy completion of Environmental Impact Assessments (when required) to facilitate implementation of the plan:

Department of Tourism to make a specific contribution towards (more detailed) tourism planning, access to tourism products and promotion of the tourism node and the specific tourism businesses.

Department of Human Settlements to prioritise the upgrading of the three villages to become fully fledged "sustainable human settlements". This means that other Departments such as Health, Education, and South African Police Services need to be involved in the extension of the range of services required to enable wholesome rural living.

Department of Trade and Industry (DTI) is responsible for enterprise development and can assist in establishing and registration of Community Trusts, Co-ops and can provide grants for

incubation and business infrastructure. The Department also has special funds for Employment Creation and women empowerment.

Limpopo Department of Economic Development, Environmental Affairs and Tourism (LEDET) is responsible for the coordination of inputs and implementation by all the relevant provincial departments. In this initiative, the involvement and contribution of the ***Provincial Roads Agency*** to plan and implement the projects that will provide access to the gate and the villages is a pre-condition to success. LEDET also supports enterprise development through LIBSA. The department will contribute to the cost of the Feasibility Study.

Development Bank of Southern Africa (DBSA) is a Development Finance Institution with a key mandate in infrastructure finance. The DBSA has played a facilitation and neutral coordination role to advance the initiative and to that end committed seed funding of R360,000 towards the feasibility study. The facilitation of the partnership between stakeholders through this Development Charter is considered its main contribution and the DBSA will remain involved to ensure that the spirit and intent of the Charter is adhered to. The DBSA will continue to provide technical expertise in the planning process and will render a secretariat service to the development initiative as agent of the Department of Rural Development and Land Affairs.

Municipalities include the Mopani and Vhembe District Municipalities and the Greater Giyani and Thulamela Local Municipalities. The municipalities have a very broad responsibility for “social and economic development” and a very specific responsibility to ensure that people participate in the democracy so that government can respond to the “will of the people”. The municipalities will work together to ensure that delivery and implementation is coordinated, planned for in the IDP’s, budgeted for and that synchronized implementation takes place. The broad range of mandated services such as clinics, rural roads, energy, water, sanitation, waste management and local economic development (LED) support are not only vital to the realization of the initiative and its benefits to the people of the communities, but also key elements of sustainability and stewardship of this special place.

Traditional Authorities govern communal land within the project area and need to be in agreement with any development proposals. They are, importantly, also the custodians of traditional values, with a key role to play in the promotion of good values and preservation of history. They are an integral part of government and are thus jointly responsible for service delivery to the larger community and have a unique role to play in land planning and community mobilisation. As leaders in the communities, they will instil the principles of sustainability; ensure that the people’s voices are heard and that the communities are aware and informed of the initiative and mobilised to capitalise on the opportunities.

Communities of Altein, Mininginisi, Muyexe (and surrounding villages) are the targeted beneficiaries of the initiative. Whilst it is foreseen that some generic benefits will emerge in the form of improved access and services, the degree to which the individuals embrace the opportunities will be a matter of personal choice, ability and willingness to venture. In this process, organized business will be strengthened to give inputs and plan to maximize the benefits from developments. Local knowledge is an important asset during planning and community members should freely share this with the professionals, and enrich the local understanding with the information and expertise from the professionals and studies to be conducted.

5. Mechanisms for on-going communication and participation

In order to give effect to the principles of on-going participation and the commitment to informed decision-making, it is agreed that two structures will be established to ensure both fairness and efficiency of the process:

5.1 The Shangoni Gate Development Forum (SGDF) will be the mechanism for inclusive participation by all key stakeholders. The following entities will have representation in the Forum:

1. Mtititi Tribal Authority
2. Shiviti Tribal Authority
3. Altein Community
4. Mininginisi Community
5. Muyexe Community
6. Thulamela Local- and Vhembe District Municipalities
7. Greater Giyani Local and Mopani District Municipalities
8. Business Chambers from the Thulamela and Greater Giyani municipalities
9. SANCO from the Thulamela and Greater Giyani municipalities
10. Hlanganani Forum
11. SANParks
12. Industrial Development Corporation
13. Department of Rural Development and Land Reform (co-op departments as required)
14. Limpopo Department of Economic Development, Environmental Affairs and Tourism (co-op departments as required) :
15. DBSA as secretariat

The Forum will be chaired by the appointed representative of SANParks, and the DBSA will render secretariat support as agent of the Department of Rural Development & Land Reform. The Forum will focus on building the partnership, ensuring that all stakeholders are informed and satisfied that the process is unfolding as agreed and will provide guidance and inputs to the Technical Planning Committee.

5.2 The Shangoni Gate Technical Planning Committee (TPC) will manage the formal planning process within the mandate provided through this Charter and the guidance from- and agreement with the SGDF from time to time. The TPC will consist of SANParks; LEDET; DBSA; IDC; DTI; DRD&LR and the two municipalities (Greater Giyani and Thulamela). The TPC will procure and manage the planning process to give effect to a plan that will deliver on the Vision and adheres to the principles as contained in this Charter. In this they will adhere to the procurement principles of the PFMA. The IDC will be the contracting entity for the planning study and the DBSA the Secretariat as agent of the Department of Rural Development and Land Reform.

We accept the challenges of volunteerism and of keeping these mechanisms of cooperative action responsive and relevant. We commit to make appropriately qualified people available and will strive for continuity in our representation. We will engage in problem solving and ensure on-going participation and communication at operational and strategic levels. We agree to be true partners that will contribute resources, intelligence and participate in implementation of our agreed agenda, plans and projects.

The signatories to the CHARTER have been duly authorized by their constituents, structures or organisations.

SIGNED ON THIS 17TH DAY OF August 2012 IN SKUKUZA