Western Cape Provincial Manufacturing Technology Strategy

Craft Sector Report

1. Sector Overview

The craft sector is largely an informal developing sector with the following characteristics:

- Fragmented and unorganised both at labour and industry level
- Diverse business formations mostly micro enterprises
- There are low barriers to entry in terms of skill and capital investment – enterprises are easy to start
- But they are difficult to sustain because of the high skills requirement w.r.t market access and business management
- Wide-spread need for training & skills development across the board
- The racial divisions are quite stark in terms of ownership and production
- The sector battles against popular perceptions of craft as hobby / curios / off the street
- Poverty alleviation projects legacy
- Cross sectoral *(tourism, trade & culture)*
- Social capital / people centered
- Lack of data *(jobs, income, turnover, market-share)*

In the Western Cape, the sector has the following characteristics:

- Strong local market *(retail & tourism)*
- WC crafters tend to sell only in the WC (because of time & resources (market research, penetrating market etc); pricing is an issue)
- WC product profile – positioning cape craft nationally to be price and product competitive
- Design & innovation
- Contemporary products & aesthetics and less ethnic craft (could be both a strength and a weakness)
- Urban base – production & consumption *(70-80% in metro); (impacts on price… cost of production higher – strength & weakness)*
- Production process is expensive because of piece work / nature of way production is done in sector and because labour is expensive in the WC

- Local producers have serious competition from imported and cheaper other African craft
- Copying and IP an issue
- CCDI – province has sector development organisation

a. Definition of the Craft Sector

Craft refers to the creation and production of a broad range of utilitarian and decorative items where the ***hand process*** is a significant part of the value-added content. The production of goods uses a range of natural and synthetic materials[1].

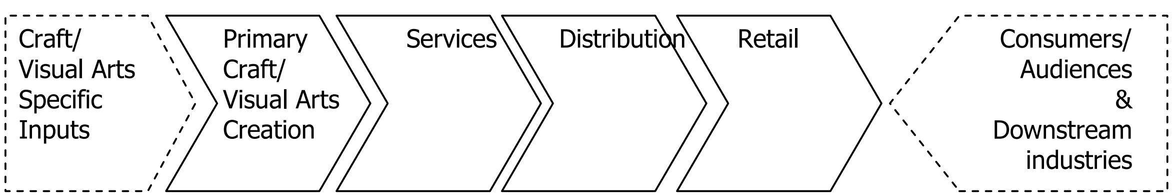
b. Technology definition

Unpacking the definition of technology in a sector that is defined by its hand manufacturing component is an important first step. Technology in craft could therefore include:

- Technology to aid design (CAD)
- Sampling & prototyping (R&D)
- Technology to aid marketing & distribution (logistics)
- Technology to aid communication
- Business systems
- Production systems
- Materials, tools & techniques

c. The Value Chain

Interventions in the sector have been characterized by a supply-side focus and an emphasis on support to producers. If interventions are to have real impact in the sector, the whole value chain needs to be considered.



[1] *(ACTAG Report, 1994; accepted by DTI national Craft Sector Development Plan; revised to delete reference to 'small-scale'.)*

d. Major market categories

- Homeware
- Curios
- Collectibles: One of a kind, high value individually made objects
- Indigenous: Culturally derived objects
- Jewelry, fashion and fashion accessories
- Garden and Outdoor
- Novelties and gifts including corporate gifts

e. Major forms of distribution

- Direct selling
- Craft markets
- Small retailers / boutiques (generally on consignment)
- Wholesaling (importers/exporters/agents)
- National retailers
- E-commerce

f. Key stakeholders in the sector

Craft producers[2]

- **Informal:** Unregistered, home-based businesses that generate a profit
- **Sole Traders:** Individuals registered as provisional tax payers
- **Co-operative:** A registered group of people that co-operate and share the revenue equally
- **Project-based:** Grant funded community-based organisations, NPOs and projects that have a developmental objective
- **Small batch manufacturers:** Registered business that produce craft within a competitive market

National Government	DAC, DTI, DST, DoL/Seta's
Provincial & Local Government	departments of Economic Development, Tourism, Cultural Affairs, & Social Services; trade & investment agencies such as Wesgro, TIK; district & municipal councils, through LED and Arts & Culture programmes; craft development agencies
Industry	Craft enterprises (including NGOs), agents, wholesalers, exporters/importers, retailers

[2] Definitions: DTI Craft Sector Development Plan National Workshop, October 2004

Educators	Technikons, private institutions, accredited service providers
Funders	National & Provincial Arts Councils, National Lottery, National Development Agency, Industrial Development Corporation, Development Bank South Africa, Black Economic Empowerment Fund, Umsombuvo Youth Fund; PRIVATE SECTOR: Shuttleworth Foundation, Business Arts South Africa, Nedbank Arts & Culture Trust; FOREIGN foreign trusts and foundations, foreign governments agencies and/or embassies
Designers	Individuals, product developers, international
Other institutions	SABS, PSA, NPI, IMC
Consumers	Consumers – as end-users of products – need to become a 'stakeholder' that we take seriously and target with exciting marketing strategies.

g. Statistics

Note these figures have been updated using the revised draft of the MEDS Crafts Study: Industry Profile, 28 April 2005.

Western Cape			**National**[3]
	CCDI Sample[4]	**Projection**[5]	Previously, 1996 census estimated some 270 000 employed in craft & related activities; estimated it contributed R1 billion to economy
Enterprises	554	1,852	5,725
Employment[6]	3,234	7,165	40,000
Income[7]	R61m	R244 m	R720 m[8]
Retail	216	348	767
Turnover[9]	R54m	R200-500m	R154m

[3] Drawn from draft DTI CSP of December 2004
[4] Data drawn from CCDI database in March 2005
[5] Assuming CCDI has a third of enterprises in the province on its database
[6] Using average of 5.8 'employees' per enterprise
[7] Based on average of R1500/mth based on Khayelitsha sample of R1290/projects and R1723 for micro enterprises
[8] Using CCDI average
[9] Assuming average of R200 000 turnover per annum

h. Other relevant issues

- **Timescale for craft development** - The sector has been identified for its potential for job creation and income generation because of low barriers to entry in terms of skill and capital outlay – however a high level of design, business, production management and marketing and distribution skill is required to sustain a handcraft enterprise. Given the legacy of apartheid education and the time it takes for such skills to be transferred, the sector needs a long-term HRD plan.
- **Social impact** – given the people and life-skills nature of craft develop as well as the potential for social/cultural celebration, craft development has a social as well as economic impact – the latter much harder to quantify.
- **Craft as stepping stone** – human resource development and social development with people in the craft sector may result in people becoming more employable in other sectors thus entering the 'mainstream' economy – it is possible that over the next ten years we see a shrinking of the sector in terms of jobs; but a growth in terms of quality of employment and levels of income.
- **Commodification of culture/craft** – ironically inherent in the commodification of cultural products lies the danger of homogenisation and loss of culture; craft development strategies need to take this into account and put in place strategies to ensure the nurturing and retention of cultural practise.

2. Strengths and weaknesses

Strengths	Weaknesses
• Local design resources • Strong emphasis on supporting emerging SA designers • Traditional craft skills (limited and on the wane in the WC) • Diverse skills base • Design and innovation • Growth of the domestic sector • Home-based production • Diverse product range that appeals to and services different markets • Risk-taking intermediaries • Flexible production capacity • Potential financial viability • Low barriers to entry • Enabling environment (political will) • Established experience and knowledge • Excellent production design resources • Indigenous knowledge	• Lack of utilization of product design resources • Lack of designers with experience • Lack of information concerning the importance and application of design • Lack of focus on and confidence in local design • Lack of relations between production and design and matching designers to crafters and markets • Lack of linkages between government and private sector initiatives • Exploitation & suspicion • Supply and not demand driven • Inability to deliver on quality/brief/ budget/time and perceptions of inability to deliver • Producers located far from market place • Lack of access to raw materials & finance • Lack of market information • Lack of differentiation and variety • Lack of adaptability to current trends • Weak downstream infrastructure • Lack of young people interested in craft • Lack of SMME support services for start-up and micro-enterprises

3. Sector trends and developments

Sector trend / development	Impact (VH,H,M)	Present or Future	If future, expected arrival (tick one column)		
			1-3 yrs	4-7 yrs	> 7 yrs
FAIR TRADE: fair labour practise, fair trade, social issues (like HIV/Aids) and sustainable resource use will increasingly become part of consumer consciousness and inform purchasing decisions	H	P & F	✓		
ENVIRONMENTAL SENSITIVITY: sustainable resource use, packaging and use of recycled materials will also increasingly become part of consumer consciousness and inform purchasing decisions	H	P & F	✓		
HERITAGE: social and cultural stories behind products will gain increasing importance; will be increasing need to document and protect indigenous knowledge	H	P & F	✓		
HANDMADE: demand for hand made, unique, original products will increase along with a greater appreciation for the hand made element; sophisticated consumers, in terms of quality and aesthetic move away from mass production and the high street brands	M	P & F	✓		
SKILLS DEVELOPMENT: This in turn will require greater technical skill and the development of master crafters; the retention of skills and protection of IP	H	P & F	✓		
INCREASING MARKET: opportunities in domestic and international tourism market increases as SA maintains its ‘flavour’ of the month (especially thinking 2010 Soccer World Cup); the developing Proudly South African patriotism boosts local market as does increasing consumer base with disposable income; Africans in the Diaspora (US, UK, Brazil etc.) become an increasingly important market	H	P & F	✓		
COMPETITION: the world market will become increasingly competitive; product ideas will be copied and markets swamped by cheap imitation imports; because of the nature of our workforce we cannot compete with other developing countries on volume, mass production and cost; there is a diluting and ‘confusing’ effect of neighbouring African country’s crafts in SA.	VH	F	✓		
COMMERCIALISATION/COMMODIFICATION OF CULTURE: Increasing emphasis on commercial viability will make the sector more economically viable however, the danger is the homogenisation of culture and the dislocation of the production and creation of the product from its historical context due to globalization; also IP becomes increasingly	M	F		✓	

difficult to protect					
TRENDS: fashion trends will increase in importance and manufacturers will need to pay increasing attention to these to stay ahead of the competition; and even to become trend setters	H	P & F	✓		
DESIGN: SA design will increasingly be acknowledged and sought after internationally; more innovative products will be generated as training and development strategies take root; designs are increasingly differentiated; CAD used more widely?; access to R&D will be critical	M	F		✓	
NEW MATERIALS: there will be greater access to new materials and new opportunities for innovation.	H	F		✓	
PRODUCTION: small enterprises will form clusters; private publics partnerships will grow and be successful; craft industry develops around design hubs in city; increased reliance on manufacturing technology	H	F	✓		
OUTLETS: more craft retail outlets will open	M	F	✓		
COMPUTER TECHNOLOGY: ICT (hardware and skills) will become increasingly important for producers to facilitate internet access for market linkage and innovations like open source craft management tool for production and stock management	M	P & F	✓		
EMPLOYMENT: sector will consolidate into small/medium sized businesses (10-30 people) making a significant contribution to employment and providing quality-of-life jobs; there will also be a consolidation of designer/crafter led micro businesses (1-3); HIV/Aids will impact on workforce	M	F		✓	
BUSINESS: the sector will formalise; will have more registered and sustainable businesses; will have access to incentives and funding that are based on sound business principle as in other industries; may require greater capital investment; definitely require more sophisticated human resources	H	F	✓		
GOVERNMENT: will have a greater focus on implementation; better application of govt funding / better leverage of government support / integration of government initiatives at all tiers.	H	F	✓		

4. Technology trends and developments

Technology trend / development	Impact (VH,H,M)	Present or Future	If future, expected arrival (tick one column)		
			1-3 yrs	4-7 yrs	> 7 yrs
Advanced Materials					
New materials research in formal sectors (motor manufacturing, textiles)	M	F		✓	
New applications of old materials	M	F		✓	
Increased cross sector and cross media collaboration	H	P & F	✓		
Advanced Product Technologies					
Manufacturing technology used in combination with hand element (concurrent engineering)	H	F	✓		
Combination of traditional and modern manufacturing methods	H	F	✓		
Design software to support design, design process and design to production	M	F		✓	
Increased accessibility to information (opportunity & threat)	H	P	✓		
Trend explosions (diversification and consolidation)	H	P	✓		
Increased need for data on production and design	M	P	✓		
Increasing gap and alienation between crafters and technology	H	P & F	✓		
Advanced Production Technologies / ICT in Manufacturing					
Use of manufacturing technologies for volume while retaining a component of hand value-adding	H	F		✓	
Increased need for better skilled crafters	H	F		✓	
Technology to improve production efficiencies, quality control and lower costs	H	F	✓		
Linkages/collaboration with traditional manufacturing industries	H	F	✓		

People with capacity helping people with potential	M	P	✓		
Increased accessibility through communication technology (cell phones & wireless)	H	P & F	✓		
Increased need for packaging, branding and story-telling	H	P & F	✓		
Appropriate intervention of technology at different stages of production	H	F	✓		
Cleaner Production					
Increased emphasis and use of recycled materials	M	F		✓	
New uses for old materials	M	F		✓	
Pressure & opportunity to use 'waste' materials	M	F		✓	

5. Strategic imperatives

The strategic imperatives are the conditions that have to be in place for the sector to be successful over the longer term[10].

As the SWOT analysis shows, the Western Cape is strong on design and innovation leading to more contemporary market-driven products. Supporting this is a strong domestic and tourist retail infrastructure which is increasingly trends driven. And with a strong urban based population the craft sector in this province has the potential to develop into a thriving industry of a number of small manufacturing enterprises.

Given these competitive advantages technology development strategies need to focus on:

- Production efficiencies to ensure growth and stability of manufacturing enterprises
- Research and development to ensure products are meeting, and ahead of market trends, and best use of technology which will enhance production efficiencies and costs.

With this context in mind, the strategic issues facing the sector have been categorised into three areas for consideration – the enabling environment, enterprise development and marketing & distribution.

ENABLING ENVIRONMENT

Creating an enabling environment – support mechanisms at micro and macro levels including policy & legislative framework; operational and support services; co-ordinating of resources and consolidation of government interventions across departments; also support for research and verification of data.

[10] **Integrated strategy**
The recommendations in this report need to be read in conjunction with the recommendations and strategies emanating from the National Advanced Manufacturing Strategy of 2003; the **dti** Craft Customised Sector Programme (currently in draft form and being finalized by September 2005) and the Craft Micro-Economic Development Strategy being finalized by the Provincial Department of Economic Development in June 2005.

Quality assurance and branding – establishing a quality assurance framework that ensures quality standards, fair trade and regulation, fosters environmental awareness and sustainability, fosters ethical business relations. Could include charters and codes, labeling/accreditation of compliant businesses and could be linked to incentives.

Indigenous Knowledge – danger of homogenization of culture and losing social/cultural capital that is our competitive advantage; also disregard for IP and copyright.

ENTERPRISE DEVELOPMENT

Production efficiencies – ensuring production efficiencies to enable cost saving and order fulfillment; think about the organisation of work (clusters, piece work and work-from-home); also infrastructure (transport) and ICT needs such as telecommunications and production, retailing, training and warehousing space (especially township based).

Access to resources – access to all resources such as raw materials, finance and skilled human resources needs to be prioritized to make it easier for entrepreneurs to get on with the job; creation of seed/equity funding mechanisms and coherent and consistent government funding models.

Human resource development - support for capacity building, skills development and work based training across the value chain; encouraging and rewarding entrepreneurs and risk-taking (developing incentives)

ICT - linked to skills development, also about access to hardware and ability to use it; makes communication and information dissemination possible; also aids links to market.

MARKETING & DISTRIBUTION

Made in WC/SA brand – creation of single brand, supported by local and international marketing campaign; understand different market segments and developing strategies for them; the need for market intelligence, trend information and system to supply information to producers.

Product development support – help plan, promote and implement innovate design; market research and gap identification; appropriate technology development and materials research.

Showcase – close the gap between producers and market; fulfill demand for products and stimulate new markets. Quantifying the market, developing new and stimulating market growth (being future oriented).

Order fulfillment – material supply, freight and logistics, operational support services.

6. Matching Strategic Imperatives to Recommendations

Recommendations developed taking the following into account (i.e. assuming other initiatives and issues are dealt with in other areas[11])

- Ensuring global competitiveness and appropriate production capacity to deliver
- Strategic imperatives as they relate to technology
- Focusing on innovation and catalytic initiatives

The **Strategic Imperatives** (as unpacked below) were identified in the December TRM Workshop and the **Recommendations** (listed below) were identified and refined in the February TRM Workshop and follow-up Task Team meetings.

<table>
<tr><td colspan="6">ENABLING ENVIRONMENT</td></tr>
<tr><th>Strategic Imperative</th><th>Recommendation</th><th>IMPACT</th><th>Timing</th><th>Collaborations</th><th>Cost</th></tr>
<tr><td>Support & co-ordination of services and interventions</td><td>• Agency such as CCDI
• Showcase & Precinct</td><td>High
High</td><td colspan="3" rowspan="3">See separate recommendations template</td></tr>
<tr><td>Audit on existing skills and resources (focus on raw materials)
Database of existing manufacturing processes and technology</td><td>• Database for order fulfilment (research process)</td><td>High</td></tr>
<tr><td>Quality assurance tools</td><td>• Branding & Packaging</td><td>Average to High</td></tr>
</table>

[11] See provincial MEDS Strategy and DTI Customised Sector Programme for how other issues are being dealt with.

ENTERPRISE DEVELOPMENT					
Strategic Imperative	**Recommendation**	**IMPACT**	**Timing**	**Collaborations**	**Cost**
Technology to address supply chain management Computerised business systems Self assessment tools Production line training Getting producers ICT proficient (skills & access to hardware)	• Skills training & learnerships (in place) • Database for order fulfilment • Production clusters	**High** **High** **High**	See separate recommendations template		
Accredited agents IT enabled order management system IT costing & pricing model (whole value chain)	• Database for order fulfilment • Branding & Packaging	**High** **Average to High**			
Precinct and/or wired hubs/ buildings for use by producers and agents Showcase to enable brand building and 'joint 'marketing	• Showcase & precinct • Production clusters • Branding & Packaging	**High** **Average to High**			
Support clustering of production – research potential clusters and develop solution for each	• Database for order fulfilment • Production clusters	**High** **High**			
Identifying new materials (including waste from industry in WC) Developing new products Develop ways to use cheaper raw materials Technology for design	• Raw Materials Bank • Centre for Innovation	**Average to High** **High**			

MARKETING & DISTRIBUTION					
Strategic Imperative	**Recommendation**	**IMPACT**	**Timing**	**Collaborations**	**Cost**
Trade facilitation / web portal	• Database for order fulfilment • Craft Showcase & Precinct	High high	See separate recommendations template		
Design and trend forecasting & market intelligence information dissemination	• Centre for Innovation • Showcase & Precinct	High High			
Develop standardised assessment tool that meets SABS standards Also links to fair trade, sustainable resource use and BEE Accredited suppliers, agents etc.	• Branding & packaging	Average to High			

INITIATIVE 1
Centre for Innovation

CI Facilities

- Technology Demonstration Centre
- Open Studio
- Resource Centre
- Mobile Unit

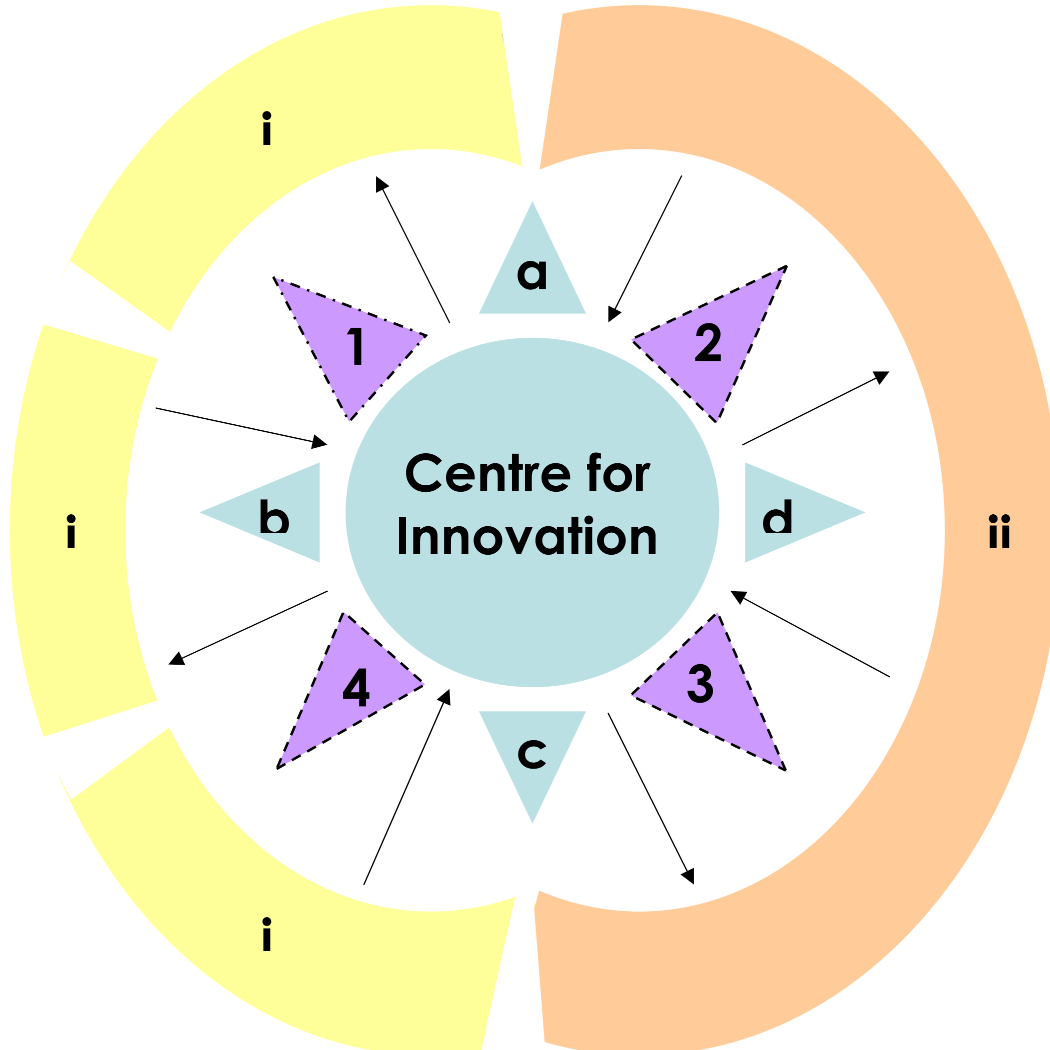
Aligned Projects

- Raw Materials Bank
- Heritage & Technology
- Branding & Packaging
- Other…

INITIATIVE 2
Clusters Initiative

- Production & Resource Units

ii. Showcase & Precinct



7. Recommendations

a. Initiative 1

Ref :	Sector : Craft	Initiative title : Centre for Innovation	Champion : CCDI

Need or opportunity addressed

The Centre for Innovation is both a physical space and a catalyst for a number of other projects which are aimed at enhancing our ability to innovate and design new products that maintain the craft sector's competitive advantage in local and international markets.

One of the barriers to the creation of products is the lack of time and 'space' to experiment, waste, play and think out-of-the-box without the pressure of the bottom-line influencing decisions made. The main purpose of this facility would be to create this 'space' – both physically and mentally.

As a physical space it will provide an Open Studio and Technology Demonstration Centre where crafters (and designers) can spend time experimenting with new materials, new technologies and new applications to arrive at new product designs and innovations.

Crafters would be able to spend time at the facility experimenting in a hands-on way with new and old materials; collaborating with each other; problem-solving with input from technicians and trained designers. This would happen in a variety of ways from ad-hoc to facilitated processes.

The Centre for Innovation will also provide for cross sectoral collaborations (clothing, jewellery, furniture etc.) and it will provide practical support to overcome design and production challenges with designers & technicians.

A Resource Centre will provide visual access to current design trends / market information at a one-stop-shop.

The Centre for Innovation would be the catalyst and driver of three other projects:

- Raw Materials Bank
- Heritage Resources & Technology
- Branding & Packaging

Strategic objectives

- Development of local design and innovation skills for the creation of new products and the setting of new trends
- Research and development of new materials, new technologies and new applications
- Provide platform for cross industry collaboration
- Promotion of technical excellence & skills upgrading
- Increasing accessibility of access to technology and resources and transfer of knowledge

Benefits

Sector benefits

- Better quality products
- Reduced input costs and production efficiencies
- Better market opportunities and price positioning with higher returns for manufacturers which in turn should lead to better quality jobs
- Long term benefits of enhanced design & innovation skills should lead to sustainability and growth of the sector
- Contributes to promotion of design in SA
- Skills and social capital development
- Promote employability
- Assist with the nurturing of entrepreneurship
- Creation of a National resource

Direct benefits

- A properly resourced Centre for Innovation could provide for up to 9 full time jobs and a number of part-time jobs as well as intern and mentoring opportunities for students/graduates
- **SMMEs supported –** in the (first year)
  100 emerging crafters (micro businesses employing 1-5 people)
  50 established crafters (small businesses employing 6-20 people)

Activity focus areas

- Open Studio space (with basic equipment and technical expertise on-call) for experimentation and collaboration
- Technology Demonstration Centre to show and teach
- Resource centre (including digital heritage database and bank of computers for on-line research)
- Meeting/lecture room
- Mobile facility to ensure province-wide reach
- Link to different retail outlets to test products

Linkages to other relevant initiatives or strategies

The Centre for Innovation will be a catalyst and driver for the following projects. These could be housed directly under the management of the Centre or, as in the case of the Raw Materials Bank, could be set up as independent enterprises. These institutional issues would need to be interrogated in the next phase. (see separate Project Outlines)

- Raw Materials Bank
- Heritage Resources & Technology
- Branding & Packaging

Ideally the Centre for Innovation should be co-located within the proposed CCDI Showcase & Precinct to ensure maximum benefit to all role-players and stakeholders. The location of this package of initiatives is going to be critical but will be supported by satellite centres (production clusters) and mobile units/programmes.

Key collaborations

Organisation	Role	Contact person
CCDI	Project champion as an extension of its Design & PD mandate	
PGWC & CTCC	Funders & investors	
Private Sector	Raw materials, sponsorship	
Retailers	Product testing	
Tertiary institutions	Access to technical facilities such as the ceramics department at Boland College or the Papermaking Unit at Stellenbosch University	
NGO's		

Broad implementation plan

Activity	Responsibility	Timing
In-principle support of proposal	PGWC	June 05
Funding for Business Planning process	PGWC / CCDI	July 05
Business Planning and detailed project scoping, including canvassing support from producers	CCDI	Dec 05
Finalisation of Business Plan and raising of funds	PGWC / CCDI	Jan-March 06
Implementation	CCDI	April 06 - onwards

Three year budget (Rm)

Year	Amount, Rm	Funding source
2005/06	R250,000	Business Planning & Key personnel to establish (6 months)
2006/07	R1m	Establishment costs including renovations & capital equipment
2007/08	R2.5m	First year of operation

Note 1: significant cost-savings could be achieved if the facility was linked to the CCDI
Timeframe to Launch: 12 months (including canvassing for support, project plan approval process, fundraising, release of funding and implementation to doors open for business)

Other relevant information

The facility would need to be centrally positioned near all transport nodes (East City, Salt River, Woodstock) as part of the proposed Cape Craft Showcase & Precinct.

Ideally it would be a form of warehouse or loft conversion – open plan with spaces organized by units of furniture rather than walls; ground floor – access for disabled and moving equipment.

SET UP	1 X Consultant plus 2 students assistants
OPERATIONS Full time	1 x General manager 1 x Networker (partnerships and relationships with buyers) 1 x Administration and communication 2 x In-house design team 4 x student interns (2 years each)
OPERATIONS Part-time	additional students on 3-month internships 1 x technical support from tertiary institutions 1 x Book keeper

i. Initiative 1: Project 1: Raw Materials Bank

<table>
<tr><td>Project Name</td><td colspan="3">RAW MATERIALS BANK</td></tr>
<tr><td>Brief description of project</td><td colspan="3">A bank where recyclable materials from industries in the Western Cape can be deposited and accessed by crafters.</td></tr>
<tr><td>Rationale / Need addressed</td><td colspan="3">• Reduce input costs for crafters (and increase profits)
• Support access to raw materials for crafters
• Experimentation with new materials
• Conservation need to recycle and global trend for sustainable products
• Provides industry with an outlet for their waste products. They may also save money in the process (not having to pay for disposal)
• Donation to the bank could be a relatively painless way industry can contribute to social responsibility programmes</td></tr>
<tr><td>Secondary outcomes</td><td colspan="3">• New products
• Social responsibility
• Collaboration with other industries
• Benefits to industry and promotion of conservation</td></tr>
<tr><td>Components</td><td colspan="3">Physical space (warehouse) for storage of materials. These would include:
• goods for recycling (paper, cans, plastics, cardboard, printer's aluminium sheets) and
• industry mistakes (in production)
• industry over-runs (e.g. incorrect paint batches, packaging labels etc. etc.)
Directory & database of materials and suppliers – the Bank would maintain and issue this directory which would include information of where people can source materials across the province e.g. where to buy clay, where to buy plastic sheeting etc. This may become an income stream as certain suppliers could pay to be on the database. The Bank could use its 'collective muscle' to negotiate discounts.</td></tr>
<tr><td>Location & logistics</td><td colspan="3">Requires a large warehouse with office facilities (review what is available in the City's/Province's existing property portfolio).
Needs to be central (for delivery by industry) and near to transport nodes (for craft producers). Also need cheap rental. Suggest East City (if it is useful for it to be within Craft Precinct) or Paarden Eiland.
Might need van or truck for collection/delivery; payment facilities (for material in, for material out); efficient administrative and information control systems</td></tr>
<tr><td>How it would work</td><td colspan="3">Proposed public/private partnership (CCDI in partnership with private company) OR could be stand alone business (if sufficient income stream).
(1) <u>Rural areas</u>: It may be necessary to forge collaborations with industries such as SPAR, LINK PHARMACIES and others who have existing transport systems which may be 'piggybacked'. Regional distribution points may include the local agricultural co-operatives or the METRO chain of low-cost superstores which provide an invaluable service to rural communities. Where craft/art centres already exist, these may be approached to act as distribution points, also.
(2) <u>Urban townships</u>: A mobile store of some kind would be very useful in reaching craft producers unable to travel into town on a regular basis</td></tr>
<tr><td>Who it would service</td><td colspan="3">Craft producers at all levels, but particularly those who are emerging</td></tr>
<tr><td>Timeframe to set-up</td><td colspan="3">9 months (including canvassing for support, project plan approval process, release of funding and implementation)</td></tr>
<tr><td>Resources required</td><td>Human resources</td><td>SETUP</td><td>1.5 X Project management team
2 X Student/apprentices</td></tr>
</table>

Note: This depends on model accepted for implementation		OPERATIONS	1 X General manager 1 x Networker 1 X Admin/Bookkeeping 2 X Store manager & drivers 4 X sorters
	Scoping	R150,000	
	Set-up	R150 000	
	Operational	R800,000/annum	
Number of beneficiaries	**Direct jobs**	12.5 (set up and operational together)	
	Jobs/SMMEs supported	500 crafters province wide	
	Secondary benefits	• Support other industries be more efficient • Increasing value add to value chains	
	Principal	PPP - CCDI could initiate/broker	
	Partners	Province, City, Private Sector, NGO's	
Next steps	• Canvas craft producers for support/buy-in • Broad based acceptance of the idea in principle (craft producers and Province – City?) • Detailed project plan (where, what, who, how much, time frames) • Approval by Province • Commitment to funding • Implementation		

ii. Initiative 1: Project 2: Branding & packaging

<table>
<tr><td>Project Name</td><td colspan="2">PACKAGING AND BRANDING</td></tr>
<tr><td>Brief description of project</td><td colspan="2">Develop a Handmade in Cape/SA brand that promotes all products meeting the brand personality criteria, while providing space for individual enterprises to retain their own identities, and integrates a technology component that tracks sales for data collection.</td></tr>
<tr><td>Components</td><td colspan="2">• Brand building (reflecting authenticity, handmade, fair trade etc)
• Development of branded packaging
• Collateral to promote the brand (brochures, swing tags, advertising, website, etc.)
• Technology component (barcodes and/or radio technology)</td></tr>
<tr><td>Rationale / Need addressed</td><td colspan="2">• Branding for quality Cape Craft (quality includes environmental and fair labour practice as criteria)
• Packaging of products for crafters
• Quality assurance and standards
• Data collection and statistical information on the sector
• Education and marketing to consumers</td></tr>
<tr><td>How it would work

Note: Branding of SA Craft a component of DTI CSP so liaison with sector desk critical</td><td colspan="2">Products would need to meet a determined standard of quality to fall under the brand. The standards would include PSA criteria plus others to be determined. Both PSA and the SABS would need to be involved in the process (both have previously been approached by CCDI and are interested).

Research into the development of the brand would need to be conducted to ensure the brand and the packaging arising out of it would reflect the core values (e.g: environmentally friendly, local materials, hand and technology elements, South African, Western Cape etc)

Packaging which reflects the brand would then be developed. This packaging will include bar codes or some other technology component that would facilitate tracking of product and sales information. The CSIR would need to be brought on board for this component. The packaging and brand would also need to be flexible enough to allow for individual enterprises to retain their own identity.

The packaging will be given (or sold) to enterprises in return for the ability to track the sales and product information.</td></tr>
<tr><td>Who it would benefit</td><td colspan="2">• Producers would benefit from brand building and sector promotion; they would also benefit from professional packaging
• Retailers would have better packaged products; they would also benefit from bar-coding system
• Consumers would have confidence in products they were buying</td></tr>
<tr><td>Location</td><td colspan="2">• Potential of establishing it as a stand-alone packaging business run in partnership with SAPPI and/or NAMPAC.
• Data collection to be located with independent party such as CCDI</td></tr>
<tr><td>Timeframe to set-up</td><td colspan="2">12-18 months for brand development, packaging design, establishing data capturing system and production…</td></tr>
<tr><td>Resources required</td><td>Human resources</td><td>Project manager; brand developers, packaging designers, technology experts, package manufacturers</td></tr>
</table>

	Research & Development Phase	R1m
	Operational	R500 000 Seed funding to establish business or support existing packaging manufacturer; System to capture sales and product data
Number of beneficiaries	**Direct jobs**	8 people in packaging business to grow as need arises
	Jobs/SMMEs supported	Packaging SMME craft enterprises
Stakeholders / Partners	Principal / project driver	CCDI
	Partners	CSIR; PSA; SABS; DTI; SEDA
Next steps	• Branding research and development process • Exploration of technology component • Packaging design and development (including research with crafters on packaging needs) • Implementation	

iii. Initiative 1: Project 3: Heritage Resources & Technology

NAME	HERITAGE and TECHNOLOGY	
Brief description of project	To document and develop a 'collection' of Western Cape artefacts that draw on the diverse range of design, iconography, pattern making and indigenous skills that resides within the province so as to protect these resources and capitalise on them for product development; and the intervention of appropriate mechanisation to enable the supply to expanding markets.	
Rationale / Need addressed	• To protect and document traditional techniques, designs and iconography for future generations • Provide crafters with sources of inspiration and new product development • Build and re-awake pride in our cultural history and traditions • Protect our cultural capital from homogenisation threat posed by globalisation	
Secondary outcome	• Craft museum or repository for artefacts • Exploration of traditional methods of manufacture	
How it would work	Multi-disciplinary research team (drawn from tertiary institutions in WC and Iziko museums) would embark on research, documentation and collection development process (including identifying artefacts already in museum collections around the country). These would be documented and a range of 'products' could arise from the process; 1. craft museum or collection within an existing museum 2. digital visual database of heritage 3. resource books of icons, patterns and artefacts 4. calendars, postcards, books etc 5. authentic replica product line In addition, contemporary design houses explore traditional methods of making with crafters and incorporate modern techniques of making into the production process. Crafters participate in the production line to apply the essential skilled hand work that cannot be replicated by machines.	
Who it would service	Design houses / Crafters / Retailers / Manufacturing sector	
Location	Locate building for crafts repository (possibly use Iziko Museum facilities such as National Museum or National Gallery).	
Timeframe to set-up	Craft repository takes 18-24 months to collect crafts and curate exhibition.	
Resources required	**Human resources**	Researchers, and museum staff Product developers and designers
	Research Process	R1m over 2 years
	Operational	Incorporated into existing museum infrastructure; Income stream could be generated from product lines
Number of beneficiaries	**Direct jobs**	Ever increasing as manufacturing and design increases.
	Jobs/SMMEs supported	As above

<table>
<tr><td rowspan="2">Stakeholders / Partners</td><td>Principal / project driver</td><td>Collaboration between CCDI, Iziko & tertiary institutions</td></tr>
<tr><td>Partners</td><td>As above</td></tr>
<tr><td>Next steps</td><td colspan="2">• Support from key partners (idea has already been flagged with most)
• Securing finance and establishing project team
• Research process
• Implementation</td></tr>
</table>

b. Initiative 2

Ref :	Sector : Craft	Initiative title : Production Cluster Initiative	Champion : CCDI

Need or opportunity addressed

- Accessible and affordable places to work (near home)
- Combining resources (machinery, internet access) and saving input costs
- Production efficiencies and potential for large-order fulfilment
- Information dissemination
- Enterprise development
- Local economic development

Strategic objectives

- Improve production efficiencies & more competitive pricing
- Improve quality of products
- Develop enterprises and support sustainability
- Facilitate order fulfilment
- Organisation of sector (facilitate co-ordination & collaboration)

Benefits

Sector Benefits

- Improved efficiency
- More sustainable enterprises

Direct Benefits

- Each production resource unit could support approx. 13 enterprises and support 56 jobs
    - E.g. 10 enterprises employing from 1-5 people (50 people)
    - Resource Centre employing 2-3 people
    - Bookkeeper – servicing all business units
    - Internet Café – servicing enterprises plus others employing 2 people

Activity focus areas

First phase

- Consultation and facilitation within 2 targeted communities of crafters (based on priority of need)
- Agreement on needs and outcomes
- Identification of partners and sites
- Raising of funds

Second phase - implementation

- Secure production space equipped with core machinery / tools required by craft
- Administrative resource room and office (tel/fax, e-mail, computer/s, administrator's workspace)
- Meeting/training room (can double as workspace for crafts that are non-intensive re. equipment)
- Stock room or lock-up storage cages
- Display space? (or link to C.C.D.I. showcase precinct)

Linkages to other relevant initiatives or strategies

Link to Order Fulfilment database which would be an extension of this initiative.
Link to Centre for Innovation & Raw Materials Bank.

Key collaborations

Organisation	Role	Contact person
CCDI	Dirver/facilitator	
Local NGO's/CBOs	Upscaled facilities	
Crafters	Inform the detail of the plans	
City	Funds	Nombalelo Mkefa / Rae Wolpe

Broad implementation plan

Activity	Responsibility	Timing
In principle support	Province	June 05
Consultation with crafters	CCDI to facilitate	July-Aug 05
Detailed project scoping & identification of partners	Appointment of service provider/locally based NGO	Aug-Sept 05
Funding for project	SP/NGO	Aug-Sept 05
Business Planning	SP/local NGO	Aug-Sept 05
Identification of sites	SP/Local NGO	Aug-Sept 05
Set-up	SP/Local NGO	Oct/Nov 05

Three year budget (Rm)

Year	Amount, Rm	Funding source
05-06	R50,000	City
05-06	R500,000	Establishment/Refurbishment of facility – pvt sector; tertiary institutions

Other relevant information

See detailed submission from Zenzele Bead & Leather for further information and project

Initiative 2: Project 1: Database for Order Fulfilment

NAME	Database for order fulfilment / Production cluster study		
Brief description of project	This database will focus on identifying clusters of production capacity and skill e.g. beading, wireworker to support order fulfilment.		
Rationale / Need addressed	• Address gap in 'doing and delivery' between producer and buyer • Clustering of producers to fulfil larger orders • New production process techniques • Better understanding of the market and competitors world wide • Building sustainable and united sector of crafters and designers • To use the technology to complement work of crafters and designers not to replace any of the two		
Secondary outcome	• Information on medium specific clusters • Incubators and clustering of crafters (both physical and virtual)		
How it would work	The problem is a complex one and relates to the nature of production and individualism in the sector. A simple solution needs to be found to address this problem that draws on our strengths and weaknesses in this regard. This project provides the potential for an in-depth study into particular clusters of production to arrive at solutions. A research process would need to be initiated to identify and prioritise concentration of skill and production capacity and match this with potential market demand; these would then be brought together via a on-line database to facilitate interaction and orders (the solution might change and/or there might be a range of solutions proposed). The project may also have a geographical and physical manifestation as township based producers have access problems to work/studio space.		
Who it would service	• All crafters especially from disadvantage background • Designers, producers, manufacturers and buyers		
Location	Virtual		
Timeframe to set-up	12 months (6 months research, 6 development and testing of solutions)		
Resources required	**Human resources**	PHASE 1	Co-ordinator & researcher Student research assistants
		PHASE 2	I.T. specialist I.T. support service outsourced Data capturer PLUS (depending on solutions)
	Initial project scoping	R100 000	
	Operational	Depends on how project scoped	
Number of beneficiaries	**Direct jobs**	PHASE 1: 2 plus student assistants	
	Jobs/SMMEs supported	Clusters of crafters (starting with beaders, wireworkers, recyclers could support approx 100 people)	
Stakeholders / Partners	**Principal / project driver**		
	Partners		
Next steps	Prioritisation of clusters Research and information gathering, including of market potential Development of implementation plan		

8. References

The following is a list of research reports and papers written on the craft sector in the last 2 years. They provide useful background reading on the issues and challenges confronting craft sector:

1. DTI Workshops
2. National Craft Strategy – October 2001
   (commissioned by the national Department of Arts, Culture, Science & Technology (DACST))
3. Skills development strategy – July 2001
   Craft sector skills development strategy prepared for DACST
4. Audit of Craft in the Northern Cape – June 2001
   A research study and strategy document on craft in the Northern Cape – contains useful discussion on 'welfarist' vs SMME approach to craft development
5. Bridging the Gap – March 2001
   (report on the workshop convened by the Mineworkers Development Agency)
6. Wesgro Factsheet on the Craft Sector – February 2001
7. Audit of Craft in the Western Cape – July 2000
   A research study and strategy document on craft in the Western Cape
8. Cultural Industries Growth Strategy Summary – 1999
9. Craft In South Africa – paper for the HSRC, January 2004

9. Participants

- **Task Team responsible for drafting recommendations**
  - Leonard Shapiro (Product Developer)
  - Sandile Kula (Producer & Designer)
  - Sue Heathcock (Craft Coordinates)
  - Erica Elk (Sector Leader)
  - Randall McHelm (CSIR)

- **Workshop attendees**

WORKSHOP 1: PAMTS Launch 27 October 2004	
Matanzima Baleni	Bonke Crafts
Veronica Baleni	Bonke Crafts
Nathi Tshabalala	Ncedisizwe Studio
Xoliswa Phenya	Cape Craft and Design Institute
Jennifer Fair	Africa Fair
Nocwaka Mazaleni	NCM African Pride
Mel Hagen	Cape Technikon Faculty of Environment and Design
Erica Elk	CCDI
T Mdiza	Iziko Bafazi
Alison Coutras	Kunye
Tessa Graaff	Montebello Design Centre
WORKSHOP 2: 7 DECEMBER 2004	
Erica Elk	CCDI
Jennifer Fair	Africa Fair
Thobeka Mdiza	Iziko Bafazi
Gardi Oosthuizen	CSIR
Xoliswa Phenya	CCDI
Nathi Tshabalala	Edge 2 Edge Consulting
Shakur Olla	Designer
Cathy Wijnberg	CCDI
Yogesh Singh	AAF
Uthando Baduza	HSRC
Peter Thomas	Facilitator
Neil Trollip	CSIR
Emma Maspero	CSIR
Leonard Shapiro	Consultant
Nadio Sujee	DTI
Rob Knutsen	UCT
WORKSHOP 3: 17 FEBRUARY 2005	
Nathi Tshabalala	Edge 2 Edge Consulting
Sandile Kula	Designs without Borders
Xoliswa Phenya	CCDI
Cathy Jordaan	Cathy's Creations
Sue Heathcock	Craft Co-ordinate
Gardi Oosthuizen	CSIR
Leonard Shapiro	Product Dev.Craft Sector SA
Neil Trollip	CSIR
Erica Elk	CCDI
Ziggy Strohbach	CPUT
Thobeka Mdiza	Iziko Bafazi
Emma Maspero	CSIR
Randall McHelm	CSIR

- **Invitation List**

Crafter Name	Surname	First Name	Title
Africa Nova	Murgatroyd	Nick	Mr
African Art Factory	Pillai	Janet	Ms
Fair Africa	Jennifer	Fair	Ms
Link Africa	Vivien	Thornton	Ms
Montebello Design Centre	Graaff	Tessa	Ms
Montebello Design Centre	Mehlomakulu	Nomfundo	Ms
Bonke Crafts	Baleni	Matanzima	Mr
Cathy's Creations	Jordaan	Kathy	Ms
Clementine van de Walt	van der Walt	Clementina	Ms
Ikhwezi Centre	Hendricks	Shahida & Titus	Mrs
Iziko Bafazi	Mdiza	Thobeka	Mrs
Ncedisizwe C. Studio	Tshabalala	Nathi	Mr
Sakhisizwe Unique Beads	Salaze	Nomfuneko	Mrs
Senteni Creations	Senteni	Derrick	Mr
Thando Papers	Diliza	Joseph	Mr
The Potter's Shop & Studio	Silverston	Chris	Ms
Vuyo Crafts	Nyathi	Luvuyo	Mr
Carole Nevin Designs	Nevin	Carole	Ms
Carrol Boyes Functional Art	Boyes	Carrol	Ms
Kapula Candles (Pty) Ltd	Appelgryn	Andre	Mr
Kunye (Home Power)	Coutras	Alison	Ms
NCM African Pride	Mazalene	Nocwaka	Ms
Streetwires	Schofield	Patrick	Mr
Bart Verveccken			Mr
Ziggy Strohbach			Mr
CV Botha			Ms
6 Traders	*11 Small Producers*		
3 Educational	*6 Large Producers*		

Appendix 1: Submission from Zenzele Bead & Leather

To: Erica Elk, Director CCDI
From: Rosalind Bush, founder and manager of Zenzele Bead and Leather

Motivation to Cape Craft Design Institute to endorse and, with their sector partners be the primary project driver for the establishment of community based Crafter Resource Centres in the Western Cape. (see attached)

The model of mandating existing community based N.G.O's or social entrepreneurship enterprises to 'host' these Crafter Resource Units could be an option to build on. Rather than re-inventing the wheel and duplicating costs existing initiatives could be scaled up and strengthened, resources shared. The structure and objectives of the crafter resource units and the relationship with the 'project driver' (say CCDI) would need to be clearly defined.

It is proposed that the resource unit set up by Zenzele Bead and Leather Craft*(see below) be used as the foundation for a pilot project. The benefits of this would be that the proposed project can be seen to be informed by an existing community based enterprise. This should facilitate buy-in of the concept (from funders and partners) and fast track the roll out of the pilot project.

This collaboration between government-public sector, development sector and private sector was actively promoted at the recent Social Entrepreneurship Conference held at Gallagher Estate. Among the sponsors were DTI, IDC, Sanlam, SA Breweries, Kagiso Trust, Nedbank, Deloitte, Unilever, United Nations Development Programme. An objective of the conference was "to bring together successful social entrepreneurs, representatives of the private sector, policy-makers, N.G.O's, financing institutions and other development organisations and academia… to foster collective action in support of social entrepreneurial initiatives that address the complex social and economic challenges that are faced by the so-called 'second economy' of 'bottom of the pyramid' "

*(ZBL is in the process of restructuring: the resource facility being established as a trust with the objectives and constitution reflective of the project rationale and outcomes detailed below. The business/marketing function will be in the hands of the producers themselves as sole proprietors or smme's with their own trade names)

Project Name	CRAFTERS RESOURCE CENTRE/S
Brief description of project	An accessible and affordable secure space which is resourced to provide crafters with a place to • Work • access machinery and production and administrative tools • have a fixed/stable 'work address' and contact details, • receive and share information (e.g. dissemination point for CCDI) • become established – 'springboard' • network and collaborate with other crafters • interface with tourists and buyers
Rationale / Need addressed	In spite of the marketing, product design and business training interventions available through CCDI, DTI, and Dept of Arts and Culture Pdi crafters struggle to create sustainable businesses because of the difficulties in accessing fundamental production and administrative resources: • Secure, accessible, affordable workspace • Secure storage space for stock • Machinery/ tools for production (that are unaffordable to the individual e.g clicking press, sewing machines, lathes) • Basic business administrative and communication tools: telephone, fax, e-mail, computers
Secondary outcomes	Would address production challenges: i. Enable improved production capacity/ability to meeting large orders through collaboration between crafters ii. Enable negotiation of better prices on materials through having 'collective clout' iii. Provide central space for processing orders: packaging, collection, delivery • Facilitate information sharing and dissemination • Facilitate roll out of training programmes and supportive interventions (e.g. by C.C.D.I.) • Provide community based sites for training • Facilitate engagement of formal business sector in BEE and small business development • Encourage the development of fair trade practices • Would encourage the development of medium based guilds which would in turn advance technical and design development. • Accessible central space where 'cultural' tourists could engage directly with producers of crafts
Components	• Secure production space equipped with core machinery / tools required by craft • Administrative resource room and office (tel/fax, e-mail, computer/s, administrator's workspace) • Meeting/training room (can double as workspace for crafts that are non-intensive re. equipment) • Stock room or lock-up storage cages • Display space? (or link to C.C.D.I. showcase precinct)

<table>
<tr><td colspan="2">How it would work</td><td colspan="2">Where these crafter resource centres are situated and who has oversight will determine operating logistics. However some additional considerations to what have been covered elsewhere in this doc :
While resource centres would need to be subsidised, especially initially, responsible business practices would be instituted
e.g. Crafters would pay a nominal fee to use resource centre (daily or monthly or for use of fax machine etc)
resource centre could take an agreed commission for any orders it processes on behalf of crafters.
Payment for services offered on site by private service providers e.g. bookkeeping are negotiated between crafter and service provider</td></tr>
<tr><td colspan="2">Location</td><td colspan="2">This is a key factor. Areas central to living place of crafters. Link to community development. Identify areas of ‘crafter density’ e.g. Khayelitsha, Guguletu/Nyanga. Possibly crafter resource units in different areas have different emphases e.g. Crafter Resource Centre serving Khayelithsha, Macasser could focus on bead, wire and recycling, Crafter Resource Centre serving Langa, Guguletu, Nyanga could focus on leather and textiles. Events such as ‘Open days ‘could inspire collaboration between centres</td></tr>
<tr><td colspan="2">Institutional framework & Operational Partnerships</td><td colspan="2">Don’t want to re-invent wheel. Rather link to CCDI as part of its enterprise development mandate and skills development mandate (esp pdi). Propose CCDI in turn links with existing community based N.P.O’s /structures to ‘host’/run CRC’s

<u>Propose it is reviewed and developed jointly with other C.C.D.I. proposed projects e.g. centre for innovation, materials bank and showcase hub so that overlaps can be rationalised and complimentary linkages re-enforced.</u>

For skills exchange and development establish linkages to technical facilities and with identified art and craft centres and production studios throughout the province. Also with international guilds.
Links to the private sector and corporate South Africa (support, market opportunities) Refer addendum: extract from inaugural conference for social entrepreneurship</td></tr>
<tr><td colspan="2">Who it would service</td><td colspan="2">Craft producers and entrepreneurs who depend on their craft for their livelihood and who are faced by complex social and economic challenges to establishing sustainable viable businesses.</td></tr>
<tr><td colspan="2">Timeframe to set-up</td><td colspan="2">12 months (including canvassing for support, project plan approval process, fundraising, release of funding and implementation to doors open for business)</td></tr>
<tr><td rowspan="2">Resources required</td><td rowspan="2">Human resources

This component will depend on how resource units are ‘rolled out’
e.g. under auspices of or in partnerships with existing n.p.o’s, ed.</td><td>SET UP</td><td>1 X Consultant plus 2 student assistants</td></tr>
<tr><td>OPERATIONS
Full time</td><td>1 x General manager/administrator
1 x Networker and communications (servicing partners, resource links, sponsors, buyers)
Students (project management and business interns, set-up of computerised records and systems management)</td></tr>
</table>

<table>
<tr><td rowspan="4">Note: significant cost-savings could be achieved if the facility was linked to the CCDI</td><td>facilities or in community facilities, private rented space</td><td>OPERATIONS
Part-time?</td><td>1 x Book keeper (on-site but independent enterprise)
Students – computer admin and communication systems (training and use of)
Students (design workshops)</td></tr>
<tr><td>Business Planning</td><td colspan="2">(detailed project scoping, and preparation of Business Plan; including finding and securing space and managing process until appointment of Manager).</td></tr>
<tr><td>Set-up</td><td colspan="2"></td></tr>
<tr><td>Operational</td><td colspan="2"></td></tr>
<tr><td rowspan="3">Beneficiaries</td><td>Direct jobs
(per unit)</td><td colspan="2">2 full time jobs
Opportunity for community based satellite service businesses (bookkeeping, marketing, trainers)
Intern and mentoring opportunities for students/graduates</td></tr>
<tr><td>SMMEs supported (first year)
(on the basis of 2 initial resource centres)</td><td colspan="2">100 emerging crafters (micro businesses employing 1-5 people)
Indirectly also established crafters who use services of emerging crafters</td></tr>
<tr><td>Secondary benefits</td><td colspan="2">Skills and social capital development
Contributes to promotion of craft and design in SA
Promote employability
Nurturing of entrepreneurship
National resource</td></tr>
<tr><td rowspan="2">Stakeholders / Partners</td><td>Principal project driver</td><td colspan="2">CCDI (as an extension of its PD mandate)</td></tr>
<tr><td>Partners</td><td colspan="2">Province, City, Private Sector, Retailers, Tertiary institutions, NGO's</td></tr>
<tr><td>Linkages to other initiatives</td><td colspan="3">• Heritage
• Packaging branding
• Showcase & precinct
• Materials warehouse</td></tr>
<tr><td>Next steps</td><td colspan="3">• In-principle support of proposal
• Workshops with crafters to fine tune project to match their needs/challenges appropriately.
• Detailed project scoping, including canvassing support from producers
• Funding for Business Planning process
• Business plan
• Finalisation of Business Plan and raising of funds
• Implementation</td></tr>
</table>