FINAL RURAL DEVELOPMENT PLAN & IMPLEMENTATION PLAN

RDLR-0031 (2014/2015) SRDP9

RURAL DEVELOPMENT PLAN FOR JOHN TAOLO GAETSEWE DISTRICT MUNICIPALITY IN THE NORTHERN CAPE PROVINCE FOR A PERIOD OF EIGHT (08) MONTHS

Joe Morolong Municipality (formerly Moshaweng) | Ga-Segonyana Municipality | Gamagara Municipality

November 2015
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## List of Abbreviations

<table>
<thead>
<tr>
<th>Abbreviation</th>
<th>Description</th>
</tr>
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<tbody>
<tr>
<td>ABET</td>
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<td>SWOT</td>
<td>Strength, Weakness, Opportunities and Threats</td>
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<td>Water Service Authority</td>
</tr>
<tr>
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<td>Water Service Provider</td>
</tr>
</tbody>
</table>
# Contents

**EXECUTIVE SUMMARY** .................................................................................................................................................. 15

**SECTION ONE: BACKGROUND** ................................................................................................................................. 19

1.1 INTRODUCTION ..................................................................................................................................................... 19
1.2 NEED FOR RDP ....................................................................................................................................................... 19
1.3 RDP BENEFITS ...................................................................................................................................................... 20
1.4 PROJECT OBJECTIVES ........................................................................................................................................ 21
1.5 PROJECT APPROACH AND METHODOLOGY ................................................................................................. 21
  1.5.1 Approach .................................................................................................................................................. 21
  1.5.2 Methodology ............................................................................................................................................. 23

**SECTION TWO: THEORETICAL FRAMEWORK, SYSTEMS AND APPROACHES** .................................................................. 25

**SECTION THREE: POLICY AND LEGISLATIVE CONTEXT** ............................................................................................... 30

3.1 NATIONAL AND PROVINCIAL CONTEXT ............................................................................................................ 30
3.2 NATIONAL DEVELOPMENT PLAN ........................................................................................................................ 30
3.3 NEW GROWTH PATH .......................................................................................................................................... 32
3.4 SPATIAL PLANNING AND LAND USE MANAGEMENT ACT ............................................................................... 33
3.5 COMPREHENSIVE RURAL DEVELOPMENT PROGRAMME ............................................................................ 34
3.6 AGRICULTURE POLICY ACTION PLAN ............................................................................................................ 36
3.7 NORTHERN CAPE PROVINCIAL GROWTH AND DEVELOPMENT STRATEGY ................................................. 39
3.8 PROVINCIAL SPATIAL DEVELOPMENT FRAMEWORK .................................................................................... 42
3.9 NORTHERN CAPE RURAL DEVELOPMENT STRATEGY ................................................................................... 46
3.10 DRAFT SPATIAL TARGETING: REPORT FOR THE NORTHERN CAPE (Mega Agri-Park) FOR THE JOHN TAOLO GAETSEWE DISTRICT MUNICIPALITY .................................................................................. 50
3.11 DISTRICT AND MUNICIPAL CONTEXT ............................................................................................................. 51
3.12 JOHN TAOLO DISTRICT MUNICIPALITY DISTRICT MUNICIPALITY SPATIAL DEVELOPMENT FRAMEWORK .... 51

**SECTION FOUR: ISSUES AND DEVELOPMENT PRIORITIES** ......................................................................................... 55

4.1 JOHN TAOLO GAETSEWE DISTRICT MUNICIPALITY ..................................................................................... 55
4.2 GA-SEGONYANA LOCAL MUNICIPALITY .......................................................................................................... 56
4.3 GAMAGARA LOCAL MUNICIPALITY .................................................................................................................. 56
4.4 JOE MOROLONG LOCAL MUNICIPALITY .......................................................................................................... 57

**SECTION FIVE: JTGDM PROFILE** ................................................................................................................................. 59

5.1 INSTITUTIONAL STRUCTURE ............................................................................................................................... 59
  5.1.1 Provincial .................................................................................................................................................... 59
  5.1.2 Municipal and Ward Boundaries ................................................................................................................ 59
  5.1.3 Traditional Leadership Areas ..................................................................................................................... 60
  5.1.4 Land Ownership Distribution ..................................................................................................................... 61
  5.1.5 Land Claims ................................................................................................................................................ 63
5.2 SOCIO-ECONOMIC PROFILE ............................................................................................................................. 65
  5.2.1 Demographic Profile .................................................................................................................................. 65
  5.2.2 Demographic Development Trend ........................................................................................................... 69
  5.2.3 Poverty Pockets ......................................................................................................................................... 73
5.3 ENVIRONMENTAL FEATURES .............................................................................................................................. 83
5.3.1 Topography and Hydrology ................................................................. 83
5.3.2 Vegetation and Climate ........................................................................ 85
5.3.3 Geology, Minerals and Soil Types .......................................................... 88
5.3.4 Biodiversity, Environmental Sensitivity and Protected Areas .................. 88
5.3.5 High Potential Agricultural Land ............................................................ 92
5.3.6 Environmental Management Framework Guidelines .............................. 95
5.4 Existing Spatial Structure and Development Policies ................................. 95
5.4.1 Land Use and Spatial Structure ............................................................... 95
5.4.2 Settlement Density .................................................................................. 103
5.4.3 Nodal Points ........................................................................................... 104
5.4.4 Residential Patterns ................................................................................. 106
5.4.5 Conservation Areas .................................................................................. 109
5.4.6 Transport Network, Facilities and Corridors ............................................. 111
5.4.7 Housing provision and backlog ............................................................... 114
5.5 Economic Activity: Spatial Distribution and Extent ..................................... 115
5.5.1 Agriculture .............................................................................................. 123
5.5.2 Mining ..................................................................................................... 145
5.5.3 Tourism .................................................................................................... 151
5.5.4 Industry ................................................................................................... 153
5.5.5 Business .................................................................................................. 158
5.6 Community Facilities: Type, Number and Spatial Distribution ................. 164
5.6.1 Education ............................................................................................... 164
5.6.2 Health ..................................................................................................... 167
5.6.3 Sport, Recreational and Community Hall Facilities .................................. 167
5.6.4 Police and Emergency Services ............................................................... 169
5.7 Engineering Services ................................................................................... 171
5.7.1 Water and Sanitation ............................................................................... 171
5.7.2 Electricity ................................................................................................ 186
5.7.3 Communication ....................................................................................... 191
5.7.4 Solid Waste ............................................................................................. 192
5.7.5 Roads ...................................................................................................... 194

SECTION SIX: STAKEHOLDER CONSULTATION PROCESS ........................................ 197
6.1 General Overview / Observations ................................................................ 197
6.2 JTGDM SPLUMA Forum Meeting ............................................................... 200
6.3 Ga-Segonyana Local Municipality ............................................................... 201
6.4 Joe Morolong Local Municipality ............................................................... 202

SECTION SEVEN: SWOT ANALYSIS ............................................................................... 203
7.1 Socio-economic .......................................................................................... 203
7.2 Environmental Features ............................................................................. 203
7.3 Existing Spatial Structure .......................................................................... 204
7.4 Institutional Arrangement ........................................................................... 205
7.5 Community Facilities ................................................................................ 205
7.6 Agriculture ................................................................................................ 206
7.7 Engineering Services .................................................................................. 206
7.8 JTGDM RDP Vision ................................................................................... 207

SECTION EIGHT: RDP OBJECTIVES, STRATEGIES AND ACTIVITIES ................................. 208
8.1 Enhancing Agriculture and Rural Development as a Means to Fight Hunger and Poverty ............ 208
8.1 Sub-objective 1: To Improve Rural Economy .......................................................... 208
8.1.1 Sub-objective 2: To Ensure Sustainable Management of Natural Resources in Rural Areas .... 209
8.1.2 Sub-objective 3: To Strengthen Rural Institutional Capacity ....................................... 209
8.1.3 Sub-objective 4: To Provide Rural Areas with Social Services and Technical Infrastructure .... 210
8.2 Exploring and Exploiting Mineral Resources to the Benefit of the Communities .................. 211
8.2.1 Sub-objective 1: To Increase Mineral Beneficiation and Empower Local Communities .......... 212
8.2.2 Sub-objective 2: To Reinforce the Development of a Mining Supplier Park .................... 212
8.3 Promoting Tourism through Reviving Existing Sites and Identifying New Ones ................ 214
8.3.1 Sub-objective 1: To Develop Existing and New/Dormant Tourism Attractions Sites .......... 214
8.3.2 Sub-objective 2: To Promote Tourism Marketing ................................................... 216
8.3.3 Sub-objective 3: To Introduce Pro-poor Tourism .................................................... 217
8.3.4 Sub-objective 4: To Develop a Multi-functional Tourist Centre .................................. 219
8.4 Providing all Communities with Engineering Infrastructure, Housing, Roads and Social Facilities .... 220
8.4.1 Sub-objective 1: To Provide Electricity in Communities ............................................ 220
8.4.2 Sub-objective 2: To Provide Water in Local Communities ......................................... 221
8.4.3 Sub-objective 3: To Construct Sewer in Local Communities ...................................... 221
8.4.4 Sub-objective 4: To Construct Roads in Local Villages ............................................ 222
8.5 Developing and Promoting Small Medium Micro Enterprises ........................................ 224
8.5.1 Sub-objective 1: To Develop SMME Support Systems and Policy ................................. 224
8.5.2 Sub-objective 2: To Train and Develop Entrepreneurial Skills .................................... 225
8.6 Reviving the Economy of Kuruman and Kathu through Attracting New Businesses and Investments . 226
8.6.1 Sub-objective 1: To Augment Economic Activities in Kuruman and Kathu .................... 226
8.6.2 Sub-objective 2: To Encourage Sustainable Informal Sector Businesses and their Inclusion in the Local Economy of Kuruman and Kathu .................................................................................................................. 227
8.6.3 Sub-objective 3: To Attract Business and Industry Growth Development ....................... 228
8.6.4 Sub-objective 4: To Expand and Encourage Sustainable Mining and Agricultural Activities ... 229
8.7 Promoting Nodal and Corridor Oriented Development .................................................. 230
8.7.1 Sub-objective 1: To Contain and Consolidate Development within a Defined Nodal Boundary ... 231
8.7.2 Sub-objective 2: To Promote Transit-oriented Development (TOD) along Major Public Transport Corridors and Appropriately Managing Land Uses ................................................................. 231
8.7.3 Sub-objective 3: To Provide a Full Range of Transportation Services along Development Corridors 232
8.8 Building Capacity of Communities through Training and Skills Development .................... 232
8.8.1 Sub Objective 1: To Ensure Access to Training Facilities .......................................... 233
8.8.2 Sub Objective 2: To Train People on Agricultural Business Skills .................................. 234
8.8.3 Sub Objective 3: To Provide Demand Oriented Skills Development Programmes ............. 234
8.8.4 Sub Objective 4: To Develop Rural Enterprises ......................................................... 235
8.9 Improving Literacy Rate of Communities ........................................................................ 236
8.9.1 Sub Objective 1: To Improve Access to Schools ......................................................... 237
8.9.2 Sub Objective 2: To Improve Quality of Education ..................................................... 237
8.10 Growing the Local Economy and Creating Jobs ........................................................... 238
8.10.1 Sub-objective 1: To Provide Comprehensive Rural Skills Audit and Local Business Linkages .... 238
8.10.2 Sub-objective 2: To Create Labour Intensive Jobs .................................................... 240
8.10.3 Sub-objective 3: To Enable the Economic Environment ............................................ 242
8.10.4 Sub-objective 4: To Establish Rural Economic Development Forum .......................... 245
8.11 Establishing an Agri Park in the JTG District Consisting of an Agri Hub in Kuruman and Associated Farmer Production Support Units throughout the District ........................................................................... 247
8.11.1 Sub-objective: To Establish a 10ha Feedlot ................................................................. 249
8.11.2 Sub-objective: Abattoirs ............................................................................................ 250
8.11.3 Sub-objective: Auction Pens
8.11.4 Sub-objective: Tannery and Taxidermy
8.11.5 Sub-objective: Charcoal Production (Blackthorn & Prosopis)
8.11.6 Sub-objective: Honey Bees
8.11.7 Sub-objective: Skills Centre and Eco-tourism
8.11.8 Sub-objective: Fencing
8.11.9 Sub-objective: Agri-Park Extension Service Programme
8.11.10 Sub-objective: Acquire Strategically Located Land
8.12 Protecting and Conserving the Natural Environment
8.12.1 Sub-objective: To Sustain Water Resource Management
8.12.2 Sub-objective 2: To Implement an Environmental Management Framework
8.12.3 Sub-objective 3: To Regulate the Mining Industry
8.12.4 Sub-objective 4: To Implement a Community Based Natural Resource Management Programme
8.12.5 Sub-objective 5: To Implement an Alien Invasive Clearing Programme

SECTION NINE: FUNCTIONAL REGIONS

9.1 Definition
9.2 Methodology
9.3 Economic Sectors - Functional Regions
9.3.1 Mining
9.3.2 Tourism
9.3.3 Industry
9.3.4 Business
9.4 Getaways and Connectors
9.5 Summary of Objectives per Functional Region
9.6 JTGDM Functional Regions
9.6.1 Summary of Functional Regions Determination Informants
9.6.2 Functional Region 1
9.6.3 Functional Region 2
9.6.4 Functional Region 3
9.6.5 Functional Region 4
9.7 Conceptual Map

SECTION TEN: IMPLEMENTATION PLAN

10.1 Prerequisites for the RDP Implementation Plan
10.1.1 Well Defined Partnerships
10.1.2 Public/Public and Private Partnerships (PPPs)
10.1.3 Other Possible Partnerships
10.1.3.1 Eksteenkuil Landbou Kooperasie Beperk
10.1.3.2 Buhle Farmers Academy
10.1.3.3 The Northern Cape Economic Development Agency (NCEDA)
10.1.3.4 Tourism Enterprise Partnership (TEP)
10.1.3.5 Intergovernmental Partnerships
10.2 Coordination of the RDP Implementation Plan
10.2.1 Community Participation
10.2.2 Building on Existing Initiatives
10.2.3 Aligning Priorities with Policy Requirements
10.2.4 A Coordinated Multi-Sectoral Approach
10.2.5 Lead Role of the District Municipality
10.2.6 Implementation .......................................................... 303
10.2.7 Management of the RDP .............................................. 303
10.3 MONITORING AND EVALUATION SYSTEMS ..................... 303
  10.3.1 Monitoring Framework ............................................. 304
  10.3.2 Preparation and Review of District Development Plans .......... 305
  10.3.3 Role of Northern Cape Sector Departments ..................... 305
  10.3.4 Role of the Private Sector and Civil Society .................... 305
10.4 THE IMPLEMENTATION MATRIX ...................................... 305

SECTION ELEVEN: CONCLUSION ........................................... 346

REFERENCES ........................................................................... 348
List of Tables

Table 1: Summary of the Project Approach and Methodology ............................................. 24
Table 2: Development Guidelines in Accordance with the SPCs ........................................ 46
Table 3: Characteristics of District Municipalities .................................................................. 60
Table 4: Characteristics of Local Municipalities .................................................................. 60
Table 5: Population Distribution and Density in the District ................................................ 65
Table 6: Shares of Different Population Groups ................................................................. 65
Table 7: Size of Households in LMs of JGTM ................................................................. 69
Table 8: Composition of Household ..................................................................................... 69
Table 9: Population Growth Rate ......................................................................................... 69
Table 10: Unemployment Rates .......................................................................................... 71
Table 11: Number of SALs with Different Composite Poverty Indices ................................... 75
Table 12: Location of SALs Identified as Poverty Pockets .................................................. 76
Table 13: Characteristics of Unemployed ............................................................................. 79
Table 14: Income Profile ..................................................................................................... 79
Table 15: Land Cover in Gamagara LM .............................................................................. 96
Table 16: Land Cover in Gasegonyana LM ...................................................................... 97
Table 17: Settlement Density ............................................................................................... 103
Table 18: Types of Dwelling ............................................................................................... 106
Table 19: EA Types ............................................................................................................. 107
Table 20: EA - Urban Area ................................................................................................ 108
Table 21: EA - Traditional Area ........................................................................................ 108
Table 22: EA - Farm ............................................................................................................. 108
Table 23: Tenure Status ..................................................................................................... 108
Table 24: GVA Contribution per Sector, 2013 ................................................................. 116
Table 25: Employment and Unemployment, 2013 ............................................................ 117
Table 26: Employment Breakdown per Economic Sector, 2013 .......................................... 118
Table 27: Local Municipal GVA Contribution per Sector, 2013 .......................................... 120
Table 28: Local Municipal Employment Breakdown per Economic Sector, 2013 ............... 122
Table 29: Comparative Labour Numbers per Secondary Sector, 2004 and 2013 ................ 156
Table 30: Indicating the Industrial Site Characteristics ...................................................... 157
Table 31: Industrial Activities ............................................................................................. 158
Table 32: Local Municipal Business GVA (R millions) Contribution, 2013 ......................... 159
Table 33: Local Comparative Employment, 2004 - 2013 .................................................... 161
Table 34: Indicating the Different Business Activities and Prevalence ............................... 163
Table 35: Availability of Educational Institutions .............................................................. 165
Table 36: Availability of Health Facilities ............................................................................ 167
Table 37: Availability of Community Facilities ................................................................... 167
Table 38: Blue Drop Assessment Results .......................................................................... 176
Table 39: Landfill Sites ........................................................................................................ 192
Table 40: Economic Sectors ............................................................................................... 235
Table 41: Main Objectives per Functional Region .............................................................. 274
Table 42: Sub-objectives per Functional Region .................................................................. 275
Table 43: Benefits of Strategic Partnerships .......................................................... 294
Table 44: Participation Structures, Composition and their Roles ............................. 298
Table 45: Stakeholders and Respective Roles .......................................................... 302
Table 46: Objective 1 - Enhancing Agriculture and Rural Development as a Means to Fight Poverty and Hunger .................................................................................................................. 307
Table 47: Objective 2 - Exploring and Exporting Mineral Resources to the Benefit of Communities .......................................................... 310
Table 48: Objective 3 - Promoting tourism by developing existing sites and identifying new ones .................................................................................................................. 312
Table 49: Objective 4 - Providing all communities with engineering infrastructure, housing, roads and social facilities .............................................................................. 315
Table 50: Objective 5 - Developing and promoting small medium micro enterprises .................................................................................................................. 318
Table 51: Objective 6 - Reviving the Economy of Kuruman and Kathu through Attracting New Businesses and Investments .............................................................................. 321
Table 52: Objective 7 - Promoting Nodal and Corridor Oriented Development .......................................................................................................................... 324
Table 53: Objective 8 - Building Capacity of Communities through Training and Skills Development .................................................................................................................. 326
Table 54: Objective 9 - Improving Literacy Rate Of Communities .................................. 329
Table 55: Objective 10 - Growing the Economy thereby Creating Jobs and Reducing Unemployment .............................................................................................................. 330
Table 56: Objective 11 - Establishing an Agri Park in the JTG district consisting of an Agri Hub in Kuruman and associated Farmer Production Support Units throughout the district .............................................................................................................. 333
Table 57: Objective 12 - Protecting and Conserving the Natural Environment .......................................................................................................................... 342

List of Figures

Figure 1: Approach Adopted for the Completion of the RDP ........................................ 21
Figure 2: CRDP 3 Pillars .............................................................................................. 28
Figure 3: NDP Job Prospects ..................................................................................... 30
Figure 4: Agricultural Growth and Employment Potential as per the NDP .................. 31
Figure 5: The Desired Land-Uses Throughout the Province: ......................................... 44
Figure 6: Sub-categories of Land-use at the District and Local Municipalities .................. 45
Figure 7: Gender Composition of Population .................................................................. 66
Figure 8: Age-Sex Pyramid ......................................................................................... 68
Figure 9: Source of Migration ...................................................................................... 70
Figure 10: Gini Coefficient ......................................................................................... 81
Figure 11: Human Development Index .......................................................................... 81
Figure 12: Access to Basic Services in Rural Areas ....................................................... 82
Figure 13: Overall Access to Basic Services .................................................................... 83
Figure 14: Housing Provision ....................................................................................... 114
Figure 15: Housing Backlog ....................................................................................... 114
Figure 16: Housing Provision ....................................................................................... 114
Figure 17: Housing Backlog ....................................................................................... 115
Figure 18: GVA Growth Rate, 2005 - 2013 ................................................................. 116
Figure 19: Employment Growth Rate, 2005 - 2013 ..................................................... 117
Figure 20: Employment per Skill Level, 2013 ............................................................. 119
Figure 21: Local Municipal GVA Growth Rate, 2005 - 2013 ........................................ 120
List of Maps

Map 1: Land Ownership Distribution ......................................................... 62
Map 2: Land Claims ........................................................................... 64
Map 3: Population and Gender Composition ............................................. 67
Map 4: Overall Unemployment ................................................................. 72
Map 5: Composite Poverty Index Values ................................................... 77
Map 6: Poverty Pockets ...................................................................... 78
Map 7: Topography and Hydrology ......................................................... 84
Map 8: Rainfall .................................................................................... 87
Map 9: Degraded Land ...................................................................... 91
Map 10: Gateways, Networks, Land Capability and State Land .................. 93
Map 11: Land Capability .................................................................... 94
Map 12: District Land Cover: 2013 - 14 .................................................. 98
Map 13: Land Use in Kuruman and Surrounding Area ............................ 99
Map 14: Land Use in Kathu ................................................................ 100
Map 15: Agriculture Land Uses ............................................................... 101
Map 16: Land Uses in Olifantshoek ........................................................ 102
Map 17: Transport and Nodes in JTGDM ................................................ 105
Map 18: Conservation Areas ................................................................. 110
Map 19: Transport and Facilities ............................................................. 112
Map 20: Transport Network and Corridors .............................................. 113
Map 21: Distribution of State, LRAD and Traditional Authority Land ........... 124
<table>
<thead>
<tr>
<th>Map Number</th>
<th>Description</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Map 22</td>
<td>Distribution of State, Commonage, LRAD and PLAS Land</td>
<td>126</td>
</tr>
<tr>
<td>Map 23</td>
<td>Strategic Human Settlements</td>
<td>127</td>
</tr>
<tr>
<td>Map 24</td>
<td>Projects vs Strategic Human Settlements</td>
<td>128</td>
</tr>
<tr>
<td>Map 25</td>
<td>Projects vs Strategic Human Settlements with FPSU Connections</td>
<td>129</td>
</tr>
<tr>
<td>Map 26</td>
<td>Distribution of Land Claims and Traditional Authority Land</td>
<td>131</td>
</tr>
<tr>
<td>Map 27</td>
<td>Generalised Soils</td>
<td>132</td>
</tr>
<tr>
<td>Map 28</td>
<td>Distribution of Abattoirs</td>
<td>138</td>
</tr>
<tr>
<td>Map 29</td>
<td>Distribution of Grain Silos in Northern Cape and JTGDM</td>
<td>139</td>
</tr>
<tr>
<td>Map 30</td>
<td>Proposed Agri-Park Site</td>
<td>141</td>
</tr>
<tr>
<td>Map 31</td>
<td>Proposed Agri-Park Water Layout</td>
<td>142</td>
</tr>
<tr>
<td>Map 32</td>
<td>Proposed Agri-Park Sewer Layout</td>
<td>143</td>
</tr>
<tr>
<td>Map 33</td>
<td>Agri Hubs and FPSUs</td>
<td>144</td>
</tr>
<tr>
<td>Map 34</td>
<td>Mining Potential</td>
<td>148</td>
</tr>
<tr>
<td>Map 35</td>
<td>Prevalence of Mining Permits and Location of Mines</td>
<td>149</td>
</tr>
<tr>
<td>Map 36</td>
<td>Asbestos Mining</td>
<td>150</td>
</tr>
<tr>
<td>Map 37</td>
<td>Tourism Attraction Points</td>
<td>152</td>
</tr>
<tr>
<td>Map 38</td>
<td>Industrial Areas</td>
<td>154</td>
</tr>
<tr>
<td>Map 39</td>
<td>Business Activities</td>
<td>162</td>
</tr>
<tr>
<td>Map 40</td>
<td>Overall Functional Literacy Rate</td>
<td>166</td>
</tr>
<tr>
<td>Map 41</td>
<td>Health Facilities</td>
<td>168</td>
</tr>
<tr>
<td>Map 42</td>
<td>Community Facilities</td>
<td>170</td>
</tr>
<tr>
<td>Map 43</td>
<td>Distribution Network Kathu - Hotazel</td>
<td>188</td>
</tr>
<tr>
<td>Map 44</td>
<td>Distribution Network - North of Hotazel</td>
<td>189</td>
</tr>
<tr>
<td>Map 45</td>
<td>Distribution Network: Postmasburg - Kathu</td>
<td>190</td>
</tr>
<tr>
<td>Map 46</td>
<td>Mining Functional Regions</td>
<td>264</td>
</tr>
<tr>
<td>Map 47</td>
<td>Tourism Functional Regions</td>
<td>266</td>
</tr>
<tr>
<td>Map 48</td>
<td>Industrial Functional Regions</td>
<td>268</td>
</tr>
<tr>
<td>Map 49</td>
<td>Business Centres</td>
<td>270</td>
</tr>
<tr>
<td>Map 50</td>
<td>Getaways and Connectors</td>
<td>273</td>
</tr>
<tr>
<td>Map 51</td>
<td>Functional Regions Overview</td>
<td>279</td>
</tr>
<tr>
<td>Map 52</td>
<td>Economic Activities per Functional Region</td>
<td>280</td>
</tr>
<tr>
<td>Map 53</td>
<td>Functional Region 1</td>
<td>283</td>
</tr>
<tr>
<td>Map 54</td>
<td>Functional Region 2</td>
<td>285</td>
</tr>
<tr>
<td>Map 55</td>
<td>Functional Region 3</td>
<td>288</td>
</tr>
<tr>
<td>Map 56</td>
<td>Functional Region 4</td>
<td>291</td>
</tr>
<tr>
<td>Map 57</td>
<td>Conceptual Map</td>
<td>293</td>
</tr>
</tbody>
</table>
EXECUTIVE SUMMARY

The importance of rural development in the JTGDM cannot be over-emphasised. The JTGDM is the second smallest district in the Northern Cape. It has 186 towns and villages of which 80% thereof are rural experiencing a lot of development challenges. In terms of the population, the 2011 census recorded that the population of the JTGDM is around 224789. The distribution of population per local municipalities is 89530 for Joe Morolong, 93651 Ga-Segonyana and 41617 for Gamagara. With the population density of 8.24 person/sq.km, the District exhibits itself as a low dense area.

The main economic activities in the JTGDM area are mining followed by the agriculture, tourism, industry and business sectors. Mining and agriculture are the dominant economic activities happening in the District. The JTGDM was the richest mining region in the Northern Cape until a decline in mining employment and the near extinction of the asbestos mining industry in the 1980s. Today, minerals mines include manganese ore, iron ore and tiger's eye.

Unemployment is considered as one of the main reasons of poverty. Hence the importance of productive employment opportunities is essential for achieving poverty reduction and sustainable economic and social development. Given the high rate of unemployment at district level is 29.70% which is almost equal to the national rate (29.80%). The low levels of income generating capacity which results in low levels of employment, the lack of qualitative agricultural skills; poor and inadequate or absent basic infrastructure for subsistence regions and poor profitability. JTGDM is thus considered as one of the most vulnerable municipalities in the country.

Like in many part of South Africa, there are a substantial number of inhabitants living in underdeveloped rural areas in the JTGDM area. Unless concrete and time-bound programmes are formulated and implemented timeously to deal directly with the problems of rural poverty, the challenges facing the rural poor are likely to continue, creating more poverty and inequality.

For long time, rural development in South Africa has focused merely on agricultural growth. The rationale behind this was that the benefits of growth would trickle down to the poorer communities. In other words, the growth in agricultural production would itself take care of the distributional aspect. However, the “trickling down” did not actually take place. Considering the above, the justification for the formulation of this Rural Development Plan (RDP) includes some of the following points:

- The past government policies and strategies failed to build up the necessary capacity that was needed to bring about sustainable development in rural areas. The implementation of the various rural development interventions depended almost solely on the government;

- The formulation of the rural development plan relates to the fundamental structural reforms that have taken place in past few years or so. The broad objective of these reforms has been to ensure macroeconomic stability and improve market efficiency.
For macroeconomic achievements to have significant impact on rural development, fundamental strategic changes are needed in the rural economy;

- In essence, the formulation of the rural development plan arises from the unsatisfactory performance of the agricultural sector, the economic base of the rural areas. The performance of most food crops has remained poor, mainly due to extreme rainfall patterns and low technology used. As a result the food security situation has remained one of the major problems in the rural areas. There is need to increase agricultural productivity by improving markets, private sector investment, physical infrastructure, human capital, and demand–driven research and extension services. Although there have been various efforts to promote appropriate technology, the use of science and technology in agriculture is still very limited;

- The formulation of the rural development plan will further encourage sustainable land development, environmental management and fast track the land reform process. As a result the major issues facing the JTGDM such as land degradation, overgrazing, poverty and the lack of water resources etc. will be addressed accordingly;

- There is a need to strengthen the linkages between various separate sectorial strategies that address rural development issues, improve coordination, and set implementation priorities;

- There is a need to emphasise economic diversification in the rural areas. Even though agriculture is the backbone of the rural economy, diversification of opportunities for earning income in the rural areas is crucial for rural development. This is particularly important for addressing the issue of youth unemployment in the rural areas and for reducing household vulnerability to risk associated with climatic and environmental change and fluctuating market prices of agricultural products;

- There is a need to recognise the inter-relationships between the rural economy and the urban markets. The RDP needs to develop stronger linkages with the urban economy. One key area of focus is improved access to urban markets and forging stronger networks to facilitate access to financing and skilled workforce. In addition, the RDP must ensure that the rural economy is linked to the new engines of economic growth, particularly tourism and cultural activities; and

- There is a need to promote the use of technologies, modern approaches and indigenous knowledge as a means to strengthen the rural livelihoods for a vibrant economic development, as well as the empowerment of women and youth to take charge in the economy and be more self-reliant.

The National Development Plan (NDP) as well as the New Growth Path (NGP) acknowledges that rural development remains a critical aspect for employment and food security in rural areas. The NDP states that a rural development plan needs to ensure greater economic and potential opportunities to overcome poverty and inequality in rural areas. To achieve this, the NDP emphasises the need to fast-track the land reform programme as well as job-creation strategies that will guarantee that the rural community have access to sustainable
livelihoods. Furthermore, the NDP contends that a rural development plan must serve to ensure basic services, health care, education and food security. It also argues that a rural development plan must make sure that strategies for rural towns are tailor-made according to the varying opportunities in each area. An emphasis is also made for intergovernmental relations to improve rural governance and encourage multi-stakeholder participation in the development process.

The NGP highlights the increase of investment in infrastructure as a critical driver of jobs across the economy. The ultimate goal of the NGP is to enhance economic growth, employment creation and equity in rural areas.

The Spatial Planning and Land Use Management Act (SPLUMA) aims to provide for a uniform system of regulating land development and spatial planning throughout the country. Given the objects of the SPLUMA, the implementation of the rural development plan’s activities that seek to transform rural areas should be guided by the provisions of the Act. As such, the implementation of the rural development plan should give effect to the SPLUMA development principles namely; spatial justice, spatial sustainability, spatial resilience and good administration.

The Comprehensive Rural Development Programme (CRDP) advocates for the creation vibrant, equitable and sustainable rural communities with emphasis on the redistribution of 30% of the country’s agricultural land; improving food security of the rural poor; creation of business opportunities, de-congesting and rehabilitation of over-crowded former homeland areas; and expanding opportunities for women, youth, people with disabilities and older persons who stay in rural areas. To attain this goal, the CRDP proposes a three-pronged strategy based on a coordinated and integrated broad-based agrarian transformation; strategically increasing rural development; and an improved land reform programme.

The Agriculture Policy Action Plan (APAP) seeks to assist in the achievement of Outcome 4 (Decent Employment through Inclusive Growth), Outcome 7 (Comprehensive Rural Development and Food Security) and Outcome 10 (environmental assets and natural resources that are well protected and continually enhanced) of the Medium Term Strategic Framework (MTSF) (2014-2019) and aligns itself to the NGP and NDP.

The Northern Cape Provincial Growth and Development Strategy (NCPGDS) connect policy, high level strategies, departmental strategic plans and budgets for the development of the entire Province. The NCPGDS states that the vision of the Province is to focused on “building a prosperous, sustainable growing provincial economy to reduce poverty and improve social development”. It further proposes a set of guiding principles to inform development planning activities in order to realise this vision.

The Provincial Spatial Development Framework (NCPSDF) is a policy document that promotes a ‘developmental state’ in accordance with national and provincial legislation and directives. The NCPSDF provides an appropriate spatial and strategic context for future land-uses throughout the Province. It is thus an expression of the mental image, vision and aspirations which the people of the Northern Cape have for their province.
The Northern Cape Rural Development Strategy (NCRDS) sets out requirements for effective rural development programming. It proposes ten key requirements to enable an effective and well-targeted rural development programme. It is understood that these sets of requirements will lead to an optimal rural development plan.

According to the JTGDM Spatial Development Framework (DMSDF), the threefold spatial vision of the District is to ensure that all its residents: engage in viable and sustainable wealth-generating economic activities; live in sustainable human settlements that are safe, vibrant and in balance with the environment; participate in the governance of the District, including settlement formation and expansion, economic development, education, and the provision of basic services. As part of its spatial development objectives the DMSDF has also identified that there is a need to develop strategic local nodes within the District.

To boost rural economies, government has initiated the establishment of Mega Agri-Parks throughout the country. Twenty seven (27) District Municipalities have been identified as priority areas because of their poverty status and the JTGDM is amongst those municipalities identified. The Mega Agri-Park initiatives are being developed in each of the identified districts to aid in the reduction of extreme poverty and underdevelopment. The Agri-Park concept refers to a combination of a working farm and a municipal park that is located at the urban edge. It serves as a transition or buffer zone between urban and agricultural uses.

It is within the above context that rural development is regarded as a strategic intervention in the JTGDM. Together with other municipals’ development programmes implemented through the IDP, this RDP in the JTGDM seeks to promote sustainable livelihoods, facilitate the co-coordinated implementation of sector policies and strategies and the socio-economic development of the three local municipalities. In so doing, the RDP aims to transform the JTGDM into vibrant, equitable and sustainable rural communities with emphasis on employment creation and food security for all. It also intends to focus on establishing rural business initiatives, agro-industries, cooperatives, cultural initiatives, rural settings; empowering rural people and communities (especially women and youth); and revitalising old and upgrading economic, social, information and communications infrastructure, public amenities and facilities in villages and small rural towns.
SECTION ONE: BACKGROUND

1.1 INTRODUCTION

This Rural Development Plan (RDP) is formulated to improve the quality of life and economic well-being of people in the District, especially those in relatively isolated and sparsely populated areas. These areas are usually characterised by a large proportion of populations that live in impoverished and underdeveloped conditions. As such, the RDP is aimed at redressing these challenges and enhancing the livelihoods of people as well as to integrate spatial, economic, social and environmental objectives. Moreover, the RDP will assist rural areas to identify opportunities that will promote sustainable development and create decent employment opportunities. In this light, the Plan focuses on the JTGDM as a rural development node and seeks to unpack the need for a rural development plan therein.

This RDP and the information contained therein are intended for all parties involved in the rural development process of the JTGDM. The document is particularly intended as orientation for the conscious and active participation of the District’s rural communities at every stage of the development process. The key objective is to facilitate a process that leads to the sustainable improvement in the quality of life of rural people, especially the poor. Moreover, it primarily serves as a guide for those responsible for implementing agricultural and rural development projects and programmes.

1.2 NEED FOR RDP

In order to provide a workable RDP for the JTGDM to grow its rural areas more efficiently, it is required that primary needs for rural communities be identified; hence informing programmes and policies to be formulated in addressing issues of rural poverty as well as underdevelopment.

There are 6 main reasons for the formulation of RDP in the JTGDM:

- First, former land use practices in the area were done in an unsustainable manner with no proper plans in place to manage and guide development correctly; as a result rural areas are segregated, dispersed and located difficult to access sites;
- Second, the rural areas in the District are associated with high levels of poverty, poor spatial planning, lack of economic opportunities and poor access to basic services. This is evident as depicted on Census demographic profiling of area and the spatial fragmentation were rural area are far from basic services and economic opportunities;
- Third, functional regions such as agriculture, tourism, conservation, environment and mining need improvement, upgrades and attraction of private investors. In this way rural poverty can be alleviated;
- Forth, rural areas are more dependent on agriculture sector for food security and subsistence farming, the agricultural sector in the area has decreased in performance due to lack of investors, lack of better farming methods and limited resources while on the contrary the mining sector is doing well. However, to provide food security and employment to the poor and unemployed the agriculture sector
needs to increase its productivity, improve markets, attract private sector investment, develop/rehabilitate physical infrastructure, improve human capital, conduct demand–driven research and extension services thus facilitating the establishment of business initiatives, rural and agro-industries, cooperatives, cultural initiatives and vibrant local markets;

- Firth, with the implementation of the SPLUMA 16 of 2013, rural areas must be included in the planning of all policies for development hence with the absence of a rural development plan the [Subsection 12(1) (h)] of the Act would not be adhered to, moreover the rural development plan needs to integrate with all other plans, strategies and policies focused on rural development and improving places in the district; and

- Sixth, there is a need to reduce local and regional disparities (poverty, social, public and economic, infrastructure, unemployment) by introducing use of appropriate technologies, modern approaches and indigenous knowledge systems. Moreover, the inclusion of meaningful community participation, leadership, and land ownership to ensure empowerment of rural communities to be self-reliant and able to take charge of their destiny.

### 1.3 RDP BENEFITS

There are a number of benefits of having a rural development plan, which incorporate some of the following:

- Promote social mobilisation of rural communities to enable them to take initiatives and participate in the economy;
- Establish savings clubs and cooperatives for economic activities, wealth creation and productive use of assets;
- Co-ordination, alignment and cooperative governance among different role players, i.e.: government, development agencies, private sector and civil society;
- Improve or develop economic infrastructure to serve as a catalyst to unlock the development potential of rural areas to better serve the poor communities;
- Nurture existing businesses while additional viable businesses are created in the community to reduce poverty and inequality, and create employment and investment;
- Address poverty and its impacts by broadening access to employment, strengthening the social wage, improving public transport and raising rural incomes;
- Provide necessary basic services (water, sanitation, roads, electricity, and waste management) that enable rural communities to enjoy decent life;
- Develop industries such as agro-processing, tourism, fisheries and small enterprises where potential exists for rural areas;
- Integrate diffuse funding flows into a single fund for rural development purposes;
- Develop mitigation and adaptation strategies to reduce vulnerabilities with respect to land degradation and environmental challenges;
- Increase agricultural production and sustainable use of natural resources to ensure food security, dignity and quality of life for each rural household;
- Use of appropriate technologies, modern approaches and indigenous knowledge systems to enhance rural livelihood strategies;
- Facilitate the establishment of business initiatives, agro-industries, cooperatives, cultural initiatives and vibrant local markets; and
- Empower rural communities with skills development and training to be self-reliant and able to take charge of their destiny, particularly with respect to women and youth.

1.4 PROJECT OBJECTIVES

The purpose of this project was to formulate a rural development plan that will guide rural development in the JTGDM in line with the provincial development goals. To ensure integration and coordinated development, the ToR particularly emphasised the need for the RDP to be aligned with existing national, provincial, and municipal plans/programmes.

The ToR also called for the plan to be informed by the principles of the SPLUMA, i.e: spatial justice, spatial sustainability, efficiency, spatial resilience and good administration. Ultimately, the plan intends to facilitate the promotion of socio-economic development, skills development/capacity building, successful land reform, and address basic infrastructure needs such as housing, water, sanitation and electricity as informed by the phases of the CRDP.

1.5 PROJECT APPROACH AND METHODOLOGY

1.5.1 Approach

The approach followed in the completion of this RDP consisted of several phases. Figure 1 highlights these different phases; while the subsequent narrative provides details regarding each phase.

![Figure 1: Approach Adopted for the Completion of the RDP](image_url)
Phase 1: Project Start-up

The project start-up phase involved the formalisation of the following activities:

- Initial meetings with the client to reach an agreement on the process for the RDP;
- Clarification of the project scope;
- Finalisation of contractual arrangements;
- Project team introduction and;
- Preliminary data collection.

The end product of this phase was a project inception report and project work plan which provided a detailed work plan of the project.

Phase 2: Issues and Vision

This phase involved the identification of JTGDM’s key development issues/concerns, which formed the main basis for the formulation of the vision and broad development objectives the RDP; and provided the scope of priority issues to be investigated in the status quo phase.

Phase 3: Status Quo

The primary aim of this phase was to collect and analyse the relevant base information to inform the spatial strategies for the RDP. The information collected broadly fell under the following categories:

- Spatial analysis;
- Environmental analysis;
- Economic analysis;
- Infrastructure analysis;
- Environmental analysis;
- Analysis of level of access to social facilities; and
- Nodal assessment and analysis (primary and secondary).

Phase 4: Draft RDP

In this phase, several strategic objectives relevant to the different sectors of the RDP were formulated. This also included the identification of various programmes and projects with relevant budgetary and timelines for implementation.

Phase 5: Implementation Plan

This phase involved a high level consultative process to accommodate inputs received from stakeholders as well as recording and deciding on amendments before adoption and notification of the RDP.
Phase 6: Finalisation and Adoption

The phase involved the formulation of an implementation plan which took into account the relevant priority programmes and projects of the RDP based on strategic objectives. Relevant monitoring and evaluation tools were also developed to measure the progress of implementation activities and interventions.

1.5.2 Methodology

The methodology process involved the use of the following techniques to collect, generate and analyse data:

- Desk-top research;
- Interviews with a range of stakeholders; and
- Stakeholder workshops.

The desktop research component involved an extensive review of a number of documents which included:

- Spatial Planning and Land Use Management Act (SPLUMA);
- National Development Plan (NDP);
- New Growth Path (NGP);
- Provincial Growth and Development Strategy (PGDS);
- Provincial Spatial Development Framework (PSDF);
- Northern Cape Local Economic Development Strategy;
- Provincial Rural Development Strategy (PRDS);
- John Taolo Gaetsewe District Municipality Spatial Development Frameworks (SDF);
- John Taolo Gaetsewe District Municipality Integrated Development Plans (IDPs);
- Comprehensive Rural Development Programme (CRDP);
- Agriculture Policy Action Plan;
- Northern Cape Rural Development Strategy; and
- Draft Spatial Targeting: Report for the Northern Cape (Mega Agri-Park for the John Taolo Gaetsewe District Municipality).

In addition to reviewing the above policies and legislations, a derivative analysis and interpretation of the data collected and the goals and objective achieved was done and data was gathered to further provide a firm foundation for the outcomes of the plan.

The data collected covered the following aspects namely; development patterns and socio economic conditions, economic perspective, rural development perspective, agriculture and environment infrastructure and engineering perspective. The two sets of data were collated and a single report produced.

A team consisting of experts from different areas of expertise conducted stakeholder interviews with relevant government departments’ officials. Stakeholder consultation meetings with the JTGDM IDP manager and planning officials from the three local municipalities were also conducted. However, the project team could not meet with the respective Traditional Leaders and the IDP Representative Forums. It was then agreed that
meetings will be arranged with them through municipal structures in order for them to be part of the consultation phase.

Table 1: Summary of the Project Approach and Methodology

<table>
<thead>
<tr>
<th>PHASES</th>
<th>PROJECT INCEPTION PHASE/START UP</th>
<th>ISSUES AND VISION</th>
<th>STATUS QUO ASSESSMENT</th>
<th>DRAFT RURAL DEVELOPMENT PLAN</th>
<th>FINALIZATION AND ADOPTION</th>
<th>IMPLEMENTATION</th>
</tr>
</thead>
<tbody>
<tr>
<td>OBJECTIVES</td>
<td>• Laying the foundation for the RDP by clarifying the project scope, roles and responsibilities, and work plan</td>
<td>• Identification of key rural development and land reform issues</td>
<td>• Analysis and synthesis of spatial development and land reform issues</td>
<td>• Compilation of draft RDP and high level consultation s</td>
<td>• Decide on comments and make appropriate amendments</td>
<td>• Implementation plan detailing of the action plan, time frames and priority projects</td>
</tr>
<tr>
<td>ACTIVITIES</td>
<td>• Initial meetings with the client</td>
<td>• Reviewed and analysed relevant spatial strategic documents, Stakeholder consultations</td>
<td>• Reviewed relevant policies and development plans, Identified key rural development issues. Conducted SWOT Analysis</td>
<td>• Formulated draft RDP</td>
<td>• Conducted a high level of consultation process, Incorporation of comments received</td>
<td>• Formulated an implementation plan</td>
</tr>
<tr>
<td>INPUTS</td>
<td>• Clarified and confirmed the project scope with the client, Developed a detailed project work plan, Initial data collection</td>
<td>• Reviewed existing spatial strategic policies and sectorial plans, Identified key development issues/concerns, which informed the vision and objectives, Conducted stakeholder engagements</td>
<td>• Analysed the status quo, Conducted a SWOT analysis, Identified functional regions, Conducted stakeholder engagements</td>
<td>• Conducted stakeholder engagement s on the different sectors</td>
<td>• Conducted stakeholder engagement s</td>
<td>• Formulated an action plan with time frames and priority projects</td>
</tr>
<tr>
<td>OUTPUTS</td>
<td>• Inception report and project plan</td>
<td>• Spatial issues identified</td>
<td>• Detailed status-quo analysis report</td>
<td>• Draft district RDP</td>
<td>• Final RDP report</td>
<td>• Implementation plan indicating projects, estimated costs and implementation agents</td>
</tr>
</tbody>
</table>
SECTION TWO: THEORETICAL FRAMEWORK, SYSTEMS AND APPROACHES

South Africa’s main challenge for rural development since 1994 has been marginalisation of the poor. To combat this the NDP advocates a need for change in access to resources (land, water, education and skills), and improved rural infrastructure and other government services.

The vision of NDP includes better integration of the country’s rural areas to be achieved through successful land reform, job creation and poverty eradication. The driving force behind this will be an expansion of irrigated agriculture, supplemented by dry-land production where feasible. In areas with low economic potential, quality education, health care, basic services and social security will support the development of human capital. In areas with some economic potential, non-agricultural activities (such as agro-industry, tourism, small enterprises or fisheries) will boost development.

Rural development, land and agrarian reform and food security are some of the priorities that the MTSF 2014-2019 focuses on. To address the challenges of poverty in rural development and many others, the NDP has put targets for 2030 and the framework for actions and strategies to realise these. The MTSF targets are set for the next five years: through outcome 7 comprehensive rural development and land reform vision will be realised, and the Department of Rural Development and Land Reform (DRDCLR) needs to work with other departments in the implementation of the strategies to meet the rural development vision of the NDP.

The MTSF outcome 7 as an implementation strategy in realising the NDP vision for rural development has the following sub-outcomes:

1. Improved land administration and spatial planning for integrated development in rural areas, and this will be achieved by:
   - Developing and implementing spatial development plans as the basis to guide land use planning and development and addressing spatial inequities. Priority to be given to the 27 resource-poor district municipalities.
   - Institutionalising the regulatory framework for land use to guide and support development initiatives.
   - Strengthening coordination across the three spheres of government and external stakeholders to implement the Comprehensive Rural Development Programme (CRDP) in line with the spatial development plans.
2. Sustainable Land Reform contributing to agrarian transformation to the realised through the following actions:
   - Establish land administration structures to independently value state-led land acquisitions to normalise the land market; to coordinate the implementation of the key functions of land reform; and to effectively adjudicate land rights disputes.
   - Acquire and allocate strategically located land.
   - Fast-track the development of tenure security policies and legislation in communal areas to address tenure insecurity.
   - Create tenure security for people living and working on farms.

3. Improved food security, to be achieved by the following actions:
   - Implemente the comprehensive food security and nutrition strategy.
   - Develop under-utilised land in communal areas and land reform projects for production.

4. Smallholder producers development and support (technical, financial, infrastructure) for agrarian transformation to be achieved by the following actions:
   - Develop and implementing policies that promote the development and support of smallholder producers.
   - Expand land that is under irrigation.
   - Provide support to smallholder producers in order to ensure production efficiencies.

5. Increased access to quality infrastructure and functional services, particularly in education, healthcare and public transport in rural areas, to be achieved through the following actions:
   - Eradicate infrastructure backlog in rural health facilities to meet national core standards.
   - Provide rural communities with ICT infrastructure.
   - Provide accessibility to piped water, sanitation, energy in rural areas.
   - Improve transport infrastructure and public transport in rural areas.

6. Growth of sustainable rural enterprises and industries that will result in rural job creation, and this to be achieved by the following actions:
   - Promote sustainable rural enterprises and industries in areas with economic development potential.
   - Create incentives that will attract investments in rural areas for the development of rural enterprises and industries throughout commodity value chains.
   - Promote skills development in rural areas with economic development potential.
Globally, rural development remains a contested theme and the approach to it has changed considerably over the past few decades. Currently there are two main approaches to rural development unfolding around the world.

The first approach argues that rural development is best achieved through the traditional sectoral investment programmes including infrastructure development, agricultural production, and water and food security programmes.

The second approach to rural development includes broader livelihoods approaches which seek to understand the complex web of factors impacting on the potential of rural development programmes and the reasons for their success or failures. The livelihoods approach to rural development are people-centred, meaning that unless the desires, aspirations and conditions of the local people are taken into account, and unless they determine the development process, development is likely to fail. South Africa takes a broader livelihoods approach to rural development, as was first conceptualised in the Rural Development Framework of 1997.

South Africa has adopted the CRDP and this underpins the approach followed in the development of this rural development plan. The DRDLR developed the CRDP to tackle issues such as underdevelopment, hunger, poverty, joblessness, lack of basic services and other social ills which have become synonymous with rural areas and redistributing 30% of the country’s agricultural land.

The CRDP takes a holistic approach, partnering various stakeholders like other departments, non-governmental organisations, the business sector and the communities, in order to enhance socio-economic development issues. The CRDP’s job creation model aims to create employment of one person per household at each of the CRDP pilot sites for a period of two (2) years. Through the implementation of the CRDP, the DRDLR aims to promote the creation of vibrant, equitable and sustainable rural communities and food security. The DRDLR has further identified 23 poorest districts that have been prioritised for rural development programmes and John Taolo is one of the districts.

The CRDP is premised on three (3) pillars: Land Reform, Agrarian Transformation and Rural Development as depicted in the figure below:

### Figure 2: CRDP 3 Pillars

- **Agrarian Transformation** includes increasing all types of agricultural production; optimal and sustainable use of natural resources; the use of appropriate technologies; food security; and improving the quality of life for rural households.

Agrarian transformation presents a significant opportunity for South Africa’s rural communities and John Taolo stands to benefit from the programme. Government programmes like the NGP which aim to enhance growth, employment creation and equity relates very well with the agrarian transformation as the include an investment in infrastructure and technology as a critical drivers for job creation in the economy. Whilst agriculture and mining might remain as the main active economic sectors in this District, an approach that is informed by agrarian transformation will go a long way in improving the quality of life in this area.

Already, the DRDLR through the Recapitalisation and Development Programme has eight (8) projects in the District and these will be incorporated as part of this plan. As it indicated in the issues and vision section of document, the District faces a number of social, environmental and economic challenges. In order to make an impact on the livelihoods of the households in the rural communities, there is a need to find solutions and implement programmes that will significantly change the economic landscape of this District. The interventions to be made need to fundamentally address issues of agricultural production whilst using the natural resource base of the District.

<table>
<thead>
<tr>
<th>Agrarian Transformation</th>
<th>Land</th>
<th>Livestock</th>
<th>Cropping</th>
<th>Commodity</th>
</tr>
</thead>
<tbody>
<tr>
<td>Land Reform</td>
<td>Land Tenure</td>
<td>Redistribution</td>
<td>Restitution</td>
<td>Strategic Land Reform Intervention</td>
</tr>
<tr>
<td>Rural Development</td>
<td>Economic Infrastructure</td>
<td>Social Infrastructure</td>
<td>Public Amenities and Facilities</td>
<td>ICT Infrastructure</td>
</tr>
</tbody>
</table>
Land reform includes restitution, redistribution, land tenure reform. South Africa has transferred over 6.8 million hectares of land to people dispossessed under apartheid in the period between 1994 and 2011 (South Africa.info). It indicates that from 2009 to December 2011, about 823 300 hectares of land were acquired and allocated to 20 290 beneficiaries, an improvement over previous years that "indicates that systems are improving". In addition, 76 368 land claims relating to 2.9 million hectares of land under the Land Restitution Programme were settled. A total of 712 of these claims, for 292 995 hectares, were settled between 2009 and December 2011, against a target of 1 845 claims for the period.

In the Northern Cape, the DRDLR has to date redistributed a total of 56 330 hectares of land to 109 beneficiaries (Annual Report 2008/9) and it is worth noting that there are 7 land claims currently registered in the JTGDM. According the IDP, land reform remains a big challenge in the district. In order to address the land challenge in this district there is a strong need to look at land redistribution and tenure reform. In addition there is a need to empower the land reform potential beneficiaries with tangible business skills in order to increase the productivity levels of the land reform programme and enable beneficiaries to reap the full benefit of such a programme and this will have a long-term effect on job creation and poverty alleviation.

Rural development includes improving economic and social infrastructure. It is about enabling rural people to take control of their destiny, thereby dealing effectively with rural poverty through the optimal use and management of natural resources. It is a participatory process through which rural people learn over time, through their own experiences and initiatives, how to adapt their indigenous knowledge to their changing world. Rural development is, essentially, about revitalising and strengthening rural communities and constitutes the essence of the development of the rural development plan. It further aims to reposition the district within the wider society, by making the rural areas more attractive, more accessible, more valuable and more useful for society as a whole. The plan must ultimately set the path for a fundamental change to the rural economic fabric, strive to address the social challenges, find ways to address land reform challenges; endeavour to empower young people and women with survival and business skills whilst attempting to redesign the apartheid spatial patterns. It must set also serve as an instrument to improve government co-ordination and the delivery of services in the JTGDM.
SECTION THREE: POLICY AND LEGISLATIVE CONTEXT

3.1 NATIONAL AND PROVINCIAL CONTEXT

3.2 NATIONAL DEVELOPMENT PLAN

According to the National Development Plan (NDP) and the New Growth Path (NGP), rural development (particularly agriculture) remains critical for employment and food security. It is acknowledged that agriculture creates more jobs per Rand invested than any other sector. In this regard, the NDP estimates that agriculture could potentially contribute to the creation of one million jobs by 2030. It is important note that Vision 2030 of the NDP calls for an inclusive rural economy wherein:

“...rural communities should have greater opportunities to participate fully in the economic, social and political life of the country. People should have access to high-quality basic services that enable them to be well nourished, healthy and increasingly skilled. Rural economies will be supported by agriculture, and where possible by mining, tourism, agro-processing and fisheries...better integration of the country’s rural areas, achieved though successful land reform, job creation and poverty alleviation”

Chapter 6 of the NDP outlines clear targets and actions required to attain the envisaged jobs. As per the Plan, it identifies 600 000 potential jobs in communal areas, and 300 000 jobs through commercial agriculture. The subsequent figure indicates how these jobs will be created.

<table>
<thead>
<tr>
<th>TARGET GROUP</th>
<th>PRIMARY JOBS CREATED</th>
<th>SECONDARY JOBS CREATED</th>
</tr>
</thead>
<tbody>
<tr>
<td>Subsistence farmers with &lt;0.5 hectares</td>
<td>83 000</td>
<td>41 500</td>
</tr>
<tr>
<td>Small-scale farmers with between 0.5 and 5 hectares of land</td>
<td>165 000</td>
<td>82 500</td>
</tr>
<tr>
<td>Small-scale farmers with &gt;5 hectares of land</td>
<td>75 000</td>
<td>37 500</td>
</tr>
<tr>
<td>Better use of redistributed land</td>
<td>70 000</td>
<td>35 000</td>
</tr>
<tr>
<td>Labour intensive winners</td>
<td>200 000</td>
<td>100 000</td>
</tr>
<tr>
<td>Labour-extensive field crops</td>
<td>10 000</td>
<td>5 000</td>
</tr>
<tr>
<td>Labour extensive livestock</td>
<td>40 000</td>
<td>25 000</td>
</tr>
<tr>
<td>TOTAL</td>
<td>643 000</td>
<td>326 500</td>
</tr>
<tr>
<td>GRAND TOTAL</td>
<td>969 500 jobs</td>
<td></td>
</tr>
</tbody>
</table>

Figure 3: NDP Job Prospects
To achieve these targets, the NDP identified the following key activities:

- **Expand irrigated agriculture**: Evidence shows that the 1.5 million hectares under irrigation (which produce virtually all South Africa’s horticultural harvest and some field crops) can be expanded by at least 145 000 hectares through the better use of existing water resources and developing new water schemes;

- **Underutilised land in communal areas and land-reform projects for commercial production**: Better land use in communal areas could improve the livelihoods of at least 370 000 people, and create around 600 000 potential jobs in communal areas;

- **Pick and support commercial agriculture sectors and regions that have the highest potential for growth and employment**: 300 000 potential jobs in commercial agriculture;

- **Support job creation in the upstream and downstream industries**;

- **Find creative combinations between opportunities**: For example, emphasis should be placed on land that has the potential to benefit from irrigation infrastructure, and priority should be given to successful farmers in communal areas, which would support further improvement of the area; and industries and areas with high potential to create jobs should receive the most support. All these will increase collaboration between existing farmers and the beneficiaries of land reform; and

- **Develop strategies that give new entrants access to product value chains and support from better-resourced players**.

![Figure 4: Agricultural Growth and Employment Potential as per the NDP](image-url)
3.3 NEW GROWTH PATH

The New Growth Path (NGP) aims to enhance growth, employment creation and equity. The policy’s principal target is to create five million jobs over the next 10 years. This framework reflects government’s commitment of prioritising employment creation in all economic policies. It identifies strategies that will enable South Africa to grow in a more equitable and inclusive manner while attaining South Africa’s developmental agenda.

Central to the NGP is a massive investment in infrastructure as a critical driver of jobs across the economy:

- The framework identifies investments in five key areas namely: energy, transport, communication, water and housing. Sustaining high levels of public investment in these areas will create jobs in construction, operation and maintenance of infrastructure;
- The new growth path sees the infrastructure programme as a trigger to build a local supplier industry; and
- Specific measures, particularly changes to procurement policy and regulations, are identified to ensure that this is achieved. Risks include the still fragile global recovery; competition and collaboration with the new fast-growing economies; and competing interests domestically.

The New Growth Path identifies five other priority areas as part of the programme to create jobs, through a series of partnerships between the State and the private sector:

- Green economy: expansions in construction and the production of technologies for solar, wind and biofuels are supported by the draft Energy on Integrated Resource Plan. Clean manufacturing and environmental services are projected to create 300 000 jobs over the next decade;
- Agriculture: jobs will be created by addressing the high input costs and up scaling processing and export marketing. Support for small holders will include access to key inputs. Government will explore ways to improve working and living conditions for the country’s 660 000 farm workers. The growth path also commits the Government to unblocking stalled land transfers, which constrain new investment;
- Mining: calls for increased mineral extraction and improving infrastructure and skills development. It focuses support for beneficiation on the final manufacture of consumer and capital goods, which can create large-scale employment. It foresees the establishment of a state mining company concentrating on beneficiation and enhanced resource exploitation in competition with a strong private mining sector;
- Manufacturing: calls for re-industrialisation in the South African economy based on improving performance through innovation, skills development and reduced input costs in the economy. The document targets a doubling of South Africa’s research and development investment to 2% of gross domestic product by 2018; and
Tourism and other high-level services: hold employment potential and the framework calls for South Africa to position itself as the higher education hub of the African continent.

3.4 SPATIAL PLANNING AND LAND USE MANAGEMENT ACT

The Spatial Planning and Land Use Management Act provides for a uniform system of regulating land development throughout the country. According to the Act, municipalities are the key stakeholders in the implementation of its provisions. Some of the key provisions of this legislation for municipalities include:

- A uniform, effective and comprehensive system of spatial planning and land use management for the Republic;
- A system of spatial planning and land-use management that promotes social and economic inclusion;
- Common development principle, norms and standards to inform land development;
- Sustainable and efficient use of land to be key consideration when making decisions involving land development;
- Cooperative government and intergovernmental relations across all the spheres of government; and
- Redressing the imbalances of the past and ensuring that there is equity in the application of spatial development planning and land use management systems.

Therefore, in accordance with the SPLUMA municipalities are expected to:

- Within 5 years of the SPLUMA coming into operation, municipalities are required to prepare and adopt land use schemes which will replace the current zoning/town planning schemes. Land use schemes must give effect to Municipal Spatial Development Frameworks and once adopted will have the force of law;
- Municipalities shall receive and consider all land development applications as the authority of first instance;
- Municipalities must establish Municipal Planning Tribunals (comprising of municipal officials and suitably qualified external persons appointed by Council) to take decisions on and development applications;
- Two or more municipalities may, in writing, agree to establish a joint Municipal Planning Tribunal. A district municipality may, with agreement of the local municipalities within the area of the district municipality, establish a Municipal Planning Tribunal to reserve and dispose of land development applications and land use applications within the district municipal area. Municipalities should therefore undertake an assessment of the volume and complexity of land development applications that they deal with as well as their capacity to determine the most...
effective and efficient institutional arrangements to dispose of land development applications;

- Notwithstanding the requirement above, a municipality may authorise that certain land use and land development applications may be disposed of by an official employed in the municipality. This will require a review of the system of delegations in the municipality as well as categorisation of land development applications to be considered by an official and those to be referred to the Municipal Planning Tribunal; and

- The Executive Committee or Executive Mayor of the municipality or a Committee of councillors appointed by the Municipal Planning Tribunal may be lodged in terms of Section 62 of the Municipal Systems Act.

Considering all the above, the implementation of the rural development plan’s activities will be guided by the SPLUMA key provisions that seek to promote efficient and effective spatial planning and land-use management practices. Ultimately, the implementation of the rural development plan should give effect to the SPLUMA development principles namely; spatial justice, spatial sustainability, spatial resilience and good administration. As such, the principles elucidated upon will be core principles that will inform the implementation of the rural development plan.

3.5 COMPREHENSIVE RURAL DEVELOPMENT PROGRAMME

According to the Comprehensive Rural Development Programme (CRDP), creating vibrant, equitable and sustainable rural communities include: contributing to the redistribution of 30% of the country’s agricultural land; improving food security of the rural poor; creation of business opportunities, de-congesting and rehabilitation of over-crowded former homeland areas; and expanding opportunities for women, youth, people with disabilities and older persons who stay in rural areas.

This vision of creating vibrant, equitable and sustainable rural communities will be attained through a three-pronged strategy based on:

- A coordinated and integrated broad-based agrarian transformation;
- Strategically increasing rural development; and
- An improved land reform programme.

Agrarian transformation is associated with the rapid fundamental change in the relations of land, livestock, cropping and community. Among others, its initial focus will be on the establishment of rural business initiatives, agro-industries, co-operatives, cultural initiatives and vibrant local markets in rural settings. Concurrently to this, is the empowerment of rural people and communities (especially women and youth), the revitalisation of old, and revamping of new economic, social, and information. Furthermore, emphasis will also be put on communication infrastructure, public amenities and facilities in villages and small rural towns.
Rural development is about enabling rural people to take control of their destiny, thereby dealing effectively with rural poverty through the optimal use and management of natural resources. It is envisaged to be a participatory process through which rural people learn over time, through their own experiences and initiatives, how to adapt their indigenous knowledge to their changing world.

It is important to bear in mind that land reform is a national priority and is further entrenched the Constitution of the Republic of South Africa in Section 25 (4). Furthermore, in 1994 a three-pronged land reform programme aiming at tenure reform, restitution and land redistribution was launched. In relation to the CRDP, the land reform agenda will focus on reviewing the Restitution, Redistribution and Tenure Reform Programmes. In relation to Restitution, the focus will be on expediting the processing of settled claims and the settlement of outstanding claims. In addition, the work of the Land Claims Commissions will be rationalized within the new Department of Rural Development and Land Reform. The focus of the Redistribution and Tenure Reform Programmes will be to develop less costly alternative models of land redistribution while reviewing legislation and policies that apply to both programmes.

Central to the three-pronged CRDP is a job creation model. The job creation model will create para-development specialists at ward level that will be equipped to train and mentor selected community members so that they become gainfully employed. The refinement of the CRDP will continue through selected pilot sites nationally. The pilot phase is expected to run for a minimum of two years until a responsible agency (local government, proposed Rural Development Agency or other identified bodies) can assume management of the initial projects and other initiatives that arise from the CRDP. The CRDP will then be scaled up from the initial pilot sites into other sites nationally but linked to the overall planning frameworks within a province.

Some of the types of projects and priorities catered under the CRDP will include the following:

Agrarian transformation -
- Livestock farming & related value chain development (exploring all possible species for food & economic activity); and
- Cropping & related value chain development (exploring all possible species, especially indigenous plants, for food & economic activity).

Rural development -
- The establishment of business initiatives, agro-industries, cooperatives, cultural initiatives and vibrant local markets in rural settings;
• The empowerment of rural communities, especially women and the youth, through facilitating and mediating strong organisational and institutional capabilities and abilities to take full charge of their collective destiny;

• Capacity building initiatives, where rural communities are trained in technical skills, combining them with indigenous knowledge to mitigate community vulnerability to, especially climate change, soil erosion, adverse weather conditions and natural disasters, hunger and food insecurity; and

• Revitalisation and revamping of old, and the creation of new economic, social and information communication infrastructure and public amenities and facilities in villages and small rural towns.

Land Reform -
• Reviewing the land reform products and approaches;
• Reviewing land acquisition models (including the Willing buyer-Willing seller approach);
• Fast-tracking the settlement of labour tenancy claims;
• Facilitating secure access to land by farm dwellers;
• Protecting the land rights and of farm workers; and
• Increasing the pace of settling outstanding Land Restitution Claims by -
  o Providing an analysis of outstanding claims
  o Adopting a developmental approach to the settlement of restitution claims

In relation to rural development plans, the CRDP emphasises that a successful strategy for rural development should include the following key elements:

• A vision of the growth process in rural areas;
• A mechanism for integrating existing programs;
• Suggestions for new programmes if needed;
• A defined locus of decision making;
• A meaningful role for local government;
• Clarification of financial flows and channels;
• Key performance indicators or a process for generating them internally to the strategy;
• Procedures to monitor the indicators; and
• Sequencing of actions that should take place in the short, medium, and long term.

3.6 AGRICULTURE POLICY ACTION PLAN

The Agricultural sector in John Taolo Gaetsewe District Municipality faces a number of challenges. These challenges warrant consideration in the development of a Rural Development Plan for the Municipality.

These challenges include:
• A dualistic agricultural sector within the Municipality with two contrasting land and production models that co-exist -
• Commercial production on private land
• Subsistent production on communal land

• Challenging agro-ecological conditions within the Municipality that are suited to extensive livestock production -
  o Arid climatological zone
  o Low rainfall
  o Scarce to severely scarce water supply
  o Extreme temperature fluctuations
  o Extensive environmental degradation, especially in communal areas
  o Infertile land

• Poor, inadequate or absent basic infrastructure for subsistent region -
  o Inadequate access to agricultural production infrastructure, including equipment and on farm infrastructure
  o Inadequate access to marketing infrastructure (abattoirs, pack houses, silo’s, etc.)
  o Inadequate access to basic economic infrastructure (roads, electricity, telecommunications, etc.)

• Lack of agricultural skills of subsistent farmers resulting in, amongst others, poor quality products delivered by communal producers;

• Extensive environmental degradation, especially in the communal production area which impacts on long term production capability and sustainability;

• Limited opportunities to add value to agricultural raw materials within the Municipality with raw materials being exported outside the Municipality; and

• Poor profitability of agricultural sector with commercial farming operations reporting returns of 2 to 4% per annum.

In addition, as per the section on agriculture in this document, the entire JTGDM’s is considered to be non-arable and without any high potential agricultural land. The report indicates that land in the Northern Cape can only be considered to be of high potential if it is under permanent irrigation. The section on agriculture also highlights that climate in the region is considered too hot and arid for most crops and that water sources are particularly scarce in the area. The Agriculture Policy Action Plan (APAP) seeks to assist in the achievement of Outcome 4 (Decent Employment through Inclusive Growth), Outcome 7 (Comprehensive Rural Development and Food Security) and Outcome 10 (environmental assets and natural resources that are well protected and continually enhanced) of the Medium Term Strategic Framework (2014-2019) and aligns itself to the New Growth Path (NGP) and the National Development Plan (NDP).

1 Source: Paterson, 2012
2 Source: Agriculture Policy Action Plan (APAP), 2015-2019
APAP presents institutional arrangements and processes for achieving integrated Planning, Monitoring & Evaluation (M&E) between the Department of Rural Development and Land Reform and the Department of Agriculture Forestry and Fisheries across all three (3) spheres of government. At the national sphere, the Department of Rural Development and Land Reform coordinates M&E activities against Outcome 7 of the MTSF through an intergovernmental reporting tool. The idea is that data reported against the targets as set out for Outcome 7 is collected locally through the line Ministries.

APAP focuses on a discrete number of value chains identified as strategic in meeting the objectives of the NGP, NDP and IPAP and these are:

- Contribution to food security;
- Job creation;
- Value of production;
- Growth potential; and
- Potential contribution to trade balance (including via export expansion and import substitution).

In achieving the above strategic value chains, APAP has identified intervention or key action programme to address 5 key objectives. The Fetsa Tlala was one of the key action programmes and was launched in October 2013 by the President in John Taolo Gaetsewe District Municipality (Kuruman). Fetsa Tlala is an integrated government initiative that seeks to promote food security and address structural causes of food insecurity, which continue to perpetuate inequality and social exclusion. Fetsa Tlala is aimed at more than just creating a food secure country for all South Africans, but to also eradicate hunger.

Large commercial livestock farms are mainly located in the former District Management Area (i.e. the western half of the Joe Morolong LM) and the Ga-Segonyana LM. These farming activities are in general operated at close to break-even levels, with an estimated 2 to 4% return on investment in good years. Livestock farming on these commercially-run farms consists of 80% cattle, 12% sheep, 4% goats and 4% game. These activities consist mainly of livestock-keeping, poultry-rearing and planting of vegetables.³

APAP recognises agriculture as a sector with significant job creation potential and with strategic links to beneficiation opportunities. When exploring the different models of rural development, there seems to be coherent global evidence that agriculture presents the best opportunities for the advancement of rural development agenda. Agriculture plays a strategic role in respect of food security, agrarian transformation and rural development⁴.

³ Source: John Taolo Gaetsewe Mega Agri-Park, 2015
In John Taolo Gaetsewe District large tracts of land in the municipality are still being used for agriculture, particularly extensive farming. Agriculture is identified as the main activity (>50%) in large areas of the Municipality, notably the commercial agricultural area (Agriculture draft issues and vision report: rural development for JTGDM). Given the fact that APAP has identified agriculture as a key sector for its implementation and given the fact that in the JTGDM area agriculture constitutes 0.7% of economic activity it follows that this plan can be implemented in this district in order to address some of its development challenges as well as growth potential.

The Department of Rural Development and Land Reform (DRDLR) will need, as part of its land reform programme, to allocate land strategically and locate land acquired to support smallholder farmers aligned to value chains, tenure security of farm dwellers and land acquired to decongest communal space. The spatial reform programme should be linked to the municipal IDP in particular its spatial development framework.

As a recommendation, the impact of APAP could also be intensified by exploring opportunities in the sectors outside of rural development and land reform. For example, the District could mobilise for the increase in the number of schools offering Agriculture as an assessed subject and support those schools. The District could offer tertiary education bursaries for learners who wish to enrol in Agricultural Studies. In this way, the District is in a position to make a social capital investment for the advancement of APAP.

3.7 NORTHERN CAPE PROVINCIAL GROWTH AND DEVELOPMENT STRATEGY

The Provincial Growth and Development Strategy (PGDS) provides a means by which it is possible to relate policy, high level provincial strategies, departmental strategic plans and budgets. The PGDS states that the vision of the province focused on “building a prosperous, sustainable growing provincial economy to reduce poverty and improve social developments”. It further proposes a set of guiding principles to inform development planning activities in order to realise this vision. The identified principles are as follows:

- Equality – notwithstanding the need to advance the persons previously disadvantaged, development planning should ensure that all persons should be treated equally;
- Efficiency – the promotion of the optimal utilisation of existing physical, human and financial resources;
- Integration – the integration of spatially coherent regional and local economic development and improved service delivery systems;
- Good Governance – the promotion of democratic, participatory, co-operative and accountable systems of governance and the efficient and effective administration of development institutions;

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5 Source: Northern Cape Provincial Growth and Development Strategy
• Sustainability – the promotion of economic and social development through the sustainable management and utilisation of natural resources and the maintenance of the productive value of the physical environment; and

• Batho Pele – the placement of people and their needs at the forefront of its concern and serve their physical, psychological, developmental, economical, social and cultural interests equitably.

Accordingly, the PGDS seeks to provide a framework for:

• Establishing the link between planning and budgeting;

• Determining that provincial and local government budgets are in line with jointly agreed strategic objectives;

• Engaging with national government departments that share a co-responsibility for promoting economic growth and social development in the Northern Cape;

• Local and district municipalities to derive their Integrated Development Plans and Local Economic Development strategies;

• Engaging with Development Finance Institutions (DFI’s) such as the IDC, DBSA, PIC and Khula, who are in a position to deploy development finance in support of provincial economic growth and social development strategies;

• Engaging with the parastatals such as ESKOM, TELKOM, MINTEK and the CSIR who control resources and infrastructure essential for facilitating economic growth and social development;

• Engaging with the private sector to create conditions conducive to the promotion of economic growth and social development through the deployment of private investment capital;

• Developing and implementing strategies for Small, Medium and Micro Enterprise (SMME) Development and Black Economic Empowerment (BEE); and

• Determining strategies aimed at the upliftment of designated vulnerable groups such as women, the youth, those living with disability and the poor.

The PGDS puts forward a number of challenges that require interventions to be resolved. Among these challenges are:

• Reduction of poverty;
• Reducing the backlog of basic needs such as water, sanitation and housing;
• Improving and increasing access to health, education and social services;
• Decreasing the prevalence rate of HIV and AIDS;
• Creating opportunities for employment;
• Reducing crime; and
• Targeting vulnerable groups.
With regard to opportunities for potential growth, the PGDS identified the following sectors:

- Agriculture and Agro-processing;
- Fishing and Mariculture;
- Mining and mineral processing;
- Transport;
- Manufacturing; and
- Tourism.

In addition, the PGDS emphasises the need to develop the human and social capital of the people of the province through:

- Creating opportunities for life-long learning;
- Improving the skills of the labour force to increase productivity; and
- Develop and maintain the provincial infrastructure and communications system
- Increasing accessibility to knowledge and information.

The PGDS has two primary development objectives that are pertinent in government efforts to the social and economic development imperatives:

- Promoting the growth, diversification and transformation of the provincial economy; and
- Poverty reduction through social development.

Coupled with the above development objectives, the PGDS has the following sub objectives:

- Developing requisite levels of human and social capital;
- Improving the efficiency and effectiveness of governance and other
- Development institutions; and
- Enhancing infrastructure for economic growth and social development.

It is therefore imperative that the formulation of the rural development plan as well as implementation of activities is guided by the principles contained in the PGDS. In particularly, the rural development plan should seek to address the socio-economic challenges, while at the same time stimulating opportunities for potential growth in the province.

The competitive and comparative advantages of the Northern Cape can be summarised as follows:

- Mineral resources;
- Climate and air quality;
- Open spaces;
- Astronomy; and
- Coastline.
3.8 PROVINCIAL SPATIAL DEVELOPMENT FRAMEWORK

The Provincial Spatial Development Framework (PSDF) is a policy document that promotes a ‘developmental state’ in accordance with national and provincial legislation and directives. It aligns with the Northern Cape Provincial Growth and Development Strategy which has committed the Northern Cape to ‘building a prosperous, sustainable and growing provincial economy which reduces poverty and improves social development’. The PSDF puts forward comprehensive plans and strategies, which collectively indicate which type of land-use, should be promoted in the Province, where such land-use should take place, and how it should be implemented and managed. The key objectives of the PSDF are to:

- Provide a spatial rationale and directive for future development in terms of the principles of sustainability as advocated by the National Framework on Sustainable Development;
- Give effect to the directives of the national government as expressed in inter alia the National Spatial Development Perspective (NSDP), the National Framework on Sustainable Development and the National Strategy for Sustainable Development and Action Plan 2011-2014;
- Give spatial effect to the provisions of the Northern Cape Provincial Growth and Development Strategy (PGDS) and guide implementation of anchor projects;
- Provide direction for the rollout of national and provincial rural development programmes in the province, e.g. the Comprehensive Rural Development Programme (CRDP), Comprehensive Agricultural Support Programme (CASP), etc.;
- Provide guidance to public and private infrastructure investment in the province, taking cognisance of the growth and development potential of the various regions and settlements in the province.
- Spatially coordinate and direct the activities and resources of the provincial government departments; and
- Identify land-use issues deemed to be of provincial and regional significance and put forward strategic intervention proposals.

The PSDF provides an appropriate spatial and strategic context for future land-use throughout the Northern Cape, from a provincial perspective. It is an expression of the mental image, vision and aspirations which the people of the Northern Cape have for their province. The key objectives of the PSDF as it relates to spatial planning focuses on:

- Merging with the Northern Cape PGDS, instigating innovative economic interventions, which can only result from a dynamic developmental state;
- Serving as a spatial land-use directive which promotes environmental, economic, and social sustainability through sustainable development;
- Giving effect to UNESCO’s MaB (Man and the Biosphere) Programme as a mechanism to promote sustainability;
• Facilitating integrated land-use planning;
• Prioritising governmental programmes and projects;
• Ensuring efficient government performance;
• Providing a spatial rationale and directive for future development;
• Giving spatial effect to the provisions of the Northern Cape PGDS;
• Providing direction for the roll-out of national and provincial rural development programmes in the province;
• Providing guidance to public and private infrastructure investment in the province; and
• Spatially coordinating and directing the resources and directives of the national and provincial government departments.

The following principles have been identified for the use of the PSDF as a broad land-use directive:

• Any land-use amendment has to conform to the PSDF. This means that the relevant organs of state must take account of, and apply relevant provisions of the PSDF when making decisions that affect the use of land and other resources;
• The PSDF does not create, or take away, land-use rights; and
• The PSDF is to be applied in a flexible and pragmatic manner that focuses on promoting a developmental state and sustainability and which takes into account the merits and particular circumstances of each case as required by law, i.e. through an Environmental Impact Assessment (EIA) undertaken in terms of the National Environmental Management Act 107 of 1998 (NEMA).

According to the PSDF, it guides the investment of public resources through the following:

• Providing a credible context for public investments in the coming years;
• Promoting rational and equitable development of areas that have lagged behind;
• Providing certainty to all stakeholders regarding spatial and socio-economic implications of future development in the Northern Cape; and
• Providing a basis for coordinated decision making and policy formulation regarding future land-use.
The PSDF has identified a set of spatial planning categories that are applicable to the Northern Cape.

![Spatial Planning Categories](image)

**Figure 5: The Desired Land-Uses Throughout the Province:**

The PSDF further puts forward a number of sub-categories at to serve as a guide for more detailed land-use planning at the district and local municipal sphere.

With regard to the policy guidelines, the following have been suggested:

- Land-use planning (i.e. the drafting of SDFs) must be undertaken in terms of the bioregional planning approach;
- Detailed land-use planning at the district and the local municipal sphere is to be undertaken in accordance with the guidelines put forward in the PSDF;
- Land-use planning at all spheres is to be supported by a standard Spatial Planning Information System (SPI SYS);
- Any land-use amendment has to conform to the PSDF. This means that the relevant organs of state must take account of, and apply relevant provisions of the PSDF when making decisions that affect the use of land and other resources;
- The PSDF does not create, or take away, land-use rights;
- The PSDF is to be applied in a flexible and pragmatic manner that focuses on promoting a developmental state and which takes into account the merits and particular circumstances of each case as required by law (i.e. through an Environmental Impact Assessment undertaken in terms of the National Environmental Management Act 107 of 1998);
- No land-use changes may be approved until the parameters of the SPCs applicable to the subject area have been verified through a detailed site analysis. This is to be undertaken by the proponent of the land-use change;
- The SPC designation illustrated by the municipal SDFs must be used as a criterion for evaluation of rezoning and development applications. In the case where an application is inconsistent with relevant SPC, or where it implies a change of SPC designation, the onus will be on the applicant to prove that the proposed change is
desirable and that it will not have a significant detrimental impact on the environment; and

Figure 6: Sub-categories of Land-use at the District and Local Municipalities

- Existing Zoning Scheme Regulations must be amended, where possible, to accommodate the SPCs and their applications.
Table 2: Development Guidelines in Accordance with the SPCs

<table>
<thead>
<tr>
<th>SPC</th>
<th>TYPE OF DEVELOPMENT CONDITION</th>
<th>TYPE OF DEVELOPMENT CONDITION</th>
</tr>
</thead>
<tbody>
<tr>
<td>A</td>
<td>No development allowed.</td>
<td></td>
</tr>
<tr>
<td>B</td>
<td>a) Resort development.</td>
<td>a) To be changed to SPC D, depending on the proposed type of development.</td>
</tr>
<tr>
<td></td>
<td>b) Infrastructure required for research</td>
<td>b) Must be undertaken in accordance with site specific design and planning guidelines</td>
</tr>
<tr>
<td>C</td>
<td>a) Agricultural development and infrastructure required for extensive and intensive agricultural land- uses.</td>
<td>a) To be changed to SPC D, depending on the proposed type of development.</td>
</tr>
<tr>
<td></td>
<td>b) Resort development on game farms.</td>
<td>b) Must be undertaken in accordance with site specific design and planning guidelines</td>
</tr>
<tr>
<td></td>
<td>c) Agricultural industry.</td>
<td></td>
</tr>
<tr>
<td>D</td>
<td>All urban related developments</td>
<td>Must be undertaken in accordance with site specific design and planning guidelines.</td>
</tr>
<tr>
<td>E</td>
<td>Full spectrum of industrial developments required by the economic sectors</td>
<td>a) Must be undertaken in accordance with site specific design and planning guidelines</td>
</tr>
<tr>
<td></td>
<td></td>
<td>b) All industrial activities must be regulated and managed in accordance with sustainability standards (e.g. ISO 14001)</td>
</tr>
<tr>
<td>F</td>
<td>All surface infrastructure and buildings that are required for sustainable socioeconomic development and resource use</td>
<td>a) Must be undertaken in accordance with site specific design and planning guidelines</td>
</tr>
<tr>
<td></td>
<td></td>
<td>b) All industrial activities must be regulated and managed in accordance with sustainability standards (e.g. ISO 14001)</td>
</tr>
</tbody>
</table>

3.9 NORTHERN CAPE RURAL DEVELOPMENT STRATEGY

The Northern Cape Rural Development Strategy (RDS) sets out requirements for effective rural development programming. There are ten key requirements to enable an effective and well-targeted rural development programme:

- Establish a baseline - there has to be an agreement on how to monitor the attainment of outcomes from the inception stage. In this respect progress at the level of outcomes is the responsibility of the Presidency and national government, while provincial government is primarily responsible at the output level. The design of the indicators must reflect what is important to understand over the next 5 - 10 years and must be consistent with government frameworks. The programme must be able to identify whether benefits are finding their way to the poor and vulnerable or whether they are being captured by the better off. At the same time, monitoring activities should be an integral part of each phase of programme delivery;

- Recognise diverse development settings – effective rural development initiatives are those which are designed and adapted to the particularities of place. The OECD approach suggests that development activities need to be stimulated, organised and supported and territorial level which is meaningful for people in terms of their culture and identity networks. The Northern Cape Rural Development Programme requires an appropriate typology of such territorial or place based development settings with particular defining characteristics and populations;

- Understanding rural livelihood and poverty - research studies highlight widespread decline in production by small scale and subsistence farmers and expanding
participation in non-agricultural activities across Africa. Most households have a primary reliance on non-agricultural income sources. It has been argued that throughout Africa “rural poverty alleviation projects need to be aware of new signs of poverty based on non-agrarian rather than agrarian assets. This is an important consideration in the design of a rural development strategy and its articulation with the broader War on Poverty strategies being pursued by Government;

• Build in what works already - recent development planning approaches incorporate appreciative enquiry which focuses on identifying what currently works, building on local knowledge and what people are proud of, what gives meaning to their lives. In contrast, conventional development planning is based on activities to identify, analyse and prioritise problems. However, this kind of an approach has its own limitations that need to be avoided in preparing a well and effective rural development plan;

• Identify and build on existing assets – it is important that preparation of the rural development plan is premised on adding value to existing assets. In instances where there are particular competitive advantages in localities, these need to be the building blocks of formulation of rural development plan. The planning process needs to systematically identify existing assets and assess how these could be better utilised or be the basis for downstream economic spin offs;

• Understand value chains – to benefit the poor, the economic growth must find it way to small producers, micro enterprise operators, employees and consumers. If markets are going to work better for people living in poverty, input and output markets need to provide them with access to opportunities to build and acquire assets, and assist in reducing vulnerability. Development and project planning needs to take place against a backdrop of value chain analysis of key economic sectors;

• Growth effective institutional capacity - a prerequisite for rural development is the provision of support for growing effective development institutions. Many local institutions for managing land and natural resources are currently very weak and poorly supported. The importance of developing energetic, capable and forward looking associations and cooperative bodies which advance the interests of both producers and consumers cannot be overemphasised;

• Enable collaboration - one of the major challenges facing government is how to achieve the effective integration, co-ordination and alignment of the activities of the three spheres of government. It is vital to note that collaboration with relevant role-players such as the private sector, the donor community and national level institutions that are mandated to support economic development and labour is essential. Close co-operation between the public and private sectors is also critical if the economic development potential of the Northern Cape;

• Target research as well as share knowledge - the key obstacles to integrated planning and development are insufficient and inaccessible information. It is important to acknowledge that knowledge management and information sharing mechanisms can facilitate meaningful participation and promote decision making at the local level; and
• Integrate rural development planning into ABPs and IDPs - Rural development priorities and strategies have to be identified as part of municipal IDP processes. Recently, the DRDLR has commissioned area based plans (ABPs) for land reform in several provinces which result in an approved land reform sector plan. These plans need to extend to include rural development more broadly.

Furthermore, the NCRDS highlights ten priority interventions to form the basis of the rural development strategy in the Northern Cape:

• Clarity the land reform status quo - land reform is a key component of rural development. In order to be able to deliver effective support services to land reform beneficiaries there needs to be shared and accurate information on the land transferred under the land reform programme and on the people to whom it was transferred. The Northern Cape Department of Agriculture and Land Reform’s Annual Report (2008/9) indicates that a total of 56,330 ha of land were redistributed through LRAD & PLAS to 109 beneficiaries;

• Assess existing service capacity and conduct gap analysis - one of the key challenges at present is how to finance rural development. Currently, there are concerns that it is an unfunded mandate. It is imperative that sector departments ring fence a portion of their budgets for rural development spending in different Districts;

• Maximise learning from existing rural development pilots - publication of key development indicators being used to evaluate the pilots. Monitoring reports on attainment of key indicators, targets and a sustainability assessment of the pilot projects. A preparation of papers and a workshop to review the lessons learnt. Key learnings must be incorporated in the evolving rural development strategy;

• Establish District Development Coalitions - focuses on mobilising resources and capacity from within government, the private sector and universities, NGOs and CBOs and individual citizens to develop place based innovation for rural development in partnership with rural people involved in projects or living in targeted localities. Among the stakeholders to engage are:
  o Universities and research institutes;
  o Parastatal development entities;
  o Corporates;
  o Chambers of commerce;
  o Professional associations;
  o Mining houses;
  o Organised agriculture;
  o Co-operatives;
  o Religious groupings;
  o Non-profits;
  o CBOs, women’s and youth organisations;
  o District and local municipalities; and
  o Partner departments.
- Leverage benefits from mining for social and rural development - The concerns that have been raised about the failure of some mining companies is to implement Social and Labour Plans (SLP) as required by law. This failure prevents essential investment in local communities and urban centres which currently depend on mining for their existence. The proposed intervention will involve the establishment of District Mining Review Assessment Teams led by Premier’s Office and involving representatives of relevant departments (Minerals, Water Affairs, Agriculture, Land Reform and Rural Development, Economic Affairs, Environmental Affairs and Nature Conservation, and Municipalities);

- Target rural towns in decline - the problem of small towns in decline are not unique to the Northern Cape. Other provinces such as the Free State, Western Cape, Eastern Cape and KwaZulu-Natal have developed small town regeneration models in partnerships with universities and parastatal institutions. These models involve the assessment of multiple factors. These include “the nature of towns’ economic comparative advantage, the types of local and foreign owned investment; the dynamism of the local business community; the networks between local firms and between them and outsiders; the initiative of central and local government and the economic interactions between towns and their hinterlands. Small town regeneration is at the interface between rural development and local economic development initiatives;

- Improve information sharing and knowledge management - it is significant to note that land reform and rural development projects involve many dimensions, i.e.: social institutional, ecological sustainable human settlement, and economic. Settlement and implementation support needs to extend far beyond the services which can currently be provided by agricultural extension personnel hence the need for a shared knowledge and information management system;

- Provision of prioritised rural development services - it is clear that there is a need to improve and expand the existing support services to meet the needs of all farmers. The Settlement and Implementation Support Strategy for Land and Agrarian Reform in South Africa provides a comprehensive framework for the provision of settlement and implementation support;

- Innovation for alternative low carbon rural economies – it seems that small scale agricultural production and co-management of natural resources has limited potential to address poverty and create sustainable livelihoods at scale in the Northern Cape. It is important to being able to think about alternative economic development approaches in arid mined out areas. The key focus is on innovation and making use of other natural assets in a sustainable way; and

- Deepen skills in participatory planning and management of risk - the development and management of an innovative and sustainable rural development programme in the Northern Cape requires investment in people to equip them with core skills. In order to ensure that the rural development approach fully engages with the needs and realities of rural people and properly anticipates the hazards and risk in the rapidly changing development environment it is proposed that planners, officials and
other actors enter a learning programme facilitated by a consortium of universities. The purpose of this programme would be to help develop these critical competencies and enable a learning process approach enabling structured reflection and targeted research on programme implementation.

3.10 DRAFT SPATIAL TARGETING: REPORT FOR THE NORTHERN CAPE (Mega Agri-Park) FOR THE JOHN TAOLO GAETSEWE DISTRICT MUNICIPALITY

Mega Agri-Park refers to a combination of a working farm and a municipal park that is located at the urban edge. It serves as a transition or buffer zone between urban and agricultural uses. They are designed for multiple uses that accommodate small farms, public areas and natural habitat.6

Mega Agri-Park allows small farm operations to access and secure land for the production, processing and selling of agricultural products. Mega Agri-Park provides fresh food and is an educational, environmental, and aesthetic amenity to nearby communities and at the same time providing farming activities not harmful to the environment and communities.

The John Taolo Gaetsewe District is faced with severe poverty due to high unemployment and lack of education and skills7. Although Agriculture is one of the key economic sectors which contribute 0, 7% of the GDP output of the district municipality, the biggest contributor to the GDP of the municipality is in the mining sector with 64.1% followed by retail at 9.1%8. Agriculture has been identified as one of the employment sectors in South Africa to aid in the reduction of unemployment.

Government is developing different poverty reduction initiatives in the communities of South Africa and the concept Mega Agri-Parks becomes one of those programmes. Twenty seven (27) District Municipalities have been identified as priority areas because of their poverty status and one of those municipalities is the John Taolo Gaetsewe District. The Mega Agri-Park initiatives are being developed in each of the identified districts to aid in the reduction of extreme poverty and underdevelopment.

Given the high rate of unemployment in this district (30.1%); the low levels of income generating capacity resulting in low levels of employment; the lack of qualitative agricultural skills; poor and inadequate or absent basic infrastructure for subsistence regions and poor profitability the concept of Mega Agri-Park in the John Taolo Gaetsewe District will seek to ensure the following potential outcomes:

- To ensure that JTG builds the production capability by focusing on the production of the commodities (e.g. large stock (beef), small stock (sheep), vegetables etc.);
- To contribute to community development through income generation which will boost the economy of the municipality;

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7 Source: DBE HIV Planning GIS Maps, 2014
8 Source: Quantec Data Research, 2015
• To contribute to the development and training of quality, experienced, previously disadvantaged farmers;

• To create meaningful partnerships with government departments to develop critical essentials like roads and water that support the Mega Agri-Park value chain; and

• To aid in creating investment opportunities for private farmers.

In the Northern Cape Province, the Mega Agri-Park initiative is being implemented in the JTGDM. Kuruman has been identified as a potential location for the development of the Mega Agri-Park as depicted by Map 30. This is because it is an area that has a high economic growth potential and high population density. Other factors that have qualified Kuruman to be a preferred location includes the distribution depot for surrounding rural areas that is centrally located. The District would need to carefully consider its location in relation to communities that it is intended to serve and in terms of the population reach and benefit per household. In this regard the site for the potential Mega Agri-Park in Kuruman has been identified by a council resolution. This 50ha proposed site is located along the N14 towards Vryburg next to the Eldorado Hotel, please refer to Map 30.

3.11 DISTRICT AND MUNICIPAL CONTEXT

3.12 JOHN TAOLO DISTRICT MUNICIPALITY DISTRICT MUNICIPALITY SPATIAL DEVELOPMENT FRAMEWORK

According to the John Taolo Gaetsewe District Municipality Spatial Development Framework (JTGDMSDF), the threefold spatial vision of the District is to ensure that all its residents:

• “Engage in viable and sustainable wealth-generating economic activities. This has resulted in the eradication of poverty, and a dramatic reversal in the unequal distribution of wealth and income and the skewed access to opportunities in the district. Viable, well-planned rural development initiatives have brought an end to the deep poverty and the destitution of the Joe Morolong Local Municipality. Due to well researched and tested desert-resistant agricultural practices, high-value rural products are being produced and over-grazing and soil erosion is no longer a problem. Serious investment in and exploitation of renewable sources of energy has not only resulted in the district becoming self-reliant in the generation of electricity, but seen it make a sizeable injection on the national electricity grid;

• Live in sustainable human settlements that are safe, vibrant and in balance with the environment. Young people grow up with the prospect of a bright future, either in the district, or anywhere else in the world that the quality education they received, has prepared them for. Walking and cycling are the two most common modes of movement within towns and villages, while a safe and reliable minibus system provides transport between these settlements. Traffic management and road

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9 Source: Draft Spatial Targeting Report for the Northern Cape, Mega Agri-Park for the John Taolo Gaetsewe District Municipality, Northern Cape Department Rural Development and Land Reform, 2015
maintenance mean that mining trucks no longer pass through settlements and potholes are a thing of the past. Water and energy-use, energy generation and the construction of housing, are examples of “best practice in green design, building and living”. Due to proper, respected and wise land-use management, including the regulation of mining activities, uncontrolled settlement expansion does not take place and environmental damage is minimised; and

- Participate in the governance of the district, including settlement formation and expansion, economic development, education, and the provision of basic services. Plans are prepared with full participation of all interested and affected parties, are based on accurate information and are implemented. Elected politicians and officials serve the people, while corruption and misappropriation of funds are rare occurrences. Traditional leaders serve on a civil society advisory body that is consulted on all strategic decisions by the elected politicians. Decisions that affect the public are based on evidence, and only taken after careful consideration of all the viable options and deliberation on all the positions and perspectives in the district. Due to payment for services by all, through smart systems and practices, the municipalities in the district are financially viable and desirable places to work in”.

In addition, the JTGDMsDF puts forward twelve spatial development objectives. These objectives are:

- District-Wide Spatial Development Objectives –
  - Objective 1: To enforce environmental and land-use management regulations
  - Objective 2: To institute/do proper traffic and freight management
  - Objective 3: To attract new business, especially manufacturers, to the district and retain existing ones
  - Objective 4: To explore the viability of the Gamagara Corridor and a regional development corridor on the N14

- Joe Morolong Local Municipality Spatial Development Objectives –
  - Objective 5: To rationalise the fragmented, scattered settlement pattern and build a new intensive agriculture and agro-processing economy in the area
  - Objective 6: To develop a limited number of villages along a public transport corridor into Human Development Hubs
  - Objective 7: To develop Local Nodes in places like Churchill, Bothithong, Heuningvlei, Blackrock, Hotazhel, Mmamathe and Vanzylrsus
  - Objective 8: To manage, protect and further develop the existing extensive game and cattle-farming and tourism area to the west of the mining belt

- Ga-Segonyana Local Municipality Spatial Development Objectives –
  - Objective 9: To redevelop and rejuvenate the Regional Node of Kuruman
  - Objective 10: To develop Local Nodes in Mothibistand and Baltharo

- Gamagara Local Municipality Spatial Development Objectives –
  - Objective 11: To manage land use and settlement expansion in Kathu and Sishen, and amalgamate the two towns into a single Regional Node
  - Objective 12: To develop a Local Node in Olifantshoek
Furthermore, the JTGDMSD identifies six development strategies aimed at attaining the spatial development objectives outlined above. These six development objectives are:

- **Development Strategy 1:** The continued expansion of the mining industry, but in such a way that its negative impacts are minimised and better managed, and its benefits shared by all –
  - To enforce environmental and land-use management regulations
  - To institute/do proper traffic and freight management
  - To explore the viability of the Gamagara Corridor and a regional development corridor along the N14
  - To redevelop and rejuvenate the Regional Node of Kuruman
  - To manage land use and settlement expansion in Kathu and Sishen, and amalgamate the two towns into a single Regional Node

- **Development Strategy 2:** The rejuvenation and expansion of the economies of Kuruman and Kathu, but within a complimentary, polycentric network of settlements –
  - To redevelop and rejuvenate the Regional Node of Kuruman
  - To manage land use and settlement expansion in Kathu and Sishen, and amalgamate the two towns into a single Regional Node
  - To attract new businesses, especially manufacturers, to the district and retain existing ones
  - To enforce environmental and land-use management regulations

- **Development Strategy 3:** The development of a series of smaller economic growth centres around a series of existing, smaller towns –
  - To develop a Local Node in Olifantshoek
  - To develop Local Nodes in Mothibistad and Balthabo
  - To develop Local Nodes in places like Churchill, Bothithong, Heuningvlei, Blackrock, Hotazhel, Mmamathane and Vanzylsrus
  - To attract new businesses, especially manufacturers, to the district and retain existing ones

- **Development Strategy 4:** The development of a polycentric network of “Human Development Hubs” in the densely populated rural areas –
  - To develop a limited number of villages along a public transport corridor into Human Development Hubs
  - To enforce environmental and land-use management regulations

- **Development Strategy 5:** The introduction of an economy based on intensive agricultural production and agro-processing in the densely populated rural areas –
  - To rationalise the fragmented, scattered pattern and build a new intensive agriculture and agro-processing economy in the area
  - To attract new businesses, especially manufacturers, to the district and retain existing ones
  - To enforce environmental and land-use management regulations
• Development Strategy 6: The retention and deepening of the game-farming and tourism-based economies in the less densely populated rural areas –
  o To manage, protect and further develop the existing extensive game and cattle-farming and tourism area to the west of the mining belt
  o To enforce environmental and land-use management regulations
SECTION FOUR: ISSUES AND DEVELOPMENT PRIORITIES

The subsequent section presents the key issues and development priorities identified within the John Taolo Gaetsewe District area. These issues and development priorities were informed by the relevant municipal documents, such as IDPs and SDFs as well as stakeholder engagements.

4.1 JOHN TAOLO GAETSEWE DISTRICT MUNICIPALITY

The development issues in the area are:

- Insufficient skills, expertise and funding, legal fragmentation, inadequate integration of environmental considerations into sectoral and land use plans, and weak political commitment;
- There is a lack of water resources, and those that are present are prone to contamination through various mediums;
- Overgrazing, desertification and salinization pose a great threat to large portions of the District;
- There is a need for environmental management plans within various sectors, including water resource management and invasive alien management;
- Many towns/settlements are struggling with issues such as infrastructure and service delivery (with only the larger mining towns (such as Kuruman and Kathu) thriving);
- Education and skills development desperately need to be improved;
- Large numbers of the population are currently unemployed and receive no income, adding to poverty;
- There is little economic development outside of mining;
- Lack of commitment and investment to exploit renewable energy resources; and
- The lack of environmental management plans for the area.

Development priorities in the area include the following:

- Provision of water and sanitation facilities;
- Improve existing and construction of new roads as well as provision of reliable public transport;
- Promote entrepreneurship through Local Economic Development (LED) initiatives;
- Create jobs in various sectors of the economy, particularly through mining and agriculture;
- Encourage sustainable land development and fast track land reform processes;
- Provision of integrated human settlements in strategic locations;
- Enhance municipalities financial viability and management, institutional management and development, good governance and public participation;
- Implement sound environmental management measures to mitigate the negative impacts of development;
• Improve disaster management response through the use of innovative technologies; and
• Improve the state of health system to adequately deal with the crisis of HIV / Aids and TB.

4.2 GA-SEGONYANA LOCAL MUNICIPALITY

The development issues in the area incorporate the following:

• Traditional patterns of development and under-development;
• Aging and poorly maintained water, roads and electricity infrastructure;
• The municipality’s ability to afford capital/borrowing to fund the aging infrastructure;
• The ongoing difficulties in the national and local economy as result of domestic strikes as well as increase in unemployment;
• Urban sprawls due to erratic and indiscriminate land allocation;
• High influx of people from neighbouring local municipalities; and
• Raising poverty levels.

Development priorities area comprises of the following:

• Water;
• Sanitation;
• Roads and transport;
• Electricity;
• Land development;
• Housing;
• LED and poverty alleviation;
• Health;
• Sport, Recreation and community facilities;
• Refuse collection;
• Education;
• Social welfare;
• Municipal capacity and infrastructure;
• Cemeteries;
• Telkom and postal services;
• Financial viability; and
• Communications infrastructure.

4.3 GAMAGARA LOCAL MUNICIPALITY

Development issues in the area consist of the following:

• Provision of basic services throughout the municipal area to cater for future and private development;
• The construction and upgrading of new and existing roads;
• The provision of houses for the various communities;
• To promote economic growth of the area through LED, mining, agriculture and other related economic potentials;
• To improve local governance in the municipality over a 5 year period to also deal with aspects like financial viability (revenue raising strategies and good financial systems);
• To focus on skills development, particularly for the youth; and
• To promote recreation, sports, tourism, arts and culture activities.

Development priorities in the area include the following:

• Provision of basic services (including waste management);
• Upgrading and maintenance of Infrastructure;
• Human settlements and land development;
• Local economic development and job creation;
• Youth skills development;
• Recreation, sports, arts and culture activities;
• Community safety;
• Good governance; and
• Administrative and financial viability.

4.4 JOE MOROLONG LOCAL MUNICIPALITY

The development issues in the area incorporate the following:

• Rural development and support to vulnerable group;
• Long commute distances to places of employment;
• Poor institutional arrangements and relationships;
• Weak transportation system;
• Lack of water in some areas, especially the villages;
• Small economic base;
• Local economy dominated by mining and therefore not able to absorb all the job seekers;
• Relatively few employment opportunities in the area;
• Inadequate maintenance of Infrastructure; and
• Unregulated informal market.

Development priorities in the area comprises of the following:

• Water and Sanitation;
• Roads;
• LED;
• Capacity Building;
• Health services and Facilities;
• HIV and AIDS;
• Recreational Amenities;
• Cemeteries;
• RDP Housing;
• Education;
• Public Transport Improvement;
• Safety and Security;
• ICT;
• Environmental issues;
• Electrification;
• Special Projects; and
• Land Reform
SECTION FIVE: JTGDM PROFILE

The JTGDM is one of the five district municipalities situated within the Northern Cape Province. The District is bordered by Z.F Mgcawu and Francis Baard District Municipalities to the south and west, North West Province (Dr. Ruth Segomotsi Mompati District Municipality) to the east and northeast, and Botswana to the northwest. It consists of 186 towns and settlements of which the majority (80%) are villages in the Joe Morolong LM. Settlement densities in the District are relatively low with formal residential land uses concentrated mainly in the urban areas. Some of the most pressing challenges thereof include poor road infrastructure, limited access to social services, and low levels of economic output. A detailed analysis of the socio-economic profile of the District is discussed below.

5.1 INSTITUTIONAL STRUCTURE

The institutional structure of the District owes its origin from the negotiated settlement that led to the first Democratic Elections in 1994. This was enshrined in the Constitution of the Republic of South Africa. The Constitution makes provision for three spheres of government namely: national, provincial and local. The JTGDM is a product born out of this system.

5.1.1 Provincial

The Province is a constitutionally created entity and approved by Parliament. Its boundaries have been approved by Parliament. The Province shares borders with the North West Province in the North, with the Free State Province in the east, with Western Cape in the South, with the Republic of Botswana in the North West and with the Atlantic Ocean in the west.

5.1.2 Municipal and Ward Boundaries

JTGDM is one of the five (5) district municipalities of the Northern Cape Province. These are:

- Namakwa (DC 6);
- Pixley ka Seme (DC7);
- ZF Mgcawa (DC 8);
- Frances Baard (DC 9); and
- John Taolo Gaetsewe (DC 45).
Table 3: Characteristics of District Municipalities

<table>
<thead>
<tr>
<th>Name</th>
<th>Code</th>
<th>Seat of govt</th>
<th>Area in km²</th>
<th>Population</th>
<th>Density in km²</th>
</tr>
</thead>
<tbody>
<tr>
<td>Namakwa</td>
<td>DC 6</td>
<td>Springbok</td>
<td>126 836</td>
<td>115 842</td>
<td>0.9</td>
</tr>
<tr>
<td>Pixley ka Seme</td>
<td>DC 7</td>
<td>De Aar</td>
<td>102 727</td>
<td>186 351</td>
<td>1.8</td>
</tr>
<tr>
<td>Frances Baard</td>
<td>DC 8</td>
<td>Kimberly</td>
<td>13 518</td>
<td>382 086</td>
<td>28.3</td>
</tr>
<tr>
<td>ZF Mgcawa</td>
<td>DC 9</td>
<td>Upington</td>
<td>102 524</td>
<td>236 783</td>
<td>2.3</td>
</tr>
<tr>
<td>JTG</td>
<td>DC 45</td>
<td>Kuruman</td>
<td>27 283</td>
<td>224 799</td>
<td>8.2</td>
</tr>
</tbody>
</table>

The JTGDM is surrounded by the following district municipality and country, namely Dr Ruth Sekgomotsi Mampati to the North east, Frances Baard to the South, ZF Mgcawa to the South West and the Republic of Botswana in the North west. The District has three (3) local municipalities within its boundary, namely Ga - Sekonyana, Gamagara and Joe Morolong.

Table 4: Characteristics of Local Municipalities

<table>
<thead>
<tr>
<th>Name</th>
<th>Towns</th>
<th>Seat</th>
<th>Traditional Councils</th>
<th>Area</th>
<th>Population</th>
<th>Main economic sectors</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ga - Sekonyana</td>
<td>Kuruman, Bonkhara, Budolong, Mothibistad</td>
<td>Kuruman</td>
<td>2 Senior Traditional Leaders</td>
<td>4 492</td>
<td>93 651</td>
<td>Mining and Agriculture</td>
</tr>
<tr>
<td>Ga - Magara</td>
<td>Kathu, Deben, Olifantshoek</td>
<td>Kathu</td>
<td>None</td>
<td>2 619</td>
<td>41 617</td>
<td>Mining, farming and business</td>
</tr>
<tr>
<td>Joe Morolong</td>
<td>Hozatel, Santoy and Van Zylsrus</td>
<td>Curchill</td>
<td>Seven Traditional Councils</td>
<td>20 172</td>
<td>89 530</td>
<td>Eco-tourism, agriculture, mining and community services</td>
</tr>
</tbody>
</table>

The table shows some of the characteristics of the local municipalities that will have a major influence on the plan itself. It gives an idea of the things to take note of going forward.

5.1.3 Traditional Leadership Areas

There are nine (9) Senior Traditional Leaders (Dikgosi) in the District distributed as follows; two are in Ga – Sekonyana Local Municipality and seven are in Joe Morolong Local Municipality. Below Dikgosi there are Headmen (Dikgosana) who are given areas to look after and have to report to the Senior Traditional Leader through a Traditional Council.
system. The number of Dikgosana is determined by Kgosi and the Traditional Council. They assist the Kgosi to run traditional issues of their area of jurisdiction. The numbers will differ from one Traditional Council to another. Attached hereto is a list of Traditional Leaders and their Headmen.

About 80% of the land mass of Joe Morolong is Trust Land and is under the custodianship of Traditional Leaders. The importance of this type of administration is that they also take decisions on land ownership and development. If not consulted there could be serious conflicts that may frustrate the ideals of the RDP. It is thus critical to have them appraised on the plan so as to solicit their buy in.

5.1.4 Land Ownership Distribution

A huge proportion of the land within the District is privately owned. Issues of land invasion are also a common feature whereby land allocation by traditional authorities is done without proper consultation with municipalities. This practice is particularly prevalent in the Ga-Segonyana LM. The spatial distribution of land with regards to ownership is shown below (Map 1).
Map 1: Land Ownership Distribution
5.1.5 Land Claims

There are seven (7) land claims registered in JTGDM. Four are in Joe Morolong and three are in Ga-Segoanyana as indicated on Map 2 from the Northern Cape Department of Rural Development and Land Reform Land claims Commission’s office. What is critical about land claims is that if they are not resolved as soon as possible, they may have an effect on the final plan. It is thus advisable to devise a plan to prioritize the claims that fall within the RDP area.
Map 2: Land Claims
5.2 SOCIO-ECONOMIC PROFILE

5.2.1 Demographic Profile

According to the Census 2011, the population of JTGDM is 224798. Populations of the local municipalities are 89530, 93651 and 41617 for Joe Morolong, Ga-Segonyana and Gamagara respectively. With the population density of only 8.24 person/sq.km, the District exhibits itself as a low dense area. By size, Joe Morolong LM makeup approximately 74% of the District area but it houses only 40% of the District population. Ga-Segonyana is the largest local municipality by population and second largest by area. With a population density of 20.85 people per sq. km, it is the most densely populated LM of the District.

Table 5: Population Distribution and Density in the District

<table>
<thead>
<tr>
<th>Municipality</th>
<th>Population</th>
<th>Population Share</th>
<th>Area (Sq. Km)</th>
<th>Area Share</th>
<th>Density (Person/sq. km)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Joe Morolong LM</td>
<td>89530</td>
<td>39,8%</td>
<td>20172</td>
<td>73,94%</td>
<td>4.44</td>
</tr>
<tr>
<td>Ga-Segonyana LM</td>
<td>93651</td>
<td>41,7%</td>
<td>4492</td>
<td>16,46%</td>
<td>20.85</td>
</tr>
<tr>
<td>Gamagara LM</td>
<td>41617</td>
<td>18,5%</td>
<td>2619</td>
<td>9,60%</td>
<td>15.89</td>
</tr>
<tr>
<td>John Taolo Gaetsewe DM</td>
<td>224798</td>
<td>100,0%</td>
<td>27283</td>
<td>100,00%</td>
<td>8.24</td>
</tr>
</tbody>
</table>

Source: Census 2011, StatsSA

Population Group

Black Africans constitute almost 85% of the District population. The shares of other population groups are Coloured (9.26%), White (4.96%), other (0.56%) and Indian/Asian (0.38%). In the local municipalities, the share of the Black African population is highest in Joe Morolong LM (96.44%) and lowest in Gamagara LM (55.01%).

Table 6: Shares of Different Population Groups

<table>
<thead>
<tr>
<th>Municipality</th>
<th>Black African</th>
<th>Coloured</th>
<th>Indian or Asian</th>
<th>White</th>
<th>Other</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Number</td>
<td>Share</td>
<td>Number</td>
<td>Share</td>
<td>Number</td>
</tr>
<tr>
<td>Joe Morolong LM</td>
<td>86341</td>
<td>96.44%</td>
<td>1754</td>
<td>1.96%</td>
<td>237</td>
</tr>
<tr>
<td>Ga-Segonyana LM</td>
<td>81483</td>
<td>87.01%</td>
<td>7113</td>
<td>7.60%</td>
<td>365</td>
</tr>
<tr>
<td>Gamagara LM</td>
<td>22894</td>
<td>55.01%</td>
<td>11951</td>
<td>28.72%</td>
<td>257</td>
</tr>
<tr>
<td>John Taolo Gaetsewe DM</td>
<td>190718</td>
<td>84.84%</td>
<td>20818</td>
<td>9.26%</td>
<td>859</td>
</tr>
</tbody>
</table>

Source: Census 2011, StatsSA
Gender Ratio and Age Groups

Female population contributes 51.53% of the total District population. This figure is similar to the national (51.35%) and provincial (50.69%) figures. The share of the female population is highest in Joe Morolong LM whereas it is lowest in Gamagara LM\(^{10}\).

![Gender Composition of Population](image)

**Figure 7: Gender Composition of Population**

The migration statistics show (refer to the “Migration” section for details) Gamagara LM houses a large number of migrated people. Generally male working population migrate to earn for the family. Probably due to the presence of large number of migrated workers in the Gamagara LM, the gender composition is slightly skewed towards the male. A similar conclusion can be drawn for Joe Morolong LM where both shares of migrated population and male population are lowest in the district.

The overall proportion of the population aged 0-14 is 33.95%. The population of this age group contributes 35.77% and 32.24% to the total male and female population respectively. The aggregate proportion of the economically active population (15-64) in the District is 61.24%. 60.51% males and 61.93% females fall under this category\(^{11}\). Map 3 below indicates the population distribution of the District.

\(^{10}\) Source: Census 2011, StatsSA

\(^{11}\) Source: Census 2011
The population pyramid has a broad base—clearly depicting the substantial share of the young population, but after age 34 onwards it starts tapering off.

**Dependency Ratio**

Age dependency ratio is the ratio of persons aged under 15 years and older than 64 years to those aged between 15 and 64 years in a population. This ratio has importance because it shows the ratio of economically inactive compared to economically active. Economically active people are expected to earn money, pay tax and contribute to the overall economy whereas economically inactive people are considered as the bigger recipients of government spending e.g. education, pensions and health care. Therefore, the lower the ratio the better is the situation. The age dependency ratio of the district population is 0.63 - much higher than the national average (0.53). The prime reason behind the higher dependency ratio is the substantial share (33.95%) of children population (aged under 15) in the total population.

**Household Size**

The average household size in the district is 3.67. According to the Status Quo Analysis Report (IDP 2012-2016 Review), average household size in the district were 4.06 in 2007 and 4.3 in 2001. Therefore, a downward trend can be observed in the household size.
Table 7: Size of Households in LMs of JGTDM

<table>
<thead>
<tr>
<th>Municipality</th>
<th>Number of Household</th>
<th>Population (Population/ Number of Household)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Joe Morolong LM</td>
<td>23709</td>
<td>89531</td>
</tr>
<tr>
<td>Ga-Segonyana LM</td>
<td>26815</td>
<td>93650</td>
</tr>
<tr>
<td>Gamagara LM</td>
<td>10807</td>
<td>41617</td>
</tr>
<tr>
<td>John Taolo Gaetsewe DM</td>
<td>61331</td>
<td>224798</td>
</tr>
</tbody>
</table>

Source: Census 2011

Single member households account for about 27.7% of the total households in the District. More than 70% households in the district have four or fewer members. The share of single-family households is highest in Gamagara LM (29.8%) and lowest in Ga-Segonyana LM (26.3%). The shares of various household sizes are illustrated in the following table.

Table 8: Composition of Household

<table>
<thead>
<tr>
<th>Municipality</th>
<th>Members in Household</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>1</td>
</tr>
<tr>
<td>Joe Morolong LM</td>
<td>28,3%</td>
</tr>
<tr>
<td>Ga-Segonyana LM</td>
<td>26,3%</td>
</tr>
<tr>
<td>Gamagara LM</td>
<td>29,8%</td>
</tr>
<tr>
<td>John Taolo Gaetsewe DM</td>
<td>27,7%</td>
</tr>
</tbody>
</table>

Source: Census 2011

5.2.2 Demographic Development Trend

The population of the District has increased to 224798 in 2011 from 191539 in 2001, thereby registering an annual growth rate of 1.61%. During 2001-11, the population growth rate is higher in the district than the entire South Africa (1.45%) and Northern Cape Province (1.45%). It is important to note that the District municipality covers only 6% area of the province, but it houses more than 19% of the provincial population.

Table 9: Population Growth Rate

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>South Africa</td>
<td>44819778</td>
<td>51770560</td>
<td>1.45%</td>
</tr>
<tr>
<td>Northern Cape Province</td>
<td>991919</td>
<td>1145861</td>
<td>1.45%</td>
</tr>
<tr>
<td>John Taolo Gaetsewe DM</td>
<td>191539</td>
<td>224798</td>
<td>1.61%</td>
</tr>
<tr>
<td>Joe Morolong LM</td>
<td>97945</td>
<td>89530</td>
<td>-0.89%</td>
</tr>
<tr>
<td>Ga-Segonyana LM</td>
<td>70392</td>
<td>93651</td>
<td>2.90%</td>
</tr>
<tr>
<td>Gamagara LM</td>
<td>23202</td>
<td>41617</td>
<td>6.02%</td>
</tr>
</tbody>
</table>

Source: Census 2011, StatsSA

During 2001-11, Joe Morolong has experienced negative growth rate (-0.89%), whereas Gamagara LM has experienced high growth rate (6.02%). One of the reasons behind these two contradicting growth rates is the growth of mining and manufacturing sectors in
Gamagara LM. The growth of these sectors attracted job seeking people from nearby areas which eventually led to outmigration from Joe Morolong and in migration to Gamagara.

**Migration**

Migrated people contribute 7.10% to the total District population. The share of migrated people to the total population is highest in Gamagara LM (17.43%) and lowest in Joe Morolong LM (2.99%). Gamagara LM houses most (45%) of the migrated population, followed by Ga-Segonyana LM (38%) and Joe Morolong LM (17%). Most of these migrated people came from unspecified locations (30%) and North West Province (25%). The migration statistics roughly indicates that most of the economic activities are concentrated in the first two local municipalities and people have migrated there in search of jobs and better livelihood.

![Figure 9: Source of Migration](image)

**Unemployment**

The unemployment rate in the District is 29.70% which is almost equal to the national rate (29.80%) but slightly higher than the provincial rate (27.40%). Map 4 represents the overall unemployment in the JTGDM. The youth (aged 15-34) unemployment rate in the District (37.23%) is higher than the provincial average (34.47%) but marginally lower than the national average (38.44%). Among the local municipalities, Gamagara has the lowest unemployment rate (17.70%), followed by Joe Morolong (43.20%) and Ga-Segonyana (43.20%).

---

Source: Census 2011
<table>
<thead>
<tr>
<th>Municipality</th>
<th>Unemployment Rate</th>
<th>Youth Unemployment Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Joe Morolong LM</td>
<td>38.60%</td>
<td>49%</td>
</tr>
<tr>
<td>Ga-Segonyana LM</td>
<td>43.20%</td>
<td>45.50%</td>
</tr>
<tr>
<td>Gamagara LM</td>
<td>17.70%</td>
<td>27.10%</td>
</tr>
<tr>
<td>John Taolo Gaetsewe DM</td>
<td>29.70%</td>
<td>-</td>
</tr>
</tbody>
</table>

Source: Census 2001 & 2011, StatsSA
Map 4: Overall Unemployment
5.2.3 Poverty Pockets

In the absence of any standard definition of “Poverty Pocket”, how one should identify poverty pockets has been remained a matter of debate. Though, income of people is probably the most important indicator of poverty but some researchers have used a combination of living standard measures such as level of education, employment, access to social and physical infrastructures to identify poverty pockets. In this study, we have used four parameters viz. Income, Employment, Education and Access to Municipal Services to identify poverty pockets. To understand the dynamics of poverty pockets at micro level, the analysis has been done at StatsSA’s SAL (Small Area Layer) level. SAL is the smallest level at which relevant information is available to undertake a quantitative analysis. The ensuing section describes the method and result of our analysis.

Identification Parameters

Parameter 1: Income

Statistically poverty is measured by the level of income. While measuring poverty, individual income may not be a true reflection of poverty as at times, children from non-poor families are considered as poor due to the fact that this population group does not have access to income. Therefore, we should identify poverty pockets based on household income. By multiplying individual poverty line income with household size, we can get household poverty line income. This method is also used by South African Local Government Association\(^\text{13}\) to assess household poverty line. Applying this method, household poverty line for Joe Morolong LM is R 35335.44 (R779 X 3.78 (HH Size) X 12 (months)) per annum, for Ga-Segonyana and Gamagara the figures are R32624.52 (R779 X 3.49X 12) and R 35989.8 (R779 X 3.85 X 12) respectively.

StatsSA captured household annual incomes in categories of R1-4800, R 4801-9600, R9601-19600, R19601-38200 and so on. Since one cannot assess the exact number of households living under poverty through Census data; the nearest census figure (R38200) can be used as a proxy. This is consistent with annual household income levels of R3500/month (or R42000 annually) which is the threshold below which state assisted housing is provided, which in itself is a proxy for poverty line.

According to the Census 2011, almost 68% of the District households earn less than R38200 annually. At the local municipality level, this figure varies from 44% in Gamagara to 82% in Joe Morolong. In the SALs, the range of percentage share of poor households varies from 0% to 100%. In order to identify poverty pockets in the District, importance has been given to the presence of poor households. It has been considered that SALs (Small Area Layer) containing a high share of poor households are more likely to be considered as poverty pockets.

\(^{13}\) Estimating a Poverty Line: An Application to Free Basic Municipal Services in South Africa, SALGA 2010
Based on the presence of poor households, every SAL has been then assigned with a Poverty Index Value. This Index is a value that ranges from 0 to 10 and a Poverty Index of zero expresses no household is living under and the value 10 represents the situation where all households are living under poverty. The assigned index values are mapped and the resultant map is provided in the Annexure.

**Parameter 2: Unemployment Rate**

Unemployment is one of the main reasons of poverty. The importance of employment in the reduction of poverty underpins the use of unemployment rate as a tool to gauge poverty. Thus, the unemployment rate has also been used as one of the parameters to measure poverty.

At District level, the overall unemployment rate is 29.71% but for the SALs this figure varies from 0% to 100%- highlighting the unequal access to jobs in the SALs. Similar to the Poverty Index, values ranging from 0 to 10 have been assigned to all SALs on the basis of their unemployment rate. The index values are mapped and the resultant map is provided in the Annexure.

**Parameter 3: Literacy Rate**

It is often seen that children from poor households are kept out of school or forced to leave school midway. Therefore, one of the tools of assessing poverty is measuring the level of education. We have assumed that prevalence of illiterate people is a direct reflection of the presence of poverty. At Local Municipality level, this assumption comes across valid as Joe Morolong exhibits both the highest functional illiteracy rate (44%) and concentration of poor households (82%) and Gamagara shows the least amount of functional illiteracy rate (26%) and concentration of poor households (44%). At SAL level, the functional illiteracy rate varies from 1% to 100%. Based on the functional illiteracy rate, every SAL has been assigned with an Illiteracy Index Value. An Illiteracy Index value of 10 represents everybody of that particular area is functionally illiterate whereas 0 represents nobody is functionally illiterate. The index values are mapped and the resultant map is provided in the Annexure.

**Parameter 4: Access to Municipal Services**

It is often observed that poor areas are generally deprived of municipal services. Therefore, access to municipal services can also be used to measure poverty. Nevertheless, unlike the above mentioned parameters, access to municipal services is not a direct expression of poverty as the level of access also depends on several other factors such as topography, population, and affordability of people to avail a facility. But it is an important indicator as it can assess the affordability levels of people, quality of lives; moreover it identifies the areas deprived of municipal facilities.
We have considered five sub-parameters to assess the levels of municipal services in the SALs. These sub-parameters are:

- Access to formal housing
- Access to electricity
- Availability of piped water connection within dwelling/ yard
- Availability of flush toilet; and
- Access to weekly refuse removal facility

Based on the assessed level of services, deprivation levels are measured. Then every SAL has been then assigned with a Municipal Services Deprivation Index. This Index is a 10 point scale and a Deprivation Index of zero expresses no deprivation or all households have access to the above mentioned facilities and the value 10 represents the situation where no households have access to these services. At SAL level, the value of this index varies from 0 to 9.8. It has been observed that the value of this index is much higher for the rural SALs than for the urban SALs. The index values are mapped and the resultant map is provided in the Annexure.

**Identified Poverty Pockets**

As discussed above, poverty levels in the SALs have been measured against four indicators i.e. household income, literacy, unemployment and access to municipal services and every indicator assign values to every SAL on a 10 point scale. Therefore, the maximum possible aggregated value of an SAL is 40 and the minimum is 0. The aggregated values are then used to assess Composite Poverty Indices which are basically the aggregated values scaled down at a 10 point scale. A Composite Poverty Index value of 10 represents the highest level of poverty and 0 represents the least level. At SAL level, the maximum and minimum values are 7.80 and 0.99 respectively.

**Table 11: Number of SALs with Different Composite Poverty Indices**

<table>
<thead>
<tr>
<th>Municipality</th>
<th>&lt;1.5</th>
<th>1.5-3</th>
<th>3-4.84</th>
<th>4.84-6</th>
<th>6-7.5</th>
<th>&gt;7.5</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gamagara</td>
<td>3</td>
<td>34</td>
<td>25</td>
<td>1</td>
<td>1</td>
<td>0</td>
<td>64</td>
</tr>
<tr>
<td>Ga-Segonyana</td>
<td>1</td>
<td>21</td>
<td>53</td>
<td>57</td>
<td>16</td>
<td>0</td>
<td>148</td>
</tr>
<tr>
<td>Joe Morolong</td>
<td>0</td>
<td>7</td>
<td>16</td>
<td>121</td>
<td>66</td>
<td>4</td>
<td>214</td>
</tr>
<tr>
<td>JTGDM</td>
<td>4</td>
<td>62</td>
<td>94</td>
<td>179</td>
<td>83</td>
<td>4</td>
<td>426</td>
</tr>
</tbody>
</table>

Source: Analysis based on StatsSA Census 2011

The average value of composite poverty index for the entire District is 4.84. It has been assumed that the SALs with higher composite poverty index than the District average form poverty pockets. Based on this assumption, 62.44% or 266 SALs of the District have been identified as poverty pockets. Of the identified SALs, 191, 73 and 2 fall respectively in Joe Morolong, Ga-Segonyana and Gamagara LM. It is pertinent mention that only 3 SALs are in urban areas. The list of the identified SALs is provided in Annexure.
Table 12: Location of SALs Identified as Poverty Pockets

<table>
<thead>
<tr>
<th>SAL Location</th>
<th>Gamagara</th>
<th>Ga-Segonyana</th>
<th>Joe Morolong</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Rural</td>
<td>0</td>
<td>72</td>
<td>191</td>
<td>263</td>
</tr>
<tr>
<td>Urban</td>
<td>2</td>
<td>1</td>
<td>0</td>
<td>3</td>
</tr>
<tr>
<td>Share</td>
<td>0.75%</td>
<td>27.44%</td>
<td>71.80%</td>
<td>0.75%</td>
</tr>
</tbody>
</table>

Source: Analysis based on StatsSA Census 2011

With a total population of 124040, these poverty pockets represent 55% of the District population. The total number of households in these SALs is 33010, of which 81.45% earn less than R38200 per annum. The average functional literacy rate and unemployment rate in these SALs are 66.31% and 48.11% respectively - both are higher than the overall district level.
Map 5: Composite Poverty Index Values
It is pertinent to mention that the unemployment situations have improved in all local municipalities during 2001-11. Despite the improvements, a large number of people are still unemployed. In order to eradicate unemployment from the District, labour intensive sectors need to be encouraged and established.

Black Africans constitute 88.08% of the District’s unemployed population, followed by Coloureds (9.27%) and Whites (2.08%). It is important to note that Black Africans and Whites contribute 84.84% and 4.96% respectively to the district population. It is, therefore, evident that Black Africans have relatively lesser access to employment opportunity. On the other hand, among the unemployed population 57.19% are female which is higher than their contribution (51.53%) to District population. These statistics reflect the presence of both racial and gender inequalities in the District.

<table>
<thead>
<tr>
<th>Table 13: Characteristics of Unemployed</th>
</tr>
</thead>
<tbody>
<tr>
<td>Population Group</td>
</tr>
<tr>
<td>-------------------</td>
</tr>
<tr>
<td>Black African</td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td>Coloured</td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td>Indian or Asian</td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td>White</td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td>Other</td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td></td>
</tr>
</tbody>
</table>

Source: Census 2011, StatsSA

Income

Almost 41% District population receives no monthly income, and around 24% earn less than R400 a month. These figures indicate the poor economic condition of the District. Of all the LMs, Gamagara is in better position. In this municipality, approximately 32% people receive no income as compared to 42% in Joe Morolong and 44% in Ga-Segonyana.

<table>
<thead>
<tr>
<th>Table 14: Income Profile</th>
</tr>
</thead>
<tbody>
<tr>
<td>Income Category</td>
</tr>
<tr>
<td>-----------------</td>
</tr>
<tr>
<td>No income</td>
</tr>
<tr>
<td>R 1 - R 400</td>
</tr>
<tr>
<td>R 401 - R 800</td>
</tr>
<tr>
<td>R 801 - R 1 600</td>
</tr>
<tr>
<td>R 1 601 - R 3 200</td>
</tr>
<tr>
<td>R 3 201 - R 6 400</td>
</tr>
<tr>
<td>R 6 401 - R 12 800</td>
</tr>
</tbody>
</table>
Statistics South Africa (“StatsSA”) uses three limits to define poverty:

- **Food poverty line (FPL)**;
- **Lower-bound poverty line (LBPL)**; and
- **Upper-bound poverty line (UBPL)**.

The FPL is the level of consumption below which individuals are unable to purchase sufficient food to provide them with an adequate diet. The LBPL includes non-food items but requires that individuals sacrifice food in order to obtain these while individuals at the UBPL can purchase both adequate food and non-food items. The monthly values for these three poverty lines are R335, R501 and R779, respectively. For the purposes of this study UBPL is chosen as the definition of poverty as it covers the cost for basic living necessities.

StatsSA captured individual monthly incomes in categories of R0-400, R 401-800, R801-1600 and so on. Since one cannot assess the exact number of people living under poverty (R779) through Census data; the nearest census figure (R800) has been used as a proxy to estimate the number of people under poverty. Considering this standard, 68%, 79%, 69% and 42% population of the District, Joe Morolong LM, Ga-Segonyana LM and Gamagara LM respectively, live under poverty.

**Development Indicators**

**Gini Coefficient**

Gini coefficient is used to measure inequality in the distribution of income. A Gini coefficient of zero expresses perfect equality i.e. all households earn equal income and the value 1 represents the situation where one household earns all the income and other households earn nothing. Statistics shows South Africa’s Gini coefficient is one of the highest in the world. Gini coefficient of the District is lesser than the national figure but higher than the provincial figure.

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14 Source: Methodological report on rebasing of national poverty lines and development of pilot provincial poverty lines. StatsSA 2015

15 Source: Global Insight
Human Development Index

Human Development Index (HDI) is a composite tool used to measure a country’s average achievements in three basic aspects of human development viz. life expectancy, education (literacy and level education) and per capita income. The value of this index ranges from zero, depicting the lowest level of development, to 1 depicting the highest level of development.

JTGDM’s HDI has always been among one of the lowest in the province depicting historical trend of underdevelopment and deprivation. Nevertheless, HDIs of both Northern Cape and JTGDM have always been better than the national averages\(^\text{16}\).

\(^\text{16}\) Source: Global Insight
Access to Basic Services

Quality of life depends on various factors; access to basic services is one of them. In order to assess the availability of basic services, five indicators have been chosen for analysis. These indicators are access to formal dwelling, availability of electricity, availability of piped water facility within premises, availability of flush toilet facility and access to the refuse removal facility. It has been observed that most of the district households reside in form dwellings and have access to electricity. But very few households avail piped water facilities within their houses/yards, regular refuse removal and flush toilet facilities. Availability of these facilities is much lesser in the rural areas than the urban areas. Of all the local municipalities, Joe Morolong has performed worst in terms making the facilities available to the citizens. This municipality is sparsely populated and the communities are located far away from each other. This increases the cost of service delivery; perhaps this is one of the reasons behind the local municipality’s poor performance.\(^\text{17}\)

![Access to Basic Services in Rural Areas](image)

\(^{17}\) Source: Census 2011, StatsSA
5.3 ENVIRONMENTAL FEATURES

5.3.1 Topography and Hydrology

The landscape of the JTGDM is predominantly flat, with a ridge system bisecting the greater Municipality along a North-South axis as portrayed by Map 7. This feature, the Kuruman hills, creates the only significant variation in the otherwise flat landscape of the municipality.\(^\text{18}\)

The Kuruman hills also determine the drainage pattern of the Kuruman river system with the alignment of the ridge forcing the draining of water in the area northwards before turning sharply west. The Kuruman River is a tributary of the Molopo River which eventually converges with the Orange River.\(^\text{19}\)

\(^{18}\) Source: van Weele, 2011; AGIS, 2015

\(^{19}\) Ibid
Map 7: Topography and Hydrology
5.3.2 Vegetation and Climate

The vegetation of the JTGDM is dominated by the Savanna Biome. The Savanna Biome is the largest Biome in Southern Africa, occupying 46% of its area, and over one-third of the area of South Africa. It is well developed over the lowveld and Kalahari region of South Africa and is also the dominant vegetation in Botswana, Namibia and Zimbabwe\textsuperscript{20}.

It is characterized by a grassy ground layer and a distinct upper layer of woody plants. Where this upper layer is near the ground the vegetation may be referred to as Shrubveld, where it is dense as Woodland, and the intermediate stages are locally known as Bushveld\textsuperscript{21}.

The environmental factors delimiting the biome are complex: altitude ranges from sea level to 2 000 m; rainfall varies from 235 to 1 000 mm per year; frost may occur from 0 to 120 days per year; and almost every major geological and soil type occurs within the biome. A major factor delimiting the biome is the lack of sufficient rainfall which prevents the upper layer from dominating, coupled with fires and grazing, which keep the grass layer dominant. Summer rainfall is essential for the grass dominance, which, with its fine material, fuels near-annual fires. In fact, almost all species are adapted to survive fires, usually with less than 10% of plants, both in the grass and tree layer, killed by fire. Even with severe burning, most species can resprout from the stem bases\textsuperscript{22}.

The grass layer is dominated by C 4-type grasses, which are at an advantage where the growing season is hot, but where rainfall has a stronger winter component, C 3-type grasses dominate. The shrub-tree layer may vary from 1 to 20 m in height, but in Bushveld typically varies from 3 to 7 m. The shrub-tree element may come to dominate the vegetation in areas which are being overgrazed\textsuperscript{23}. Most of the savanna vegetation types are used for grazing, mainly by cattle or game. In the southernmost savanna types, goats are the major stock\textsuperscript{24}.

Agro-climatologically JTGDM is characterized by low rainfall with an annual average rainfall of in the region of 201 to 400 mm per annum. The long-term average annual rainfall is 336.4 mm, of which 266 mm, or 79%, falls from October to March\textsuperscript{25}. The area is also characterized by a severe to very severe water scarcity and is classified as an arid zone. In terms of temperature the area is characterized by extreme temperatures with a fluctuation between 33.1°C as the mean annual maximum and 0.1-2.0°C as the mean annual minimum. The extreme high temperature that has been recorded is 41.6°C and the extreme low –7.5°C. The area is also prone to frost and the first frost occurs in the first weeks of May and last frosts in the first weeks of September\textsuperscript{26}.

The agro-climatological characteristics suggest that the Municipality's agricultural capability is mainly confined to extensive rangeland production systems for livestock given that the area is arid, water is scarce and that the climate is not particularly conductive to any other production systems given the relative scarcity of water. Livestock production, notably

\textsuperscript{20} Source: AGIS, 2015; South African National Biodiversity Institute, 2015
\textsuperscript{21} Ibid
\textsuperscript{22} Ibid
\textsuperscript{23} Ibid
\textsuperscript{24} South African National Biodiversity Institute, 2015
\textsuperscript{25} Paterson, 2012
\textsuperscript{26} Source: AGIS, 2015
extensive cattle production, is recognized as the primary agricultural enterprise in the Municipality.
Map 8: Rainfall
5.3.3 Geology, Minerals and Soil Types

The predominant geological feature in the JTGDM is the Kalahari formation which stretches across the whole area. In the south of municipal area the Transvaal formation protrudes into the generally homogenous Kalahari formation and tracks the Kuruman hills in traversing the municipal area on a roughly north-south axis\(^{27}\).

The main economic activity in the area is mining, followed by agriculture, tourism and retail. The JTGDM was the richest mining region in the Northern Cape until a decline in mining employment and the near extinction of the asbestos mining industry in the 1980s. Today, minerals mined include manganese ore, iron ore and tiger’s eye. The Sishen iron-ore mine is one of the largest open-cast mines in the world and the iron-ore railway from Sishen to Saldanha is one of the longest iron-ore carriers in the world\(^{28}\).

The general area, including the JTGDM, is mainly characterised by pure sand. This soil type is highly susceptible to shifting and wind erosion. The predominant soil class in the JTGDM is a freely drained, structureless soil. The main, general, soil patterns in the JTGDM are red and yellow, well drained, sandy soils. The Kuruman Hills is rock with limited soils. To the west of Kathu and Shishen a section of soil is found which is characterised by minimal development, which is usually shallow, on hard weathering rock, with or without intermittent and diverse soils. Lime is generally present in the landscape. West of Deben, South East of Kathu and East of the Cassel and Kganwane settlements pockets of red soils are found\(^{29}\).

Van Weele (2011) describes the soils in the area as predominantly well drained red and yellow soils in an oxidizing environment, leaving the soil particles with an iron oxide coating and leading to the development of non-swelling clays. The horizon is usually orthic and overall the soils contain less than 15% clay. Nutrients may be present in the soils, but the low rainfall and extreme summer temperatures inhibit soil productivity. Soil classification in JTGDM is dominated as follows:

- In the north: red-yellow apedal, freely drained soils; red and yellow, high base status, usually less than 15% clay
- Alongside the central Kuruman Hills: red-yellow apedal, freely drained soils; red, high base status greater than 300 mm deep (no dunes)
- North-east of Kuruman: red-yellow apedal, freely drained soils; yellow, high base status, usually less than 15% clay.

5.3.4 Biodiversity, Environmental Sensitivity and Protected Areas

The JTGDM area comprises four, separate ecological regions, which extend beyond the region’s boundaries. These are the Kalahari Thornveld, Ghaap Plateau, Rocky Hills and Ridges and Kuruman Sourveld. These ecological regions are reportedly not as rich in species as many such similar regions located outside of the area. However, at a more detailed level, accepting that the species composition, vegetation form and individual landscape units

\(^{27}\) Source: AGIS, 2015  
\(^{28}\) Source: van Weele, 2011  
\(^{29}\) Source: AGIS, 2015
change over small distances, some 60 vegetation-landscape units which are unique to the District can be identified\textsuperscript{30}.

The natural environment in JTDM is reportedly in a fair condition, although poor land management that has resulted in degradation of the resource base. Of particular concern is the deterioration of the natural vegetation through overgrazing, poor fire regimes, wood harvesting, misuse of wetlands, and encroachment by invasive plants and weeds. These factors are common to all veld types in Southern Africa, but the harsh climatic conditions and lack of surface water resources worsens the problems in the Northern Cape. They also contribute to a growing concern over the quality and quantity of the groundwater resources upon which much of the area depends\textsuperscript{31}.

Land degradation is a major feature of specific parts of the JTGDM. The main cause of land degradation is poor land use management. Poor land use management is ascribed to a number of factors including overgrazing, alien and invasive species, overstocking, uncontrolled grazing, injudicious use of fire, limited awareness and urban development\textsuperscript{32}.

Much of the land degradation and transformation in the JTGDM occurs in the eastern and northern parts of the JTGDM, whilst the western and southern sections are less impacted. It is argued that agriculture is most likely the greatest threat to the vegetation, in the form of overgrazing, which changes the plant community composition by eliminating certain species (generally palatable species) and encourages bush encroachment\textsuperscript{33}.

The mining activity in the municipality also has a direct impact on vegetation by way of the physical destruction of vegetation within the mining footprint. The effects of dust particulate emissions from the plants as well as along the transport routes will also have an impact on the vegetation\textsuperscript{34}.

Fire is an ecological disturbance which is required to maintain community structure and species diversity. Overgrazing eliminates the grassy sward and fires are carried less easily and frequently across the landscape. This encourages bush encroachment which further inhibits grass regrowth. Eventually, however, extreme wildfire conditions, i.e. drought and hot temperatures, lead to fires which are too intense for even trees to survive that can burn through encroached areas. Other disturbances to the natural vegetation cover are utilization in the form of collection of firewood and harvesting for charcoal production. Acacia erioloba (Camel Thorn), a protected tree species, is particularly targeted\textsuperscript{35}.

Invasive alien plants are not well established in the JTGDM. The most dominant species is Prosopis glandulosa (Mesquite), which has the potential to invade vast areas, and poses not only a threat in terms of out-competing indigenous species, leading to another pathway of bush encroachment, and its concomitant impacts, but which can greatly impact ground

\textsuperscript{30} Source: van Weele, 2011
\textsuperscript{31} Ibid
\textsuperscript{32} Ibid
\textsuperscript{33} Ibid
\textsuperscript{34} Ibid
\textsuperscript{35} Ibid
water resources, which again has secondary impacts on vegetation cover. Invading alien organisms pose the second largest threat to biodiversity after direct habitat destruction.  

Apart from the Kathu Forest (2,245 ha) and Tswalu Private Nature Reserve (100,000 ha), no protected areas are present in the District. It could, however, be argued that game farms are private conservation efforts. It is noted that 22 hunting farms and lodges in the JTGDM in 2011.

It is noted that there are two Red List plants species occurring in the study area according to SANBI’s POSA site, namely Acacia erioloba and Hoodia gordonii, which are listed as “Declining”. Both are relatively widespread and abundant in the study area, with Acacia erioloba being a dominant species in the tree layer. Three protected tree species also occur in the JTGDM area, namely Acacia erioloba, Acacia haematoxylon and Boscia albitrunca. These trees are afforded protection according to Government Notice No. 1012 under Section 12(I) (d) of the National Forests Act, 1998 (Act No. 84 of 1998). A distinct threat to Acacia erioloba is that it is heavily targeted for utilization as firewood and charcoal making.

The wetlands in the JTGDM, except for Heuningvlei, are also ephemeral, only filling up briefly after the summer rains. A large number of these wetlands, including Heuningvlei, are classified as “National Priority Wetland Areas”. The Heuningvlei saltpan is fed by a number of permanent freshwater springs, with its north-western corner a permanent marsh-type wetland. These wetland areas attract a wide variety of birds, some of them Red List species and migratory birds covered by international treaties (e.g. Chestnut-banded Plover, Greater Flamingo and the Yellow-billed Stork). Map 9 presents degraded land in the JTGDM.

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36 Source: van Weele, 2011
37 Ibid
38 Ibid
39 Source: DRDLR, 2015
Map 9: Degraded Land
### 5.3.5 High Potential Agricultural Land

The entire JTGDM’s is considered to be non-arable and without any high potential agricultural land (Map 10). Several reports indicate that the land in the Northern Cape can only considered high potential for arable agriculture if it is under permanent irrigation. The climate in the region is also considered too hot and arid for most crops and water sources are particularly scarce in the area.\(^{40}\)

Notwithstanding the climatic and water limitations the Class VI soils prevalent in the JTGDM have severe limitations that make them generally unsuited to cultivation and limit their use largely to pasture or range, woodland, or wildlife food cover. This soil class is very severe limitations that cannot be corrected.\(^{41}\)

The soils of the area are sandy and deep (>1 500 mm). They will therefore drain rapidly. Due to this tendency, along with the lack of fertility, they have a low agricultural potential (Map 10). Coupled with the hot, dry nature of the climatic regime, it can be seen that this area is not suited to dryland arable agriculture, and most of the farming enterprises in the vicinity are either game farms or cattle ranches. This is the optimum land use option given the environment.\(^{42}\)

The Northern Cape Province contains the least proportion of highly suitable land for agriculture. In the province only 6% of the total land is highly suitable for agriculture, 38% of the land is unsuitable for agriculture. JTGDM is considered to be non-arable without any high potential agricultural land. Resettling of the community within the district would not necessary lead to food security and poverty reduction.\(^{43}\)

The non-arable land can be turned into arable by accumulating the elements that the JTGDM is missing through the digging and installation of irrigation canals and wells, the district mean annual minimum/maximum temperature range from hot summer from 29-37°C, therefore planting trees for shades is necessary, and digging hills in order to protect crops from heavy winds and having greenhouses to supply inside light and heat to crops that will need it (Map 11).

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\(^{40}\) Source: Paterson, 2012  
\(^{41}\) Source: AGIS, 2015; Paterson, 2012; and FAO, 1992  
\(^{42}\) Source: Paterson, 2012  
\(^{43}\) Identification of Strategically Located Land to Support Land Reform Objectives Report, 2015
Map 10: Gateways, Networks, Land Capability and State Land
Map 11: Land Capability
5.3.6 Environmental Management Framework Guidelines

Ecologically sensitive habitats such as nature reserves, primary vegetation types, mountain catchments, rivers, streams, springs, wetlands, rocky ridges, caves etc. occur with the JTGDM, and it is likely that conservation worthy species are associated with these habitats. Environmental planning must therefore consider the conservation of the optimal spatial arrangement of sensitive natural habitats and corridors of other natural vegetation that allows for the maintenance of patterns and processes of biodiversity.44:

- More formal protection measures should be considered as one of the means through which sensitive features and ecosystems can be managed and preserved. This may include encouraging private initiatives like conservancies or expanding existing currently protected areas.

- The provision for the adequate protection of sensitive natural features and conservation of the groundwater resources on which much of the region depends.

- Measures to contain and manage the environmental impact of:
  - Mining activity – Especially new mining operations could lead to the development of mining townships and associated infrastructure which destroys and fragments habitat;
  - Peri-urbanization - Urbanization in some areas of the JTGDM is largely informal and a result of high density rural populations, which has implications for biodiversity conservation. Subsistence-type farming, and in particular farming with livestock are associated with these informal settlements, and the impacts of overgrazing on the vegetation are apparent from the land use study. The harvesting of firewood for energy cooking and heating purposes in the high density rural and peri-urban areas, because of gaps in electricity supply, is another impact associated with high density rural and peri-urban areas, with trees species, and in particular the protected Acacia erioloba, being targeted.

5.4 EXISTING SPATIAL STRUCTURE AND DEVELOPMENT POLICIES

5.4.1 Land Use and Spatial Structure

Broadly, the prevalent land cover classes in the District are grassland, thicket and bushland (confined mostly to hills), shrubland, cultivated land and built-up areas as shown by Map 12 - 16. However, grasslands, thickets and shrubland contribute the largest cover of the District’s geographic area (21%, 54% & 23%, respectively).46 The spatial distribution of the different land cover categories within the District is shown in Map 12. The 2013-2014 land cover dataset has been used in this regard. Overall, much of the District it is still covered in

44 Source: van Weele, 2011
46 Source: Tshiping Water User Association, 2012
natural grassland and agriculture is still widely practised. The respective local municipalities of the District are contextualised below.

Gamagara LM is a category B municipality located on the north-eastern part of the Northern Cape along the N14. The municipality covers a geographic area of 2619 km$^2$ with almost 63.41% of its area covered in thicket, bushland, bush clumps & high fynbosbush fields$^{47}$. The municipality has no Tribal/Traditional villages and is characterised by huge tracks of vacant and undeveloped land which collectively cover approximately 97.62%$^{48}$ of the total municipal area. In the wake of a boom in mining activities, the municipal area now falls under a region called the Gamara Mining Corridor.

Table 15: Land Cover in Gamagara LM

<table>
<thead>
<tr>
<th>Land Cover Category</th>
<th>Hectare</th>
</tr>
</thead>
<tbody>
<tr>
<td>Woodland</td>
<td>26.73%</td>
</tr>
<tr>
<td>Thicket, Bushland, Bush Clumps &amp; High Fynbos</td>
<td>63.41%</td>
</tr>
<tr>
<td>Shrubland &amp; Low Fynbos</td>
<td>6.44%</td>
</tr>
<tr>
<td>Grassland</td>
<td>0.06%</td>
</tr>
<tr>
<td>Waterbodies</td>
<td>0.01%</td>
</tr>
<tr>
<td>Wetlands</td>
<td>0.16%</td>
</tr>
<tr>
<td>Degraded land</td>
<td>0.75%</td>
</tr>
<tr>
<td>Cultivated land</td>
<td>0.07%</td>
</tr>
<tr>
<td>Urban / Built-up : rural cluster</td>
<td>0.01%</td>
</tr>
<tr>
<td>Urban / Built-up : residential</td>
<td>0.64%</td>
</tr>
<tr>
<td>Urban / Built-up : commercial</td>
<td>0.01%</td>
</tr>
<tr>
<td>Urban / Built-up : industrial / transport</td>
<td>0.02%</td>
</tr>
<tr>
<td>Mines &amp; Quarries</td>
<td>1.71%</td>
</tr>
</tbody>
</table>

Gasegonyana LM covers an area of 4 491km$^2$ with 33 residential areas, of which 20% represents urban and peri-urban areas while the remainder (80%) accounts for rural areas$^{49}$. The municipality is therefore predominantly rural. It is divided into 13 wards with 12 Proportional Representative Councillors and Traditional Authorities that administer rural residential areas. Almost 50.20% of the municipality’s area is covered in thicket, bushland, bush clumps and high fynbosbush fields$^{50}$ while 98.60% is vacant/undeveloped land. Mining, an important economic sector within the municipality, covers about 0.001%$^{51}$. The table below indicates the different land cover categories within the municipality and the respective coverage in Hectares.

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$^{47}$ Source: HDA

$^{48}$ Ibid

$^{49}$ Source: Ga-Segonyana Local Municipality, IDP

$^{50}$ Source: HDA

$^{51}$ Ibid
Established in 2000 and serving 15 wards, Joe Morolong’s overall character is mainly a high density rural population made up of 145 villages, 2 small towns and surrounding commercial farms with poor linkages to mainstream economic activities. The land cover classes for the District are shown in Map 12 below for the period between 2013/2014. Thereafter, the various land use categories are also shown for the different areas of the District.

<table>
<thead>
<tr>
<th>Land Cover Category</th>
<th>Hectare</th>
</tr>
</thead>
<tbody>
<tr>
<td>Woodland</td>
<td>10,53%</td>
</tr>
<tr>
<td>Thicket, Bushland, Bush Clumps &amp; High Fynbos</td>
<td>50,20%</td>
</tr>
<tr>
<td>Shrubland &amp; Low Fynbos</td>
<td>14,79%</td>
</tr>
<tr>
<td>Grassland</td>
<td>19,56%</td>
</tr>
<tr>
<td>Forest Plantations (Eucalyptus spp)</td>
<td>0.01%</td>
</tr>
<tr>
<td>Waterbodies</td>
<td>0.00%</td>
</tr>
<tr>
<td>Wetlands</td>
<td>0.69%</td>
</tr>
<tr>
<td>Degraded land</td>
<td>2.56%</td>
</tr>
<tr>
<td>Cultivated land</td>
<td>0.26%</td>
</tr>
<tr>
<td>Urban / Built-up : rural cluster</td>
<td>0.78%</td>
</tr>
<tr>
<td>Urban / Built-up : residential</td>
<td>0.58%</td>
</tr>
<tr>
<td>Urban / Built-up : commercial</td>
<td>0.01%</td>
</tr>
<tr>
<td>Urban / Built-up : industrial / transport</td>
<td>0.02%</td>
</tr>
<tr>
<td>Mines &amp; Quarries</td>
<td>0.01%</td>
</tr>
</tbody>
</table>
Map 12: District Land Cover: 2013 - 14
Map 13: Land Use in Kuruman and Surrounding Area
Map 14: Land Use in Kathu
Map 15: Agriculture Land Uses
Map 16: Land Uses in Olifantshoek
As a predominantly rural District, there is also fairly huge spatial distribution of agricultural activities within JTGDM. The major agricultural areas are located within Joe Morolong and Ga-Segonyana local municipalities and take the form of subsistence and survivalist farming\(^{52}\). The main activities in this regard include livestock-keeping, poultry-rearing and vegetable planting. Large scale commercial farming is also practised in these two municipalities.

### 5.4.2 Settlement Density

The JTGDM consists of 186 settlements of varying magnitude and land use diversity. Of the three municipalities within the district, Joe Morolong has the highest number of settlements most of which are mainly high density rural and peri-urban areas\(^{53}\). The Southern parts of the district consist mainly of commercial farming and mining activities. The table below indicates the settlement densities for the John Taolo District and its respective local municipalities relative to the national and provincial density figures.

#### Table 17: Settlement Density

<table>
<thead>
<tr>
<th>Density of people per km(^2)</th>
<th>South Africa</th>
<th>Northern Cape</th>
<th>JTGDM</th>
<th>Ga-Segonyana LM</th>
<th>Gamagara LM</th>
<th>Joe Morolong LM</th>
</tr>
</thead>
<tbody>
<tr>
<td>39.5</td>
<td>3</td>
<td>8.2</td>
<td>21</td>
<td>16</td>
<td>4</td>
<td></td>
</tr>
</tbody>
</table>

*Source: Census 2011*

Settlement densities within the District have been gradually increasing over the past few years. In 1995, the District had a density of 6.1 people per km\(^2\) which steadily climbed to 6.5 people per km\(^2\) in 2001\(^{54}\). The current settlement density is 8.2 people per km\(^2\). At local municipal level, Joe Morolong has the lowest density of people which currently stands at 4 per km\(^2\). This could be attributed to the predominant traditional typology of the municipality. The other two municipalities, i.e. Ga-Segonyana and Gamagara, have relatively large densities which both exceed the provincial and District densities as shown in the table above.

Within Ga-Segonyana, the largest concentration of people is found within Kuruman and adjoining areas. This is to be expected since Kuruman plays a fundamental role within the economic space of the municipality and District at large. Areas of smaller footprints are found in Moropeng and Bathlaros as well as in Olifantshoek, Kathu and Dibeng within the Gamagara LM.

---

\(^{52}\) Source: John Taolo District Municipality Spatial Development Framework, 2012

\(^{53}\) Source: JTGDM Annual report, 2012/13

\(^{54}\) Source: JTGDM SDF, 2012
5.4.3 Nodal Points

Gamagara consists of five towns, namely, Kathu, Sesheng, Dibeng, Dingleton, and Olifantshoek; demarcated into 5 wards (Ward 1: Kathu, Ward 2: Dibeng, Ward 3: Dingleton, Skerpdraai, Diepkloof, Ward 4: Olifantshoek and Ward 5: Sesheng). Kathu is the largest town in the municipality and hosts the administrative head office thereof. It is also the main economic hub of Gamara and subsequently the primary node of the municipality. Olifantshoek is the second largest town and is located near the Gamagara River to the north-west of Kathu. Olifantshoek does not comparatively enjoy strong growth; however, it still serves as an important urban node providing services for the local and agricultural communities in the municipality. Dingleton is the smallest of the five towns and is located in the centre of the mining activities directly south of Kathu.

In the local municipality of Ga-Segonyana, Kuruman and Mothibistad are the main nodal points thereof. Given the economic significance of these nodes within the District, the huge in-migration particularly to Kuruman and the subsequent inability of the municipality to cope with this has proven to be one of the main development challenges. With regards to Joe Morolong LM, there are three main nodes where considerable economic activity takes place, namely, Van Zylsruus, Hotazel and Blackrock. However, the provincial SDF classifies Hotazel and Blackrock as nodes with low development potential and low human needs.

The National Spatial Development Perspective (NSDP) identifies a trend whereby the poverty gap and unemployment is expected to continue worsening particularly in key locations such as rural districts. This has implications for Joe Morolong local municipality’s development given its disadvantaged position in the economic space of the John Taolo district and the province at large. However, the identification of the John Taolo District Municipality as a Rural Development Node sets Joe Morolong as the focal area of the node for sustainable rural transformation and economic development. The spatial location of the District’s nodal points is shown in Map 17.

---

55 Source: Gamagara Local Municipality, IDP
56 Source: Statistics South Africa
57 Source: John Taolo Gaetsewe DM SDF, 2012
58 Source: Joe Morolong Local Municipality, Annual Report 2012/13
Map 17: Transport and Nodes in JTGDM
5.4.4 Residential Patterns

The different dwelling types for households within the District are shown in the table below. To identify patterns and draw conclusions with regards to how the District is fairing in this regard, the provincial figures are also provided.

Table 18: Types of Dwelling

<table>
<thead>
<tr>
<th>House or brick block structure on a separate stand or yard or on a farm</th>
<th>Northern Cape</th>
<th>John Taolo Gaetsewe</th>
<th>Joe Morolong</th>
<th>Ga-Segonyana</th>
<th>Gamagara</th>
</tr>
</thead>
<tbody>
<tr>
<td>76.3%</td>
<td>73.1%</td>
<td>71.0%</td>
<td>78.1%</td>
<td>65.5%</td>
<td></td>
</tr>
</tbody>
</table>

Traditional dwelling 3.2% 11.6% 22.4% 6.7% 0.4%

Flat or apartment 2.2% 1.5% 0.6% 0.9% 5.1%

Cluster house in complex 0.2% 0.4% 0.4% 0.4% 0.2%

Townhouse (semi-detached house in a complex) 0.3% 0.4% 0.0% 0.2% 1.6%

Semi-detached house 1.7% 0.2% 0.0% 0.4% 0.1%

House/flat/room in backyard 1.2% 0.8% 0.4% 0.9% 1.4%

Informal dwelling (shack; in backyard) 3.2% 4.8% 2.3% 5.3% 9.3%

Informal dwelling in an informal settlement or on a farm 10.0% 5.7% 1.9% 6.0% 13.7%

Room/flat let on a property or larger dwelling/servants quarters/granny flat 0.5% 0.3% 0.1% 0.2% 0.6%

Caravan/tent 0.2% 0.2% 0.2% 0.0% 0.6%

Other 1.1% 1.0% 0.8% 0.9% 1.7%

Source: Census 2011

At District level, a proportion of 73.1% of the households live in a brick structure on a separate stand. This figure is slightly below that of the provincial average of 76.3%. Of the three municipalities within the District, Ga-Segonyana has the highest number of households living in a house or brick structure, accounting for 78.1%. This could be attributed to the development status and nodal significance of the Greater Kuruman area within both the municipal and district context. The Gamagara local municipality exhibits the lowest number of households that live in a house or brick structure. The municipality also has a relatively high percentage of households residing in “informal dwelling in an informal settlement or on a farm”, slightly above the provincial and district average of 10% and 5.7%, respectively.

The local municipality of Joe Morolong accounts for a high percentage of traditional dwellings at 22.4% while the District’s average in this regard is 11.6%. This could be
indicative of the rural character of the municipality as well as intimations for development interventions within the municipality. Dwellings of a high density nature are seemingly not so popular within the Province as a whole. The statistics under this category (Room/flat let on a property or larger dwelling) are 0.5% for the Northern Cape and 0.3% for the District, with Gamagara having a somewhat high proportion (0.6%) relative to other two local municipalities within the District. Similarly, Gamagara indicates a high percentage of townhouses (semi-detached in a complex) at 1.6% which is significantly higher than both the provincial and district averages of 0.3% and 0.4%, respectively.

Informal dwellings are also a common feature of the District. 10.5% of the District’s households live in an informal structure. This percentage aggregates the proportion of informal dwellings in a backyard and those in an informal settlement or farm. With regards to informal dwellings (shacks) in a backyard, the District figure is 4.8%, which is slightly above the provincial figure of 3.2%. On the other hand, 5.7% constitutes dwellings that are located in an informal settlement or farm. The spatial location of these informal settlements is prevalent in the local municipalities of Ga-segonyana and Gamagara at 6% and 13.7%, respectively. This could be attributed to the influx of migrants into these municipalities given their economic significance.

**Dwelling by Enumeration Area**

Stats SA classifies the different Enumeration Areas into one of ten EA types in line with the status of the majority of visible dwellings during demarcation\(^59\). The table below summarises these.

**Table 19: EA Types**

<table>
<thead>
<tr>
<th>2011 EA</th>
<th>EA land-use/zoning</th>
</tr>
</thead>
<tbody>
<tr>
<td>Formal residential</td>
<td>Single house; Town house; High rise buildings</td>
</tr>
<tr>
<td>Informal residential</td>
<td>Unplanned squatting</td>
</tr>
<tr>
<td>Traditional residential Farms</td>
<td>Homesteads</td>
</tr>
<tr>
<td>Parks and recreation</td>
<td>Forest; Military training ground; Holiday resort; Nature reserves; National parks</td>
</tr>
<tr>
<td>Collective living quarters</td>
<td>School hostels; Tertiary education hostel; Workers’ hostel; Military barrack; Prison; Hospital; Hotel; Old age home; Orphanage; Monastery</td>
</tr>
<tr>
<td>Industrial</td>
<td>Factories; Large warehouses; Mining; Saw Mill; Railway station and shunting area</td>
</tr>
<tr>
<td>Smallholdings</td>
<td>Smallholdings/Agricultural holdings</td>
</tr>
<tr>
<td>Vacant</td>
<td>Open space/ stand</td>
</tr>
<tr>
<td>Commercial</td>
<td>Mixed shops; Offices; Office park; Shopping mall; CBD</td>
</tr>
</tbody>
</table>

*Source: Census 2011*

\(^{59}\) Northern Cape: Informal Settlements Status, 2012.
Based on the EA types shown above, the tables below indicate the distribution of various land uses per geographic area, i.e. urban, traditional, and farm.

**Table 20: EA - Urban Area**

<table>
<thead>
<tr>
<th></th>
<th>Northern Cape</th>
<th>John Taolo Gaetsewe</th>
<th>Joe Morolong</th>
<th>Ga Segonyana</th>
<th>Gamagara</th>
</tr>
</thead>
<tbody>
<tr>
<td>Formal residential</td>
<td>93.5%</td>
<td>93.1%</td>
<td>87.2%</td>
<td>89.7%</td>
<td>94.5%</td>
</tr>
<tr>
<td>Informal residential</td>
<td>4.3%</td>
<td>0.0%</td>
<td>0.0%</td>
<td>0.0%</td>
<td>0.0%</td>
</tr>
<tr>
<td>Parks and recreation</td>
<td>0.0%</td>
<td>0.1%</td>
<td>0.0%</td>
<td>0.0%</td>
<td>0.1%</td>
</tr>
<tr>
<td>Collective living quarters</td>
<td>0.9%</td>
<td>3.9%</td>
<td>6.1%</td>
<td>1.7%</td>
<td>4.4%</td>
</tr>
<tr>
<td>Industrial</td>
<td>0.4%</td>
<td>0.7%</td>
<td>6.7%</td>
<td>0.6%</td>
<td>0.3%</td>
</tr>
<tr>
<td>Vacant</td>
<td>0.3%</td>
<td>0.9%</td>
<td>0.0%</td>
<td>3.1%</td>
<td>0.2%</td>
</tr>
<tr>
<td>Commercial</td>
<td>0.6%</td>
<td>1.4%</td>
<td>0.0%</td>
<td>4.8%</td>
<td>0.5%</td>
</tr>
</tbody>
</table>

*Source: Census 2011*

Formal residential land uses, which include single houses, town houses, and high rise buildings, account for a relatively huge proportion in the urban areas of the District. The highest concentration of these uses, particularly town houses and high rise buildings, is found in the Gamagara LM.

**Table 21: EA - Traditional Area**

<table>
<thead>
<tr>
<th></th>
<th>Northern Cape</th>
<th>John Taolo Gaetsewe</th>
<th>Joe Morolong</th>
<th>Ga Segonyana</th>
<th>Gamagara</th>
</tr>
</thead>
<tbody>
<tr>
<td>Formal residential</td>
<td>21.5%</td>
<td>12.1%</td>
<td>0.9%</td>
<td>22.6%</td>
<td>0</td>
</tr>
<tr>
<td>Traditional residential</td>
<td>76.7%</td>
<td>85.9%</td>
<td>96.7%</td>
<td>75.8%</td>
<td>0</td>
</tr>
<tr>
<td>Vacant</td>
<td>1.7%</td>
<td>1.9%</td>
<td>2.4%</td>
<td>1.5%</td>
<td>0</td>
</tr>
<tr>
<td>Commercial</td>
<td>0.0%</td>
<td>0.1%</td>
<td>0.0%</td>
<td>0.1%</td>
<td>0</td>
</tr>
</tbody>
</table>

*Source: Census 2011*

**Table 22: EA - Farm**

<table>
<thead>
<tr>
<th></th>
<th>Northern Cape</th>
<th>John Taolo Gaetsewe</th>
<th>Joe Morolong</th>
<th>Ga Segonyana</th>
<th>Gamagara</th>
</tr>
</thead>
<tbody>
<tr>
<td>Farms</td>
<td>31202</td>
<td>2396</td>
<td>1479</td>
<td>465</td>
<td>452</td>
</tr>
</tbody>
</table>

*Source: Census 2011*

**Tenure**

**Table 23: Tenure Status**

<table>
<thead>
<tr>
<th></th>
<th>Northern Cape</th>
<th>John Taolo Gaetsewe</th>
<th>Joe Morolong</th>
<th>Ga-Segonyana</th>
<th>Gamagara</th>
</tr>
</thead>
<tbody>
<tr>
<td>Rented</td>
<td>18.8%</td>
<td>17.6%</td>
<td>7.1%</td>
<td>15.4%</td>
<td>46.2%</td>
</tr>
<tr>
<td>Owned but not yet paid off</td>
<td>8.2%</td>
<td>5.4%</td>
<td>3.4%</td>
<td>4.4%</td>
<td>12.2%</td>
</tr>
<tr>
<td>Occupied rent-free</td>
<td>20.9%</td>
<td>18.4%</td>
<td>27.1%</td>
<td>12.7%</td>
<td>13.5%</td>
</tr>
<tr>
<td>-------------------</td>
<td>-------</td>
<td>-------</td>
<td>-------</td>
<td>-------</td>
<td>-------</td>
</tr>
<tr>
<td>Owned and fully paid off</td>
<td>46.9%</td>
<td>49.7%</td>
<td>49.1%</td>
<td>61.3%</td>
<td>22.3%</td>
</tr>
<tr>
<td>Other</td>
<td>5.2%</td>
<td>8.9%</td>
<td>13.3%</td>
<td>6.2%</td>
<td>5.8%</td>
</tr>
</tbody>
</table>

Source: Census 2011

The table above indicates high levels of full ownership of properties by households at both District and local municipality context. The Ga-Segonyana LM has the highest percentage of houses fully paid for and owned by households, followed by Joe Morolong LM at 49.7%. The Gamagara LM shows a rather high proportion of “Rented” properties which could possibly be accounted for by the temporary kind of accommodation associated with mining.

5.4.5 Conservation Areas

Conservation areas within the District fall predominantly under privately owned land. The spatial distribution thereof is shown in Map 18.
5.4.6 Transport Network, Facilities and Corridors

The sight of dust tracks, which once used to be tarred roads, signals the dire state of road infrastructure within the District. With mining trucks and occasional donkey carts, these roads have become increasingly dangerous\textsuperscript{60}. With regards to air transport, the Upington Airport plays a fundamental role in the District and has been earmarked as an important cargo hub for agriculture related manufacturing as well as solar energy goods and services\textsuperscript{61}. The Maps 19 - 20 indicate the transport network, facilities and corridors within the District.

\textsuperscript{60} Source: JTGDM SDF, 2012
\textsuperscript{61} Source: Northern Cape - Spatial planning and Land Use Management Services, 2014
Map 19: Transport and Facilities
Map 20: Transport Network and Corridors
5.4.7 Housing provision and backlog

Gamagara

Figure 14: Housing Provision

<table>
<thead>
<tr>
<th>Year</th>
<th>Dwelling houses Completed</th>
<th>Flats &amp; Town houses Completed</th>
<th>Dwelling houses smaller than 80 m²</th>
</tr>
</thead>
<tbody>
<tr>
<td>2007</td>
<td>86</td>
<td>0</td>
<td>86</td>
</tr>
<tr>
<td>2008</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>2009</td>
<td>121</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>2010</td>
<td>455</td>
<td>0</td>
<td>0</td>
</tr>
</tbody>
</table>

Figure 15: Housing Backlog

Ga-Segonyana

Figure 16: Housing Provision

<table>
<thead>
<tr>
<th>Year</th>
<th>Dwelling houses Completed</th>
<th>Flats &amp; Town houses Completed</th>
<th>Dwelling houses smaller than 80 m²</th>
</tr>
</thead>
<tbody>
<tr>
<td>2007</td>
<td>85</td>
<td>12</td>
<td>52</td>
</tr>
<tr>
<td>2008</td>
<td>48</td>
<td>0</td>
<td>33</td>
</tr>
<tr>
<td>2009</td>
<td>14</td>
<td>7</td>
<td>3</td>
</tr>
<tr>
<td>2010</td>
<td>22</td>
<td>0</td>
<td>3</td>
</tr>
<tr>
<td>2011</td>
<td>237</td>
<td>0</td>
<td>193</td>
</tr>
<tr>
<td>2012</td>
<td>13</td>
<td>3</td>
<td>0</td>
</tr>
</tbody>
</table>
Figure 17: Housing Backlog

Please note that due to data limitations, housing provision and backlogs for the Joe Morolong Local Municipality could not be immediately drawn up.

5.5 ECONOMIC ACTIVITY: SPATIAL DISTRIBUTION AND EXTENT

This section focuses on the key economic drivers and activities within the John Taolo Gaetsewe District Municipality. During this section an overview of the economic activities will be presented, followed by a local municipal focus, a key economic sector analysis, a SWOT analysis and key economic analysis points. The economic sectors that will be focussed on are the following:

- Agriculture;
- Mining;
- Tourism;
- Business; and
- Industry.

Economic Activity Overview

The economic overview takes cognisance of not only the District municipalities’ economic activities, but also how it compares with national and provincial figures. In the figure below the year on year growth rate for South Africa, the Northern Cape and the JTGDM are presented for the period, 2005 – 2013.
From the figure above it can be seen that economic growth in the district has been volatile for the time period presented. This can be attributed to the high dependency upon primary resources for economic growth, especially the mining sector, the global recession and the rand depreciation. As such there has been no stable economic growth through further capitalising on the strong primary sector by processing or beneficiation and creating supportive industries that will help stimulate the secondary economy while creating more economic stability and growth in the area.

The next table shows the contribution of each economic sectors to the total GVA of that specific area. For a comparative analysis of South Africa and the Northern Cape is also included.

Table 24: GVA Contribution per Sector, 2013

<table>
<thead>
<tr>
<th>Sector</th>
<th>South Africa</th>
<th>Northern Cape</th>
<th>JTG DM</th>
</tr>
</thead>
<tbody>
<tr>
<td>Agriculture, forestry and fishing</td>
<td>2.4%</td>
<td>5.4%</td>
<td>0.7%</td>
</tr>
<tr>
<td>Mining and quarrying</td>
<td>9.2%</td>
<td>31.2%</td>
<td>64.1%</td>
</tr>
<tr>
<td>Manufacturing</td>
<td>11.6%</td>
<td>2.4%</td>
<td>64.1%</td>
</tr>
<tr>
<td>Electricity, gas and water</td>
<td>3.0%</td>
<td>2.5%</td>
<td>1.1%</td>
</tr>
<tr>
<td>Construction</td>
<td>3.7%</td>
<td>1.7%</td>
<td>0.8%</td>
</tr>
<tr>
<td>Wholesale and retail trade, catering and accommodation</td>
<td>16.6%</td>
<td>12.5%</td>
<td>9.1%</td>
</tr>
<tr>
<td>Transport, storage and communication</td>
<td>8.9%</td>
<td>7.9%</td>
<td>4.4%</td>
</tr>
<tr>
<td>Finance, insurance, real estate and business services</td>
<td>21.5%</td>
<td>12.2%</td>
<td>7.0%</td>
</tr>
<tr>
<td>Community, social and personal services</td>
<td>6.0%</td>
<td>9.0%</td>
<td>5.1%</td>
</tr>
<tr>
<td>General government</td>
<td>17.1%</td>
<td>15.2%</td>
<td>6.2%</td>
</tr>
<tr>
<td>Total</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
</tr>
</tbody>
</table>

(Source: Quantec Data Research, 2015)

---

62 Source: Quantec Data Research, 2015
Clearly indicated in the GVA contribution per economic sector is that the mining and quarrying sector is the single biggest contributor to the JTG DM total GVA. A distant second is wholesale and retail activities with 9.1% and then financial and business services with 7%. Manufacturing only contributes 1.3% to the district economy, showing that most of the natural resources mined in the area are either sent to other regions for further processing or the raw materials are exported. Mining contributed a massive R 91 billion to the local economy for the year 2013, with the total contribution for JTGDM at R 14 186 million. This export of raw minerals is underlined by the extensive railway operations present in the area that carries the raw materials to the Saldana harbour for export.

A year on year growth rate for employment for national, provincial and district regions are provided in the following figure for the period, 2005 – 2013. The correlation between the economic decline and growth is evident in the figure as there has been a rapid decline from 2006 to 2009 following the effects of the global recession. From 2009 onwards there has been as steady increase in employment as the economy and global markets recovered.63

![Figure 19: Employment Growth Rate, 2005 - 2013](image)

![Table 25: Employment and Unemployment, 2013](table)

<table>
<thead>
<tr>
<th></th>
<th>South Africa</th>
<th>Northern Cape</th>
<th>John Taolo Gaetsewe DM</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Unemployment rate</strong></td>
<td>24.3%</td>
<td>29.4%</td>
<td>36%</td>
</tr>
<tr>
<td><strong>Labour force participation rate</strong></td>
<td>59.2%</td>
<td>59.9%</td>
<td>55.4%</td>
</tr>
<tr>
<td><strong>Not economically active</strong></td>
<td>40.8%</td>
<td>40.1%</td>
<td>44.6%</td>
</tr>
<tr>
<td><strong>Employed - Formal and informal</strong></td>
<td>15 448 511</td>
<td>336 562</td>
<td>40 096</td>
</tr>
<tr>
<td><strong>Unemployed</strong></td>
<td>4 958 306</td>
<td>139 466</td>
<td>22 445</td>
</tr>
</tbody>
</table>

(Source: Quantec Data Research, 2015)

63 Source: Quantec Data Research, 2015
Employment figures show that JTGDM has a higher unemployment figures than that of the Northern Cape and South Africa at 36%. There is a total of 40 096 people employed both formally and informally within the DM and a total of 22 445 are also unemployed. The labour force participation rate is also lower than the provincial and national figures.

Subsequently in the table below the employment distribution between the different economic sectors indicate that although mining is the dominant contributor to the District’s GVA, employment is not as dominant. However mining still provides the most job opportunities with 23.6% of employment within JTGDM, followed by the wholesale and retail sector with 22.6%. General government and social services provides 15.9% and 14.3% of employment opportunities within the area.

Table 26: Employment Breakdown per Economic Sector, 2013

<table>
<thead>
<tr>
<th>Economic Sector</th>
<th>South Africa</th>
<th>Northern Cape</th>
<th>JTG DM</th>
</tr>
</thead>
<tbody>
<tr>
<td>Agriculture, forestry and fishing</td>
<td>5.8%</td>
<td>18.3%</td>
<td>4.8%</td>
</tr>
<tr>
<td>Mining and quarrying</td>
<td>3.4%</td>
<td>8.2%</td>
<td>23.6%</td>
</tr>
<tr>
<td>Manufacturing</td>
<td>9.2%</td>
<td>3.1%</td>
<td>2.6%</td>
</tr>
<tr>
<td>Electricity, gas and water</td>
<td>0.4%</td>
<td>0.6%</td>
<td>0.5%</td>
</tr>
<tr>
<td>Construction</td>
<td>7.3%</td>
<td>6.2%</td>
<td>4.7%</td>
</tr>
<tr>
<td>Wholesale and retail trade, catering and accommodation</td>
<td>24.8%</td>
<td>16.7%</td>
<td>22.6%</td>
</tr>
<tr>
<td>Transport, storage and communication</td>
<td>5.4%</td>
<td>2.7%</td>
<td>2.6%</td>
</tr>
<tr>
<td>Finance, insurance, real estate and business services</td>
<td>14.4%</td>
<td>9.9%</td>
<td>9.3%</td>
</tr>
<tr>
<td>Community, social and personal services</td>
<td>15.9%</td>
<td>15.3%</td>
<td>14.3%</td>
</tr>
<tr>
<td>General government</td>
<td>13.3%</td>
<td>19.1%</td>
<td>15.9%</td>
</tr>
<tr>
<td>Total</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
</tr>
</tbody>
</table>

Source: Quantec Data Research, 2015
Employment per skill level shows that most of the workers in JTGDM are categorised as semi- or unskilled labour, which limits the potential for these workers to contribute more to the economy and uplift themselves\textsuperscript{64}. The limitation on diversification of the economic sectors hinders skills development, the limit in economic opportunities also greatly reduces the chances of workers to develop to a higher skill level.

**Local Municipal Economic Profile**

The local municipal profile focuses on the GVA and employment figures on a localised scale, with the year on year GVA growth rate for each of the three local municipalities which are presented. This is then compared to the overall year on year GVA growth rate for JTGDM for the period 2005 - 2013. From the figure it can be seen that the economic growth of these local municipalities have fluctuated quite extensively from 2005 – 2013. While Gamagara LM had the largest increase, it also had the biggest decline and seems to be influenced most by global iron ore market demands.

\textsuperscript{64} Source: Quantec Data Research, 2015
The local municipal GVA contribution is shown in the table above and indicates the percentage each economic sector has contributed to that municipalities total GVA. Gamagara LM’s economy is dominated by the mining sector with a contribution of 83.2%, showing the impact of the mining activities surrounding Kathu. Joe Morolong LM major contributor is also mining but shows that it doesn’t dominate the economic activity as much as in Gamagara LM with wholesale and retail the second biggest contributor to GVA in the LM. Ga-Segonyana LM’s main contributor is mining with 35%, however it shows that the
professional service sectors such as financial and government is represented better in the figures illustrating the importance of these services in the seat of Kuruman.

The employment growth rate clearly shows the influence of being solely dependent upon mining for providing stable employment opportunities. Gamagara LM’s economy is mainly dependent upon mining and it shows in the employment figures; when global demand for resources dropped, so did employment at the mines as a result of lower production. This was the case for all three the local municipalities; however Gamagara LM is influenced the most extensively.

In the table above the employment and unemployment figures is presented for all three the local municipalities and also for JTGDM. Of concern is that in Joe Morolong LM the number of workers that are unemployed are 8 992 resulting in an unemployment rate of 64.7%. The other two local municipalities have a better unemployment rate, but it is still higher than the national average of 24.3%.
Table 28: Local Municipal Employment Breakdown per Economic Sector, 2013

<table>
<thead>
<tr>
<th></th>
<th>JTGDM</th>
<th>Joe Morolong LM</th>
<th>Ga-Segonyana LM</th>
<th>Gamagara LM</th>
</tr>
</thead>
<tbody>
<tr>
<td>Agriculture, forestry and fishing</td>
<td>4.8%</td>
<td>11.4%</td>
<td>3.1%</td>
<td>2.9%</td>
</tr>
<tr>
<td>Mining and quarrying</td>
<td>23.6%</td>
<td>11.9%</td>
<td>10.9%</td>
<td>45.7%</td>
</tr>
<tr>
<td>Manufacturing</td>
<td>2.6%</td>
<td>3.4%</td>
<td>2.7%</td>
<td>2.5%</td>
</tr>
<tr>
<td>Electricity, gas and water</td>
<td>0.5%</td>
<td>2.1%</td>
<td>0.3%</td>
<td>0.3%</td>
</tr>
<tr>
<td>Construction</td>
<td>4.7%</td>
<td>5.1%</td>
<td>3.7%</td>
<td>7.0%</td>
</tr>
<tr>
<td>Wholesale and retail trade, catering and accommodation</td>
<td>22.6%</td>
<td>27.7%</td>
<td>25.1%</td>
<td>15.4%</td>
</tr>
<tr>
<td>Transport, storage and communication</td>
<td>2.6%</td>
<td>2.9%</td>
<td>1.4%</td>
<td>4.3%</td>
</tr>
<tr>
<td>Finance, insurance, real estate and business services</td>
<td>9.3%</td>
<td>7.8%</td>
<td>10.9%</td>
<td>7.1%</td>
</tr>
<tr>
<td>Community, social and personal services</td>
<td>14.3%</td>
<td>14.6%</td>
<td>18.5%</td>
<td>7.6%</td>
</tr>
<tr>
<td>General government</td>
<td>15.9%</td>
<td>13.1%</td>
<td>23.4%</td>
<td>7.3%</td>
</tr>
<tr>
<td>Total</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
</tr>
</tbody>
</table>

Source: Quantec Data Research, 2015

The next table shows the local municipalities’ employment figures in terms of the division of employees per economic sector. Interestingly enough, although Joe Morolong and Ga-Segonyana LM’s main contributor to their GVA is mining, wholesale and retail is the biggest contributor towards employment. Gamagara LM’s employment figures however show that not only is the GVA contribution largely dependent on mining but also for employment with 45.7% of workers active in the mining industry\(^67\). Joe Morolong LM employment figures indicate that although agriculture doesn’t contribute largely to the local GVA, it does employ 11.4% of the local workforce.

\(^{67}\) Source: Quantec Data Research, 2015
Employment per skill for the local municipalities is indicated in the figure above with the skill profile for the local municipalities indicating that most workers fall within the semi- and unskilled category. Ga-Segonyana LM has a higher skilled workforce, attributed to a more diversified economy than the other two LM’s. This is due to higher activity in the tertiary economic sectors, however the semi- and unskilled workforce within Ga-Segonyana LM is still high. Skill development is an important contributor to better and higher performance and economic growth, it also helps with the diversification of economic activities. Furthermore moving from a dependency upon the primary economic sectors towards a more secondary and tertiary economy will require a more skilled and experienced workforce.

5.5.1 Agriculture

The John Taolo Gaetsewe District Municipality is characterized by extensive tracts of land well suited to extensive, livestock based agriculture. The rural land in the Municipality is used extensively for cattle, sheep, goat and game farming with limited intensive farming along some seasonal rivers. The area is also well known for its good commercial hunting in the winter.

Currently an estimated 60% of the JTGDM is private and 40% state land. State land comprises of land controlled by nine traditional authorities, state owned land, PLAS (Proactive Land Acquisition Strategy) acquired land, LRAD (Land Redistribution for Agricultural Development) land and land under land claims as reflected by Map 21 - 22. Map 27 indicates the generalised soil types for the District.
Map 21: Distribution of State, LRAD and Traditional Authority Land
The Department of Rural Development and Land Reform in the Northern Cape Province has transferred farms to previously marginalized communities through the redistribution programmes. The redistribution programme was achieved through the various sub-programmes: Land Redistribution for Agricultural Development (LRAD); Farm Equity Scheme (FES); Settlement Land Acquisition Grant (SLAG); Pro-Active Land Acquisition Strategy (PLAS); and Commonage.

**Land Redistribution for Agricultural Development (LRAD)**

LRAD deals with the transfer of agricultural land with specific individuals or groups and commonage projects, which aims to improve people’s municipal and tribal land. The grant allows for black South African citizens to access land specifically for agricultural purposes. The grant mainly covers expenses such as land acquisition, land improvements, agricultural infrastructure investments, capital assets, short-term agricultural inputs and lease options.

**Pro-Active Land Acquisition Strategy (PLAS)**

It is based on the purchase of land with high agriculture potential. The main advantage of PLAS is that it accelerates the land redistribution process; ensure maximum productive use of land acquired.

**Commonage**

It aims to improve people’s access to municipal land for agricultural purposes. The subsistence farmer makes use of commonage to supplement income and to provide for household consumption. The emergent farmer makes use of commonage as a stepping stone, in which the gradual transition from subsistence to semi-commercial to commercial can be accommodated.
Map 22: Distribution of State, Commonage, LRAD and PLAS Land
Map 23: Strategic Human Settlements
Map 24: Projects vs Strategic Human Settlements
Map 25: Projects vs Strategic Human Settlements with FPSU Connections
Unsuccessful willing-buyer willing seller process and the absence of a standard tool and framework that identify land suitability for land reform programme is hindering the success of land reform. The Northern Cape has settled 3719 claims since the inception of the Restitution Programme. Since July 2014, there are already more than 1000 land claims, 130 old ones still needs to be settled and are receiving priority attention for settlements.

Fast track land claims through the identification of productive agricultural land and potential beneficiaries. Land redistribution is the most important component of land reform in the country, if they need to be resolved as soon as possible. The settlement of this claim will contribute to the reduction of poverty in that community members will be farming land that they own. It is thus advisable to devise a plan to prioritize the claims that fall within the RDP area (Map 26).

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68 Identification of Strategically Located Land to Support Land Reform Objectives Report, 2015
69 Annual Report of the Commission on Restitution of Land Rights 2014/15
Map 26: Distribution of Land Claims and Traditional Authority Land
Map 27: Generalised Soils
No dryland crop farming is detected in the area. Secondary data sources note that the agro-ecological conditions in the area are not suitable to dryland crop production at all and that the area is considered to be completely non-arable. Consultations with local officials confirm that the area is best suited to extensive livestock production and that all activities in the area are currently aligned to these enterprises. Dryland crop farming is considered to be agro-ecologically infeasible. It is important to note that maize and grain are produced in very limited quantities.

Due to the general lack of significant and lasting water sources in the JTGDM the development of irrigated agriculture is limited. The only significant area indicated as being under irrigation in the JTGDM is the farm Manyeding, 30km East of Kuruman. The area of roughly 125 ha is reportedly being under centre pivot irrigation with water from a nearby fountain and a range of vegetables are cultivated. The particular property forms part of several government and private sector initiatives.

24-10-2013
By Nthambeleni Gabara

**Manyeding** – The Manyeding Agricultural Co-operative project is successfully winning the fight against poverty and food shortages in the villages east of Kuruman, in the Northern Cape.

“The demand for our products from the neighbouring villages is very high and with the support that we are getting from both government and the private sector, this agricultural project will never become a white elephant,” Agricultural co-operative chairperson, Boitshoko Moacwi told *SA News*, today.

The co-operative is part of government’s Food Production Intervention programme called Fetsa Tlala (End Hunger). Fetsa Tlala aims to promote self-sufficiency by supporting communities to produce food on communal and under-utilised land.

President Jacob Zuma will later this afternoon visit the Manyeding project as part of the official launch of Fetsa Tlala.

Moacwi said their co-operative -- with a total of 159 beneficiaries from Manyeding and the surrounding villages -- is situated on a 137-hectare land. They produce organic vegetables such as potatoes, tomatoes, spinach, green beans, cabbage and pumpkins.

He said since the establishment of the co-operative in 2010, many jobs have been created for the locals.

“We have 24 permanent employees and I must tell you that people from this area are no longer traveling to Kuruman town to buy vegetables because they know that we are the ones who are supporting Pick n Pay, Boxer and Spar with our fresh products.”

There are three tractors at the project and a center-pivot irrigation system - a highly efficient system, which helps conserve water.

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70 Source: AGIS, 2015
71 Source: van Weele, 2011
72 Source: AGIS, 2015
Since they have connected water pipes from a fountain situated at about 4.5km into their small dam, Moacwi said they were thinking of expanding their project by producing bottled water.

He further said the provincial Department of Agriculture has committed R5 million to the project, which also covers the construction of their package storage facility.

The stakeholders involved in the project include Kumba Iron Ore; the National Development Agency (NDA); the Department of Agriculture, Land Reform and Rural Development; the Baga Jankie Tribal Authority; the Joe Morolong Local Municipality and John Taolo Gaetsewe District Municipality.

Managing heading of sustainable development at Kumba Iron Ore’s Sishen Mine, Mashilo Mokotong, said: “We are really happy about the success of this project.”

“Of the 27 community projects that we are funding, this is the only one where, there are no squabbles for leadership position or tribal factions. The fact that their products are in demand, to us it shows that they are indeed winning their fight against hunger, poverty and food insecurity.”

Mokotong said since 2010, they have pumped a total of R10 million into the project, with R1.4 million for this financial year.

“In September 2009, Kumba, government and the Manyeding community identified the need to create a sustainable agricultural business in the community, leading to employment, skills development and economic empowerment.

“We have contracted OrganiMark to train all the employees at the project on organic management skills,” he said.


Agro-ecologically the JTGDM is considered to be best suited to extensive livestock production in terms of the agricultural sector. The grazing potential of the area varies between 14 and 17 ha per Large Stock Unit (LSU) in the southern sections of the municipal area to between 26 and 30 ha per LSU in the north western section of the municipal area. In light of the arid character of the area, much of the grazing is also considered to be only of marginal value.

Previous studies and consultations with local officials confirm that cattle, sheep, goat and game enterprises are the dominant agricultural enterprises in the area (Map 28). Research shows that the livestock sector in the area comprises 80% cattle, 12% sheep, 4% goats and 4% game. In terms of the distribution of South African agricultural production regions the privately owned area of the JTGDM is identified as part of the greater cattle producing regions whereas the state owned area is identified as subsistence agriculture.

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73 Source: van Weele, 2011
Game farming is undertaken in the JTGDM either by way of mixed livestock and game operations or dedicated game and hunting operations. It is important to note that 22 game ranches are registered in the JTGDM. The game sector in the area comprises of 4% of the total agricultural sector. Game is kept mainly for hunting purposes and excess game is sold at an annual game auction in Kuruman.74

Although agriculture is the second biggest economic activity in terms of land use, it is the lowest contributor towards total GVA for JTG DM with only 0.7%, which is the lowest of all the economic sectors. This can be attributed to the low agricultural potential for intensive agricultural activities due to harsh climate conditions and limited vegetation potential. The figure below illustrates the year on year GVA growth for the agriculture for all three of the local municipalities within the JTG DM, from 2005 till 2013.

![Agricultural GVA Growth Rate, 2005 - 2013](image)

**Figure 24: Agricultural GVA Growth Rate, 2005 - 2013**

The agricultural GVA contribution by year has declined as seen in the figure above. Evidently there has been a decline in the growth of GVA generated by all the local municipalities, with 2013 presenting the worst year on year growth for the previous decade. For the year 2013, the total GVA generated by JTG DM was R 102 million with Ga-Segonyana LM contributing the highest agricultural GVA of R 33 million.

Employment figures for the agricultural sector in the JTG DM are presented in the subsequent figure. Agricultural employment numbers for all three local municipalities for the year 2013 is in total 1 425. Seen from the number of employees for the period 2004 – 2013, there has been no major increase in the number of employees in the agricultural sector, with slightly less employees in 2013 than in 2004.

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74 Source: van Weele, 2011
Agro-processing has been identified as one of the main drives by the National Growth Path to create job opportunities and spur economic growth. Value addition to produce generated in the primary economic sectors also increases GVA generation, a higher skilled workforce, can create stable value chain linkages and helps with market and potential export diversification. In this regard JTGDM has limited agro-processing activities with the type of agro-processing activities found within the JTGDM is mainly confined to the local livestock markets, with no exports of goods. There is however well established livestock processing infrastructure and activities such as abattoirs and livestock feed mill that are situated within the industrial areas of JTGDM.

In terms of the agricultural support activities in the JTGDM it is noted that three agribusinesses, KLK, Kaap Agri and Kuruman Landbouenodighede operate input supply businesses in the area. These enterprises are located in Kuruman and would be the source for agricultural equipment and other input suppliers relevant to the area.

In terms of marketing infrastructure livestock auction facilities are available in Kuruman. Four red meat abattoirs also operate in the JTGDM with operations in Olifantshoek, Van Zylsrus, Kathu and Kuruman. Only three of these, the Olifantshoek, Kathu and Kuruman abattoirs seem operational. The Kathu abattoir is classified as a low throughput abattoir (<20 units per day) and Kuruman abattoir as a high throughput abattoir (>20 units per day). More detailed regulations with regards to the throughput rates are detailed in the Meat Safety Act of 2000. There is also one poultry abattoir registered in the JTGDM near Kuruman and one grain silo in Kuruman.

Local linkages have been formed as the livestock at the abattoirs is obtained from the district and for the abattoir in Olifantshoek livestock is also procured from the ZF Mgcawa DM. These are then processed and then most of the meat is then sold within the district.

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**Figure 25: Local Municipal Agricultural Employment, 2005 – 2013**

Source: Quantec Data Research, 2015

Source: DRDLP, 2015

Source: DAFF, 2015

Source: Unit is equal to one cow, bull, ox or two cows; one horse, six sheep or goats, four small, two bacon and one sausage pig

DAFF, 2015
Furthermore, feed is made at the mills for livestock farmers in the district indicating the need for such a service locally. These businesses have also been in operation for more than a decade, indicating the sustainability of these specific agro-processing operations within the area. Employment by these firms also ranges in total between 90 – 115 formal and informal employees. This illustrates the advantage of having agro-processing activities as it act as an employment multiplier, improves the skilled workforce and results in stable job creation. These firms together with a local bakery are however the only agro-processing activities found within the whole District (Map 29).
Map 28: Distribution of Abattoirs
Map 29: Distribution of Grain Silos in Northern Cape and JTGDM
Consultations with officials in the JTGDM reveal that an Agri-Park is being envisioned for the JTGDM. The Department of Rural Development and Land Reform has the responsibility for the Comprehensive Rural Development Program. One of the programmatic responses to this program is the Framework for a Rural Economic Transformation Model. The purpose of the model is to transform every municipality into a Comprehensive Rural Development Site through the establishment of an “Agripark” in every municipality. The activities envisioned for these parks include packaging, processing, warehousing, retail, distribution, technology transfer centre /research and development. 

As a point of departure a “mega Agripark” is to be established in all 27 priority districts identified by the Department\textsuperscript{80}. The governing principles of the Rural Economic Transformation Model and the establishment of “Agriparks” are:

- “Agriparks” must be farmer controlled;
- Black farmers and agri-business entrepreneurs must be organised and mobilised;
- Partnerships with other departments are critical;
- State land (25 farms) will be used to catalyse the initiative;
- These agri-parks should be:
  - Based on economic advantage
  - Have all elements of the value chain for dominant products
  - Should be subsidised by the state for 10 years
  - Form part of governments exit strategy for recap; women crafters; and National Rural Youth Service Corps.

Reportedly the strategy with regards to the Kuruman Agri-Park is underway. Central to the Agri-Park are initiatives is the red meat value chain and the existing high throughput abattoir in Kuruman. Initiatives under consideration include rounding-off (feedlotting) of livestock, increasing the capacity of the abattoir, upgrading of the abattoir to qualify for export status, meat processing and tanning of hides and skins. These initiatives are only under consideration and must, reportedly, still be subjected to scrutiny and evaluation before implementation is considered. The key scrutiny and evaluation hinge on the governing principles relevant to Agri-Parks.

Given the presidential impetus into the Agri-Parks initiative the proposed Kuruman Agri-Park is the central project theme of current agricultural initiatives in the JTGDM. To date a Draft Spatial Targeting Report for the Northern Cape Mega Agri-Park for the John Taolo Gaetsewe District Municipality has been completed. Map 30 below indicates the location of the proposed Agri-Park while Maps 31 and 32 show the water and sewer layouts, respectively. A number of Agri hubs and Farmers Support Production Units (FSPUs) are shown in Map 33. A detailed site analysis of the proposed agri-park is attached in the Annexure.

\textsuperscript{80} Department of Rural Development and Land Reform, 2015
Map 30: Proposed Agri-Park Site
Map 31: Proposed Agri-Park Water Layout
Map 32: Proposed Agri-Park Sewer Layout
Map 33: Agri Hubs and FPSUs
Other agricultural projects aimed at stimulating rural economic development within the JTGDM have also been planned or initiated. In this regard the Department of Agriculture, Land Reform and Rural Development has initiated several agricultural projects in the JTGDM, these include:

- Study to investigate the availability of water;
- Upgrading and installing new livestock water systems through the Comprehensive Agricultural Support Programme (CASP);
- Development of irrigation and hydroponics systems for the production of vegetables at Manyeding to the south of Kuruman.

### 5.5.2 Mining

Mining is clearly the largest contributor the JTGDM economy with 65% of GVA generated in the area gained from mining activities. Mining has been prevalent in JTGDM for a long period with the Sishen mine operating in the area since 1953 and has large open pit mining activities with Sishen mine the largest open pit mine in the world. Asbestos has also been mined in the northern area of JTGDM, but mining operations stopped in 1979. Minerals mined in the area are mainly iron ore and manganese, other minerals area also found within the area, the main mining activities however is with regards to these two minerals. The prevalence of these resources is indicated in Map 34 showing the mining potential below.

The potential for mining in not just the JTGDM but also for the Northern Cape is massive with the expansion of mines to the south in Postmasburg evidence of the availability of minerals. South Africa is 7th globally on the production of iron ore with 78 000 mt for 2014\(^1\), with almost half of those reserves originating from the Sishen mine alone\(^2\). Although South Africa is 7th on the list for production of iron ore, most of this is exported, while South Africa only produced approximately 6.5 million metric tons of crude steel for the year 2014\(^3\).

The Map 35 clearly shows the diverse minerals that can be mined throughout the JTGDM and that most of the JTG DM has mining potential. Iron ore are mined at the Sishen Mine near Kathu and Manganese ore near Hotazel. The capacity of the Manganese mines is approximately 4mt of ore per annum. In 2014 Assmang commissioned the expansion of the Blackrock Manganese mine in order to increase the annual production capacity to 4.6mt, with reserves estimated at 192mt. Even with the expansion plans the volatile international market could see the possible layoffs with a reported 375 jobs that may be affected.

Iron ore reserves at Sishen are estimated at 918.9 mt (2012) with the mines lifespan calculated at 18 years. Production at the mine is around 35 mt of iron ore with expansions planned in the future by Anglo American Kumba Resources Limited and joint ventures with a

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\(^1\) Source: US Geological Study, 2015
\(^2\) Source: Mining Weekly, 2013
\(^3\) Source: World Steel Association, 2015
potential 2.9 mt that can additionally be produced by 2020. During 2012, 5 303 full time employees and 2 910 contractors were working on the mine, showing the number of jobs created by the mining industry in the area.

The Map 35 indicates the different status of mining permits and the location of current mines, evident from the map is that most of the mining activities occur around Kathu and Hotazel.

**Figure 26: Local Municipal Mining GVA Growth Rate, 2005 - 2013**

The year on year growth of mining’s GVA for each of the local municipalities is presented above showing a strong dependency upon global demand. South Africa became China’s third largest supplier of iron ore in 2013, this is in large possible by the efficient Sishen railway line that can export large quantities of iron ore via rail to be exported. The total GVA generated by mining in the JTG DM was R 9 100 million for the year 2013, with Gamagara contributing R 6 270 million for the same year, clearly showing the impact of the Sishen Mine near Kathu.

**Figure 27: Local Municipal Employment Growth Rate, 2005 – 2013**

84 Source: Quantec Data Research, 2015
85 Source: Ibid
From the figure above it is evident that the growth rate for the three local municipalities was influenced the same by the global recession and the global reduction of the mining workforce during the period from 2005 until 2009. However there has been an increase in both the production and employment of mine workers in the area with 6 887 workers active on the mines in 2004 and a total of 8 665 workers for the year 2013.

The following mining projects and initiatives have been earmarked for the JTGDM:

- Extensive manganese deposits and possible new mining areas
- Pig iron smelter (Kathu)
- Manganese smelter (Hotazel)
- Small scale manganese mining where deposits are not suitable for large scale mining operations
- Semi-precious stone mining (Granite, Tiger’s Eye)
- Mining in industrial minerals such as clay, sand and salt
- Processing of iron ore and manganese in the district using the lessons learnt from the Kgalagadi Manganese Project
- Development of mining supplier park
- Further investigation of the clay manufacturing opportunities.
- Expansion of Sishen mining activities
Map 34: Mining Potential

**Source:** Draft Spatial Targeting Report for the Northern Cape, Mega Agri-Park for the John Taolo Gaetsewe District Municipality, Northern Cape Department Rural Development and Land Reform, 2015
Map 35: Prevalence of Mining Permits and Location of Mines
Map 36: Asbestos Mining
5.5.3 Tourism

JTGDM’s tourist activities and attractions are limited due to the distance from major economic hubs and are largely focused on eco-tourism or nature based focus. Game farms and hunting is also an attractive tourism activity in the area. Tourism within the area is then relegated to a specific tourist market segment with little diversification in tourism attractions available. In addition to nature base tourism and activities, cultural heritage sites are also found within the area. Map 37 below indicates the location of these different tourism activities and attractions found within JTGDM, with different colours indicating the different tourism types.

As it can be seen on the map, most of the tourism activities in the area can be categorised as eco-tourism or nature based tourism activities. The activities listed as eco-tourism in JTGDM can be listed as camping, game drives, indigenous wildlife, natural springs and caves, etc. Most of these activities are situated in the east and north east of JTGDM. Some of the main eco-tourism attractions include the following:

- The Eye: the biggest natural fountain in the southern hemisphere, proclaimed a national monument in 1992
- Khai Apple Recreation Resort: situated in the Gamagara Municipality, the resort offers outstanding accommodation, camping and caravanning facilities, fishing and horse riding

Some initiatives focussed on eco-tourism also falls within this area, these include:

- The Green Kalahari: is a region of contrasting features, with arid/desert landscapes that are intersected by the fertile soils and lush vegetation of the Orange River
- The Kalahari Raptor Trail: Kuruman, Kathu, Oltifanshoek, Upington, Keimoes, Kakamas and the Augrabies Falls National Park fall within the Kalahari Raptor Trail.

There are also important cultural heritage sites that form part of the cultural tourism attractions found within the JTGDM. Cultural tourism can be defined as the subset of tourism concerned with a country or region’s culture, specifically the lifestyle of the people in those geographical areas, the history of those people, their art, architecture, religion(s), and other elements that helped shape their way of life. These cultural sites are not just of importance to the regional cultural context but also to the larger cultural history and significance of South Africa such as the Wonderwerk Cave, which is a National Heritage site. The cultural tourism attractions within the area are:

- Wonderwerk Cave: one of the longest-inhabited caves in the world, with San rock paintings in areas near its mouth
- Moffat Mission: established in 1820 by Scottish missionary, Robert Moffat, in Kuruman, the mission church was declared a national monument in 1993
- Truce Tree: a treaty was signed under this tree by General JC Kemp surrendered to Capt. JP Frylinck on 8 November 1914.
Map 37: Tourism Attraction Points
There are also other tourism activities present in the area with the Sishen golf course and mine that provide alternative options for tourists in the area. With the exception of a few tourist activities situated next to the N14 or within Kuruman, the rest of the tourism activities (especially eco-tourism & nature based tourism) is remotely located and dispersed over the whole District Municipality. Travel distances between these activities coupled hinder the integration or of tourist activities as specific tourist markets are targeted. The availability of these attraction points draw a niche tourist to the area that is focussed on a specific tourist experience. The following tourism projects and initiatives have been identified in the JTGDM GDS and LED:

- Desert astronomy
- Cultural villages & events
- Increase in adventure & Eco tourism activities and facilities
- Marketing of the hunting industry in the district
- Integrating hunting and eco-tourism which can be beneficial outside of the hunting season
- Community tourism initiatives
- Arts and crafts
- Training of tour guides or hunting guides
- Mining tourism
- Agri-tourism
- Education & training of tour operators

5.5.4 Industry

This subsection will focus on the economic overview and impact of the industries for the JTGDM. Industry for the purposes of this document will be classified as all the economic activities under that is within the secondary economic sector, these are:

- Manufacturing;
- Electricity, gas and water; and
- Construction

Most of the heavy industrial activities are found near the mining towns of Kathu and Hotazel with smaller industrial and related activities in Kuruman and also Kathu (Map 38). Agro-processing activities as discussed under agriculture are found within the towns of Olifantschoek, Kuruman and Kathu, although there are only a few industries in this market segment.
Map 38: Industrial Areas
The year on year GVA growth rate for all three of the secondary sector is provided in the figure for JTGDM, 2005 – 2013. Clearly evident is once again the effect of the global recession on manufacturing. Construction seemed to keep going through the recession and this can be explained by the huge growth in the housing demand in the towns of Kathu for mine workers. The drop-off came when the housing demand to a large extent were met and the limitations in bulk services like the availability of water, the lay-off of mine workers and the decline in spendable housing income also had an influence on the sudden decline in construction GVA growth.

When the local GVA per sector contributions are considered it can be seen that Ga-Segonyana LM with the biggest industrial area contributes the most to the manufacturing GVA of JTGDM. Joe Morolong LM contributes most to the Electricity, gas and water sector, while Ga-Segonyana contributes most towards construction, with Gamagara LM a closely in second.

Local Municipal Industry GVA (Rm) Contribution, 2013

<table>
<thead>
<tr>
<th>Sector</th>
<th>Joe Morolong LM</th>
<th>Ga-Segonyana LM</th>
<th>Gamagara LM</th>
</tr>
</thead>
<tbody>
<tr>
<td>Manufacturing</td>
<td>34,6</td>
<td>85,6</td>
<td>50,8</td>
</tr>
<tr>
<td>Electricity, gas and water</td>
<td>75,6</td>
<td>53,1</td>
<td>30,6</td>
</tr>
<tr>
<td>Construction</td>
<td>11,2</td>
<td>52,4</td>
<td>49,4</td>
</tr>
</tbody>
</table>

Source: Quantec Data Research, 2015

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87 Source: Quantec Data Research, 2015
Employment figures show that employment for manufacturing has decreased from 2004 until 2013, however electricity, gas and water has shown a steady increase over this period, with construction despite the significant decline in GVA year on year growth during 2009 and 2010, employment figures haven’t dropped as radically with employment figures for this sector better than it has been over the last decade.

Comparative labour numbers for the local municipalities per each secondary sector indicates that most of the decline in the manufacturing sector can be traced to the Gamagara LM. However, for the same LM employment within the construction sector has increased by 142.8% over the last 10 years. Significant increase for the same sector in the Ga-Segonyana LM took place during this period with an increase of 111.6%. A lower margin of increase for Joe Morolong LM has seen an increase of only 34.7% which can be attributed to the scarcity of large construction projects in the area apart from the town of Hotazel.

Table 29: Comparative Labour Numbers per Secondary Sector, 2004 and 2013

<table>
<thead>
<tr>
<th></th>
<th>Joe Morolong LM</th>
<th>Ga-Segonyana LM</th>
<th>Gamagara LM</th>
</tr>
</thead>
<tbody>
<tr>
<td>Manufacturing</td>
<td>128</td>
<td>158</td>
<td>538</td>
</tr>
<tr>
<td>Electricity, gas and water</td>
<td>36</td>
<td>97</td>
<td>32</td>
</tr>
<tr>
<td>Construction</td>
<td>176</td>
<td>237</td>
<td>319</td>
</tr>
</tbody>
</table>

Source: Quantec Data Research, 2015
### Table 30: Indicating the Industrial Site Characteristics

<table>
<thead>
<tr>
<th>Locality</th>
<th>Area</th>
<th>Sites Identified</th>
<th>Sites Occupied</th>
<th>Developed Site Ratio (DSR)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Gamagara Local Municipality</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Kathu</td>
<td></td>
<td>90</td>
<td>60</td>
<td>67%</td>
</tr>
<tr>
<td>Dibeng</td>
<td></td>
<td>14</td>
<td>9</td>
<td>64%</td>
</tr>
<tr>
<td>Olifantshoek</td>
<td></td>
<td>26</td>
<td>7</td>
<td>27%</td>
</tr>
<tr>
<td><strong>Ga Segonyana Local Municipality</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Kuruman</td>
<td></td>
<td>238</td>
<td>115</td>
<td>48%</td>
</tr>
<tr>
<td>Mothibistad</td>
<td></td>
<td>12</td>
<td>4</td>
<td>33%</td>
</tr>
<tr>
<td>Bankhara-Bodulong</td>
<td></td>
<td>13</td>
<td>3</td>
<td>23%</td>
</tr>
<tr>
<td><strong>Joe Morolong Local Municipality</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Van Zylsrust</td>
<td></td>
<td>Area identified in SDF</td>
<td>0</td>
<td>-</td>
</tr>
<tr>
<td>Hotazel</td>
<td></td>
<td>8</td>
<td>4</td>
<td>50%</td>
</tr>
</tbody>
</table>

The methodology used in the acquisition of data regarding the industrial activity in the John Taolo Gaetsewe District was in the form of a high level assessment. Municipal Spatial Development Frameworks (SDFs) were used as a guide in determining the industrial areas which have been identified in each town. From the data which was gathered, it is clear that Kuruman has the most prevalence of industrial sites, more than double that of Kathu, which is the second highest industrially active town. Though in terms of prevalence Kathu only stands at second position, in looking at occupancy. It has the highest DSR, meaning most of the sites that were identified, have been occupied.

Looking at some of the sites which were identified as industrial and possible industrial within the SDF’s, it is clear that there is still a lot of opportunity for industrial development in most of the town. Van Zylsrust has a large area demarcated for industrial development, however none of it has been proclaimed nor developed. The DSR of Hotazel may seems surprising at first glance, considering how small the town is. However, the prevalence of big mines in the area allow for industrial development in the town.

A high level assessment of the current industry activities in the JTGDM was done, however to determine the exact extent of these industries on the District further primary research will be needed.
Table 31: Industrial Activities

<table>
<thead>
<tr>
<th>Agro-processing industries</th>
<th>Heavy mining related industries</th>
<th>Brick making, distributors and related services</th>
<th>Metal and related products manufacturing</th>
</tr>
</thead>
<tbody>
<tr>
<td>Wood and furniture manufacturing</td>
<td>Number plates and printing</td>
<td>Hardware and equipment</td>
<td>Water purification, chemicals and related services and products</td>
</tr>
<tr>
<td>Embroidery</td>
<td>General distributors</td>
<td>Motorcar parts and scrap metal</td>
<td>Equipment parts and services</td>
</tr>
<tr>
<td>Agricultural implements and services</td>
<td>Air conditioning and equipment</td>
<td>Building materials</td>
<td>Heavy duty brake equipment manufacturing</td>
</tr>
<tr>
<td>Housing accessories</td>
<td>Camping Equipment</td>
<td>Carports and shade ports</td>
<td>Ceramic Linings</td>
</tr>
</tbody>
</table>

5.5.5 Business

In this subsection the business activities and contribution to the District economy will be presented and analysed. For the purposes of this document, business will be classified as all the economic activities that occur within the tertiary economic sector. However, general governments’ contribution is excluded as it is a government function and should be in itself business orientated. These tertiary economic activities are (Map 39):

- Wholesale and retail trade, catering and accommodation;
- Transport, storage and communication;
- Finance, insurance, real estate and business services;
- Community, social and personal services; and
- General government (excluded)

The figure indicates the GVA for each one of the economic sectors as they grew year after year for the period, 2005 – 2013. From the graph it can clearly be seen that wholesale and trade have experienced the most stable growth as a result of this sector that will always be in need, it also shows an increase in 2009 as a result of household income that recovered after the global recession.
More evidently the effects of the global recession was felt in the financial and business services sector and has since struggled to recover to the same growth level as before 2007. Community services have also seen a decline with growth from 2012 to 2013 recording the lowest for the previous decade. Transport and communications have also suffered the lowest growth in 2013 since 2005. However, none of the economic sectors indicated a negative year on year growth which is a good indication, that although growth has declined. This growth is still positively influencing the district economy.

The contribution in R millions for 2013 is indicated in the table below and show that Ga-Segonyana LM is the biggest contributor in all the sectors, save for transport and communications, where Gamagara LM contributes the most.

**Table 32: Local Municipal Business GVA (R millions) Contribution, 2013**

<table>
<thead>
<tr>
<th>Sector</th>
<th>Joe Morolong LM</th>
<th>Ga-Segonyana LM</th>
<th>Gamagara LM</th>
</tr>
</thead>
<tbody>
<tr>
<td>Wholesale and Trade</td>
<td>206</td>
<td>745</td>
<td>282</td>
</tr>
<tr>
<td>Transport and Communication</td>
<td>58</td>
<td>147</td>
<td>391</td>
</tr>
<tr>
<td>Finance and business services</td>
<td>83</td>
<td>629</td>
<td>226</td>
</tr>
<tr>
<td>Community, social and personal services</td>
<td>134</td>
<td>476</td>
<td>89</td>
</tr>
</tbody>
</table>

*Source: Quantec Data Research, 2015*
Employment figures for the period 2004 to 2013 for all the business sectors are provided in the figure. It shows that wholesale and retail has seen a 75.2% increase in employment numbers. What is also evident is that wholesale and retail has the biggest workforce of all other business activities in the district, underlining its importance as a job creating economic sector. Community, social and personal services has also seen a significant increase in employment numbers of a decade with 48% increase from 2004 to 2013. Finance and business services employment numbers increased from 1269 workers in 2004 to 3427 in 2013, an increase of 170.1%, the biggest increase of all the sectors. Transport and communication has also seen an increase of 60.4% during this time. Although these indicators are positive for employment in JTGDM, it needs to be taken into consideration in context of the huge workforce that is jobless in the area.

In relation to this when the comparative employment figures for 2004 and 2013 are compared a more comprehensive representation is given of employment growth in the table below. It can be seen that the expansion of the mines and the subsequent growth of towns such as Kathu and Hotazel have had a major influence on the number of employment opportunities in not only the mining sector, but also the tertiary sector.

Figure 31: Business Employment, 2004 - 2013

Employment figures for the period 2004 to 2013 for all the business sectors are provided in the figure. It shows that wholesale and retail has seen a 75.2% increase in employment numbers. What is also evident is that wholesale and retail has the biggest workforce of all other business activities in the district, underlining its importance as a job creating economic sector. Community, social and personal services has also seen a significant increase in employment numbers of a decade with 48% increase from 2004 to 2013. Finance and business services employment numbers increased from 1269 workers in 2004 to 3427 in 2013, an increase of 170.1%, the biggest increase of all the sectors. Transport and communication has also seen an increase of 60.4% during this time. Although these indicators are positive for employment in JTGDM, it needs to be taken into consideration in context of the huge workforce that is jobless in the area.

In relation to this when the comparative employment figures for 2004 and 2013 are compared a more comprehensive representation is given of employment growth in the table below. It can be seen that the expansion of the mines and the subsequent growth of towns such as Kathu and Hotazel have had a major influence on the number of employment opportunities in not only the mining sector, but also the tertiary sector.

<table>
<thead>
<tr>
<th>Year</th>
<th>Wholesale and Trade</th>
<th>Transport and Communication</th>
<th>Finance and business services</th>
<th>Community, social and personal services</th>
</tr>
</thead>
<tbody>
<tr>
<td>2004</td>
<td>4514</td>
<td>598</td>
<td>1269</td>
<td>3552</td>
</tr>
<tr>
<td>2005</td>
<td>5547</td>
<td>758</td>
<td>1464</td>
<td>3691</td>
</tr>
<tr>
<td>2006</td>
<td>6438</td>
<td>858</td>
<td>1880</td>
<td>3975</td>
</tr>
<tr>
<td>2007</td>
<td>7106</td>
<td>929</td>
<td>2258</td>
<td>4489</td>
</tr>
<tr>
<td>2008</td>
<td>7766</td>
<td>1156</td>
<td>2836</td>
<td>5388</td>
</tr>
<tr>
<td>2009</td>
<td>7200</td>
<td>1197</td>
<td>2747</td>
<td>5623</td>
</tr>
<tr>
<td>2010</td>
<td>6430</td>
<td>1144</td>
<td>2786</td>
<td>5444</td>
</tr>
<tr>
<td>2011</td>
<td>6463</td>
<td>1206</td>
<td>2939</td>
<td>5260</td>
</tr>
<tr>
<td>2012</td>
<td>7071</td>
<td>1115</td>
<td>3211</td>
<td>5225</td>
</tr>
<tr>
<td>2013</td>
<td>7907</td>
<td>959</td>
<td>3427</td>
<td>5258</td>
</tr>
</tbody>
</table>

Source: Quantec Data Research, 2015

90 Source: Quantec Data Research, 2015
Table 33: Local Comparative Employment, 2004 - 2013

<table>
<thead>
<tr>
<th></th>
<th>Joe Morolong LM</th>
<th>Ga-Segonyana LM</th>
<th>Gamagara LM</th>
</tr>
</thead>
<tbody>
<tr>
<td>Wholesale and Trade</td>
<td>665</td>
<td>1293</td>
<td>2498</td>
</tr>
<tr>
<td>Transport and Communication</td>
<td>86</td>
<td>134</td>
<td>245</td>
</tr>
<tr>
<td>Finance and business services</td>
<td>111</td>
<td>366</td>
<td>686</td>
</tr>
<tr>
<td>Community, social and personal services</td>
<td>646</td>
<td>683</td>
<td>1980</td>
</tr>
</tbody>
</table>

Source: Quantec Data Research, 2015
Map 39: Business Activities
The different business activities together with their prevalence for each of the different business localities are indicated in the table below. In terms of methodology, a high level assessment was carried out, in order to obtain data regarding the business activities which are currently active in the JTGDM. The Spatial Development Frameworks (SDF) of each of the Local Municipalities were utilised as a guide in determining the business nodes identified in each town. Due to inconclusive data for Mothibistad, Bankhara-Bodulong, Van Zylsrust, Blackrock and Churchill, these towns’ business activities were not included, though the respective SDF’s do indicate a possibility for business activities. Primary research would thus need to be carried out for data collection in these business areas.

Table 34: Indicating the Different Business Activities and Prevalence

<table>
<thead>
<tr>
<th>Business Activity</th>
<th>Kathu</th>
<th>Dibeng</th>
<th>Olifantshoek’s</th>
<th>Kuruman and Wrenchville</th>
<th>Hotazel</th>
</tr>
</thead>
<tbody>
<tr>
<td>Banks &amp; Postal Services</td>
<td>Medium</td>
<td>Low</td>
<td>Low</td>
<td>Medium</td>
<td>Low</td>
</tr>
<tr>
<td>Books, Cards &amp; Stationery</td>
<td>Low</td>
<td>N/A</td>
<td>N/A</td>
<td>Low</td>
<td>N/A</td>
</tr>
<tr>
<td>Cellular Services</td>
<td>Low</td>
<td>N/A</td>
<td>Low</td>
<td>Medium</td>
<td>N/A</td>
</tr>
<tr>
<td>Décor, Interior &amp; Furniture</td>
<td>Medium</td>
<td>N/A</td>
<td>Low</td>
<td>Medium</td>
<td>N/A</td>
</tr>
<tr>
<td>Department Stores</td>
<td>Low</td>
<td>N/A</td>
<td>Low</td>
<td>Low</td>
<td>N/A</td>
</tr>
<tr>
<td>Fashion &amp; Beauty</td>
<td>High</td>
<td>Low</td>
<td>Low</td>
<td>High</td>
<td>N/A</td>
</tr>
<tr>
<td>Optical</td>
<td>Low</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td>Restaurant, Fast Foods &amp; Confectionery</td>
<td>Medium</td>
<td>Low</td>
<td>Low</td>
<td>High</td>
<td>Low</td>
</tr>
<tr>
<td>Bottle Stores/Taverns</td>
<td>Low</td>
<td>Low</td>
<td>Low</td>
<td>Medium</td>
<td>Low</td>
</tr>
<tr>
<td>Speciality Stores (funeral parlours, spares,</td>
<td>Low</td>
<td>N/A</td>
<td>Low</td>
<td>Medium</td>
<td>Low</td>
</tr>
<tr>
<td>real estate etc)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Supermarkets</td>
<td>Low</td>
<td>Low</td>
<td>Low</td>
<td>Medium</td>
<td>Low</td>
</tr>
<tr>
<td>Travel</td>
<td>Low</td>
<td>N/A</td>
<td>N/A</td>
<td>Low</td>
<td>N/A</td>
</tr>
<tr>
<td>Outdoor</td>
<td>Low</td>
<td>N/A</td>
<td>N/A</td>
<td>Low</td>
<td>N/A</td>
</tr>
<tr>
<td>Service Station</td>
<td>Low</td>
<td>Low</td>
<td>Low</td>
<td>Low</td>
<td>Low</td>
</tr>
</tbody>
</table>

In comparatively exploring the activities in the identified towns, it is clear that the most prevalent business cluster is Fashion and Beauty. Activities which have been clustered in this category are clothing and shoe stores, fragrance boutiques, jewelers and beauty salons. Restaurants, fast foods and confectionary are the second most prevalent cluster of activities. This cluster comprises of restaurants, diners, cafés, take away store, bakeries and
sweet shops. Kathu and Kuruman, dominate the prevalence of business activities, when compared to the other towns in the region, both these towns also show the most prevalence of the two highest clusters mentioned above.

The influence and prevalence of informal trades on the district’s economy cannot be determined on a high level and primary research needs to be conducted in order to determine the extent of informal trading in these areas.

5.6 COMMUNITY FACILITIES: TYPE, NUMBER AND SPATIAL DISTRIBUTION

5.6.1 Education

Level of education has obvious implications for the employment potential and income of the people. It has, therefore, direct relationship with the local economy and the quality life of local people. Only 36% of the District population has some primary level education and 25% have some secondary level education. In general, the levels of education of District population are low. Around 77% District population have some form of primary education, but only 47% and 17% have completed primary and secondary education respectively and only 5% people have higher education. This largely reflects the unavailability of well qualified people in the District91.

The Functional Literacy rate (people aged 15+ years with at least 7 years education) in the District is 67.58% which is lower than both Provincial (76.84%) and National (78.95%) averages (Map 39). Among the local municipalities, Joe Morolong has the lowest functional literacy rate (56.12%) followed by Ga Segonyana 74.04% and Gamagara 74.41%. Nevertheless, improvement in literacy can be observed among young generations. The Youth Functional Literacy rate (people aged 15-34 years with at least 7 years education) literacy rates are 85.03% 80.93%, 88.11% and 85.25% for the District, Joe Morolong LM, Ga Segonyana LM and Gamagara LM respectively.

91 Source: Census 2011
According to the Department of Basic Education, 101 primary, 33 secondary, 17 combined and 18 intermediate schools are serving the District. According to the Human Settlement Planning and Design: Quantitative Guidelines of the CSIR 2000; there should be one primary school for every 3000-4000 people and one secondary school for every 6000-10000 people. Considering this guideline, there are sufficient numbers of schools in all local municipalities.

Table 35: Availability of Educational Institutions

<table>
<thead>
<tr>
<th>Municipality</th>
<th>Primary</th>
<th>Secondary</th>
<th>Combined</th>
<th>Intermediate</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Joe Morolong LM</td>
<td>67</td>
<td>16</td>
<td>13</td>
<td>15</td>
<td>111</td>
</tr>
<tr>
<td>Gamagara LM</td>
<td>22</td>
<td>11</td>
<td>2</td>
<td>3</td>
<td>38</td>
</tr>
<tr>
<td>Ga-Segonyana LM</td>
<td>11</td>
<td>6</td>
<td>2</td>
<td>0</td>
<td>19</td>
</tr>
<tr>
<td>John Taolo Gaetsewe DM</td>
<td>101</td>
<td>33</td>
<td>17</td>
<td>18</td>
<td>169</td>
</tr>
</tbody>
</table>

Source: Dept. of Basic Education

Northern Cape Rural TVET (Technical Vocational Education and Training) College has two campuses in the District- one in Kathu and another one in Kuruman. These campuses offer various courses like Office Administration, Electrical Infrastructure Construction, Automotive Engineering, Fitting and Turning Engineering, Fabrication Engineering, Human Resource Management and Management Assistant. According to the Department of Higher Education and Training’s list of registered FET colleges (2014), there is no private training institute in the District.

5.6.2 Health

According to the JTGDM SDF Review 2011/12, there are four hospitals and 33 clinics in the District (Map 46). Most of the clinics are concentrated in Joe Morolong LM; however this LM does not have a hospital. For this municipality, the nearest hospitals are located at Kuruman and Vryburg. Both Gamagara and Ga-Segonyana LM contain 2 hospitals each. Most of the higher level health facilities are concentrated at Kuruman, Kathu and Olifantshoek.

Table 36: Availability of Health Facilities

<table>
<thead>
<tr>
<th>Administrative Division</th>
<th>Hospital</th>
<th>Clinic</th>
<th>Mobile Clinic</th>
</tr>
</thead>
<tbody>
<tr>
<td>Joe Morolong LM</td>
<td>0</td>
<td>20</td>
<td>1</td>
</tr>
<tr>
<td>Ga-Segonyana LM</td>
<td>2</td>
<td>7</td>
<td>1</td>
</tr>
<tr>
<td>Gamagara LM</td>
<td>2</td>
<td>6</td>
<td>0</td>
</tr>
<tr>
<td>John Taolo Gaetsewe DM</td>
<td>4</td>
<td>33</td>
<td>2</td>
</tr>
</tbody>
</table>

Source: JTGDM SDF Review 2011/12

To analyse the health of the district population, an effort has been made to estimate average ages of the population per ward. For this, it has been assumed that the population aged below 1 year have an average age of 0.5 years; the population aged between 1-2 years have an average age of 1.5 years and so on. At ward level average age of the population varies from 24.52 years to 35.02 years. The average age of the district population stands at 27.04 years and at local municipality level average ages are 26.46, 27.09 and 28.21 years respectively for Joe Morolong, Ga-Segonyana, and Gamagara.

5.6.3 Sport, Recreational and Community Hall Facilities

The entire District is dotted with various community facilities like library, cemetery, community halls and football fields and stadiums. These facilities are well distributed according to the need of hinterland population; nevertheless, a concentration of these facilities can be observed at the centre of the District i.e. in or around Kuruman town (Map 47).

Table 37: Availability of Community Facilities

<table>
<thead>
<tr>
<th>Facility</th>
<th>Joe Morolong</th>
<th>Ga-Segonyana</th>
<th>Gamagara</th>
<th>JTGDM</th>
</tr>
</thead>
<tbody>
<tr>
<td>Library</td>
<td>34</td>
<td>9</td>
<td>5</td>
<td>48</td>
</tr>
<tr>
<td>Cemetery</td>
<td>25</td>
<td>46</td>
<td>8</td>
<td>79</td>
</tr>
<tr>
<td>Halls</td>
<td>13</td>
<td>5</td>
<td>2</td>
<td>20</td>
</tr>
<tr>
<td>Football Fields and Stadiums</td>
<td>1</td>
<td>3</td>
<td>2</td>
<td>6</td>
</tr>
</tbody>
</table>

Source: Spisys, 2015
Map 41: Health Facilities
5.6.4 Police and Emergency Services

According to the South African Police Service, there are 12 Police Stations in the JTGDM, four in every local municipality. Assault and Sexual Crimes are most reported crimes in the district. It has been observed that the crime rate is on the rise in last few years (refer figure below).³³

![Figure 33: Crimes Reported](image)

5.7 ENGINEERING SERVICES

5.7.1 Water and Sanitation

**JTGDM - Overview**

The JTGDM has a “flat” geomorphic profile, with the Kuruman hill’s ridge system bisecting the district along a north-south axis. The drainage pattern in the district is determined by this ridge system, channelling all streams northwards and then sharply westwards. Falling in the Lower Vaal Water Management Area, the most important catchment area in the JTGDM is the Korannaberg Mountains, from which the majority of the streams in the district spring and from where they drain into the Kuruman River system. The catchment has been classified as a “National Priority Freshwater Ecosystem” (Water Resources Map). The catchment has, however, also been affected by overgrazing, which has accelerated erosion, increased surface run-off and reduced filtration to the groundwater system.

Although there are no perennial rivers in the district, there are a number of ephemeral systems, such as the Kuruman and Molopo Rivers. Unfortunately the areas through which these streams flow have been exploited for intensive agricultural purposes, which have led to intensive degradation/transformation of these riverine habitats. In addition to this, the introduction of alien plant species has led to serious surface and groundwater resource depletion – e.g. one Eucalyptus tree consumes on average 700 litres of water per day. In addition to the impact of human beings on the water systems, birds have also been responsible for the in-movement of alien plant species by spreading seeds along water courses.

The wetlands in the JTGDM, except for Heuningvlei, are also ephemeral, only filling up briefly after the summer rains. A large number of these wetlands, including Heuningvlei, are classified as “National Priority Wetland Areas”. The Heuningvlei saltpan is fed by a number of permanent freshwater springs, with its north-western corner a permanent marsh-type wetland. These wetland areas attract a wide variety of birds, some of them Red List species and migratory birds covered by international treaties (e.g. Chestnut-banded Plover, Greater Flamingo and the Yellow-billed Stork). These pans are used by wildlife for grazing and for salt-licking, and also by farmers for their herds. Unfortunately, overgrazing and trampling associated with the latter, is threatening the ecological integrity of these pans. In addition to this, these areas are threatened by direct industrial disturbances associated primarily with the mining activities in the area, which can have far more negative impacts that the agricultural activities. As a result of this, the JTGDM Environmental Management Framework argued for assessments to be done of the ecological condition of wetlands around industrial zones in the District.

Due to the low rainfall figures and highly variable run-off, very little usable surface runoff is generated, which has resulted in an ever-increasing use of groundwater resources for human and industrial needs. The Kuruman Eye, a spring that delivers 20 million litres of water per day, is the main source of water in the district. In total there are five “eyes” or fountains in the JTGDM. Two of these are associated with the Kuruman Eye, while another two (the Klein Koning and Groot Koning eyes) are located south of the R273, and another is located at Manyeding. Intensive agriculture takes place in the vicinity of most of these eyes,
except for those in Kuruman, which have been developed for recreational purposes. In addition to the extraction of water from the “eyes”, water for human consumption and irrigation is sourced from boreholes throughout the JTGDM. Due the absence of a detailed groundwater resource data, there is no accurate information on the status of groundwater quality and reserves in the district, but it is generally accepted that this resource is hugely impacted upon, especially so in the areas where urban settlements and heavy industry are located (Groundwater Yields Map). A recently initiated study by the Department of Water Affairs into the availability of groundwater resources in the area may assist in filling the information gap, and in ensuring better managed and more sustainable use of the resource.

**Water Provision – JTGDM**

While 91.83 % of the households in the JTGDM have access to potable water, only 22.96% have access to water inside their dwellings. This is less than half the percentage in the country as a whole (47.15%) and in the Northern Cape Province (49.98%). In comparison to the situation in the four other DMs in the province, the level of provision of water in the JTGDM is far below the others, with these DMs all having figures of above 50%. The water provision-situation differs significantly between the three LMs in the District, with 60% of households in the Gamagara LM and 62.3% in the former DMA having access to water inside their dwellings. In the case of the Ga-Segonyana LM and the former Moshaweng LM, the percentages are far lower – 21% and 2% respectively. More than three out of every four households in the former Moshaweng LM (76.4%) are reliant on a piped water source outside their yards. The dire water-provision situation in the Joe Morolong LM is borne out by the fact that (1) 88.4% of the RDP water backlog in the JTGDM in 2009, and (2) 20.4% in the NC Province, was located in this LM.

**Sanitation – JTGDM**

The backlogs with regards to provision with water are also evident in the access to sanitation services in the district. Less than one in three households in the JTGDM (28.89%) has access to a flush toilet connected to a sewerage system. Once again this is nearly half the national figure of 54.99% and less than half the figure for the Northern Cape Province (63.16%). This is also far below the figure for the other four DMs in the province, with these municipalities all having figures of more than 60%. Nearly two out of every five households in the JTGDM are reliant on a pit latrine (37.61%). This is more than 20% higher than the provincial figure of 14.46% and far higher than the figures for the four other DMs in the province, which are all below 12%. In addition to this, 11.7% of households in the district have no toilet facilities, which is sizeably higher than the national and provincial figures of 8.26% and 6.91% respectively. It is also the highest figure amongst the five DMs in the province. As in the case of the provision of water services, the situation is worst in the former Moshaweng LM, with (1) 57.3% of households being dependent on a pit latrine vis-à-vis 5.6% in the Gamagara LM, 38% in the Ga-Segonyana LM and 14.4% in the former DMA; and (2) 17.2% of households having no toilet facilities vis-à-vis 2.4% in the Gamagara LM, 11.3% in the Ga-Segonyana LM and 6.8% in the former DMA. In terms of backlogs, 52.6% of the RDP sanitation backlog is located in the Joe Morolong, which represents 8.8% of the provincial total.
JMLM - Overview

Joe Morolong Local Municipality (JMLM) is the Water Services Authority (WSA) which means that it must regulate water issues within its jurisdiction guided by the National Water Act 32 of 1998. The institution also serves as a Water Services Provider (WSP); meaning that it is of the institutions best interest in ensuring that water is provided to residents on acceptable standards including quality guided by SANS 241.

JMLM as the WSA is experiencing challenges on certain identified water systems and sources, because our predominant water source is ground water there would be a number of contributing factors affecting our quality of water (Agricultural activities and environmental issues). JMLM water quality programme is implemented on a smaller scale due to budgetary constraints; full SANS water quality monitoring is implemented on identified systems to improve the accuracy of quality of water supplied to communities. Blue Drop compliance is still a challenge but improving because there are systems in place that will assist the institution to comply with the requirements:

- (2012 – 0%);
- Preliminary (2013 – 35%);
- Projected (2014 – 50%); and
- Target (2015 – 65%).

About 20 villages have aging water infrastructure. This needs to be addressed as it will cause water shortage problems. Following are these villages: Bojelapotsang, Bothithong, Colston, Deurham, Deurward, Dikhing, Dinokaneng, Gamokatedi, Gamothibi, Ganap, Gasehunelo wyk 7, Kgebetlwane, Kokfontein, Laxey, Loopeng, Magaladi, Manyeding, Masilabetsane, Samsokol and Segwaneng

JMLM – Water Supply Infrastructure

JMLM is made up of rural settlements and has a rudimentary water infrastructure. In Joe Morolong communities are totally dependent on ground water. Water is abstracted from boreholes by wind-pump, electrically driven pumps and diesel driven pumps. Water supply schemes are generally rudimentary with water supplies from boreholes to a storage tank, and then distributed via small diameter reticulation networks.

The majority of households (95%) have access to water, although 15% need to travel more than 200 m to the tap. Of the whole population, 88% have access to standpipes and 7% have access to yard or house connections. In general, the basic requirements of provision of water have been met, bar the 5% without access.

JMLM – Bulk Water Infrastructure

The settlements in Joe Morolong rely on water abstracted from at least 777 local boreholes which are equipped with diesel engine driven pumps and windmill pumps. The settlements of Eiffel, Heuningvlei, Makhubung and Shaleng are supplied with water extracted from local boreholes and are also connected to the Heuningvlei Borehole Pipeline Scheme. The water extracted from these boreholes is supplied to the communities using rudimentary water supply infrastructure consisting mostly of small diameter pipelines, small elevated plastic
storage reservoirs and communal standpipes. There is no water treatment works in the rural areas of JMLM.

**Hotazel - Bulk Water Infrastructure**

Treated water is abstracted via two metered points from Vaal Gamagara pipeline. Water is abstracted into a 400 Kℓ reservoir in Itekeng and into a 1 Mℓ reservoir situated on the north western boundary of Hotazel. Water is pumped from the 1 Mℓ to an 800 Kℓ reservoir in Sharp Avenue from where the water is distributed into the water reticulation network of Hotazel.

No water tower exists and the water from the 400 Kℓ and 800 Kℓ reservoirs is pumped directly into the respective water reticulation networks under an average pressure of 3.5 bar. Evidently the total 48 hour storage capacity is 2.2 Mℓ. There is no water treatment works in the Hotazel Cluster area.

**Van Zylsrust - Bulk Water Infrastructure**

There are seven production boreholes in this town where water is abstracted. The water from the boreholes meets the standards for drinking water, which therefore means that it does not need to be treated before distribution. Hence there is no water treatment works in this town. From the boreholes the water is pumped by submersible pumps to elevated reservoirs. There are a total of four reservoirs in this town with a total storing capacity of 430 Kℓ. The water is then distributed throughout the town by a network of pipeline. There is no water treatment works in the Van Zylsrust Town area.

**Van Zylsrust - Sanitation/Sewerage Infrastructure**

Sanitation falls within the priority of the municipality. Due to the shortage or lack of water infrastructure, they are unable to provide adequate sanitation to our communities. Census 2011 pronounced the backlog as a table below illustrates. From 2013/14 internal verification exercise pronounced that: 5 387 Households are below the RDP standard, of which the municipality intends to eradicate this over a period of 5 years by means of eradicating a minimum of 1000 units per financial year. Vanzylsrus and Hotazel are the only areas that have water borne system in the whole municipality. In all our rural areas only dry sanitation (VIP or UDS) systems are to be found.

**JMLM – Sanitation**

There are a very limited number of water borne sanitations systems in Joe Morolong, all the communities use dry sanitation. The water level depth of groundwater sources in one critical factor in determining the risks related to on-site household sanitation. Studies of the groundwater levels, soil types and geology must be conducted to determine the most appropriate forms of sanitation.

In areas with low groundwater resources potential VIP, pit latrines are favoured because of the ease of digging 2 meter deep pits by hand. In high groundwater potential areas water level tend to be shallow with high aquifer vulnerability. In these areas VIP pit latrines are less suitable as the base of the pit may extend below the water level. In these areas the
hand digging of pits deeper than 1 metre is possibly limited. UDS toilets are constructed in areas where pollution could be caused.

The majority of houses (97%) have VIP or similar toilets outside the dwelling, with a very small percentage of persons with in-house flush toilets, mostly within van Zylsrus and Hotazel. There is no water borne sanitation in Joe Morolong, only Hotazel and Van Zylsrus have waste water treatment Works.

**Hotazel - Sanitation**

The waste water treatment works (WWTW) of Hotazel has an estimated 0.300 Mℓ and 0.350 Mℓ per day sequential batch reactor (SBR) system. Treated effluent is recycled and pumped into a separate dedicated distribution network to the existing residential erven. The treated water is used for irrigation purposes only. Treated effluent will not be distributed to future developments.

The plant was constructed in 1975 to 1980 and the basin upgraded in 2009. It is in a good condition, this implies that less than 10% of refurbishment is needed.

**Van Zylsrus – Sanitation**

At the moment there is no water returned into the natural water courses via sewer network. However there are septic tanks on some individual stands which are emptied by a tanker. There is a waste water treatment works which comprises oxidation ponds.

**GSLM - Overview**

The rural villages in Ga-Segonyana Local Municipality (GSLM), which lay to the north-west of Kuruman are administered through a traditional authority system with two paramount chiefs, chiefs and headmen. This area is not formalised with the result that no title deeds exist for residents. Currently no billing for services is conducted in these areas. It is crucial for the success of the project that a suitable “social contract” be put in place to ensure financial feasibility through successful cost recovery. For this purpose all erven must have water meters (where yard / house connections are installed) and consumers must be billed towards debt collection and cost recovery. As a minimum level of township formalization services must be registered for roads and infrastructure and registered identifiable erven must be created. This will allow for the legal identification of the erven, consumers and water meters and will facilitate billing and cost recovery. Similarly, the legal ownership of infrastructure will be documented and registered by the registering of services. Migration from the cross-border areas from the north adds significantly to the housing need and the development of water and sanitation infrastructure. Backlogs in housing must be addressed. Specific criteria for the housing projects are:

- Formalization of existing townships (traditional authority model);
• New projects outlined and prepared for further development. This will at least provide for a large scale mixed-mode development in Kuruman that addresses the future needs of mining companies and commercial backlogs; and

• Influx control model via “transit camps.”

The status of the Municipality’s Water Service’s Development Plan is that of a draft and its blue drop assessment level is 72.27%, with:

Table 38: Blue Drop Assessment Results

<table>
<thead>
<tr>
<th>Source: DWA, 2012</th>
</tr>
</thead>
<tbody>
<tr>
<td>Batlharos (GLM Boreholes – Sedibeng Water)</td>
</tr>
<tr>
<td>Mothibistad (GLM Boreholes – Sedibeng Water)</td>
</tr>
<tr>
<td>Bankhara-Bodulong (Managed by Ga-Segonyana LM)</td>
</tr>
<tr>
<td>Kuruman – Wrenchville (Managed by Ga-Segonyana LM)</td>
</tr>
</tbody>
</table>

Batlharos - Bulk Water Infrastructure

The water network of Batlharos and Maruping is supplied from 3 boreholes equipped with Mono pumps and powered by diesel Lister engines and electrical motors.

Water is stored in three reservoirs with a total storing capacity of 2 530 kℓ. Consumers collect water from communal standpipes and cattle drinking troughs.

Two boreholes are located west of Maruping and supply water through two pump mains to the reservoirs located west of Maruping. A third borehole located east of Batlharos pump water to a steel reservoir east of Batlharos. The yield of these boreholes was adequate to deliver in the demand of this village.

The storing capacity would be adequate for the current estimated and actual demand but not for the future demand. The shortage need to be looked at due to a planned housing project of 1000 RDP houses.

Water is supplied through yard connections, communal standpipes and CDTs (cattle drinking through). Some of the standpipes are controlled by prepaid meters while the rest was only equipped with water meters. There were many standpipes which were leaking. At several locations the non-paid and prepaid standpipes were erected next to each other and the CDTs were also connected to the network without prepaid meters. There is no water treatment works in the Batlharos Cluster area.

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Free Basic Water, 2008
**Kangung – Water Treatment Works**

The 500 kℓ elevated steel reservoir is supplied from four boreholes. Three boreholes are equipped with Mono pumps powered by electrical motors while one is equipped with a submersible pump. The network is mainly supplied by two boreholes operated through a telemetry system. The other two boreholes are used for standby purposes.

The community collect the water at prepaid standpipes and private yard connections while cattle drinking trough (CDT) connected to the water network filled from prepaid standpipes, were used for stock watering.

The existing 500 kℓ storing capacity should be adequate to supply water for a period of more than 48 hours.

**Kuruman – Bulk Water Infrastructure**

The 6 Mℓ concrete reservoir is supplied from three boreholes which are equipped with submersible pumps operating through a telemetry system. The “piering reservoir” is disconnected from the water network but is still functional and can be used if needed. The water is chlorinated before storing in the reservoir. A fourth borehole next to the new reservoir is not operational because of sludgy water.

According to water consumption figures received, the three operational boreholes will only be able to supply the current daily demand to consumers which need to be urgently addressed. During 2008 a fourth high yielding production borehole was established (VSA, Report No. 10625/04) with a recommended sustainable yield of 80 ℓ/s for 12 hours per day.

The total recommended supply from these four boreholes is 285 ℓ/s or 12.3 Mℓ/day (4.5 million m3/a). This water is abstracted in close proximity upstream of the Kuruman Eye and directly impacts on its flow.

**Wrenchville – Bulk Water Infrastructure**
Two boreholes supply water through one pipeline to a 1000 kℓ concrete reservoir after it is chlorinated. Water is pumped to the old elevated reservoir next to the concrete reservoir as well to a new constructed elevated reservoir at the northern section of the town. The structures at the borehole near the school should be upgraded because the current fence will not protect the pump equipment against vandalism and theft. The submersible pumps at the boreholes and the centrifugal lift pumps are operated through a telemetry system. The pumps are well maintained. Wrenchville has a production borehole G39182 with a recommended yield of 10 ℓ/d for 12 hours per day.
Bankhara-Bodulong – Bulk Water Infrastructure

Water is supplied from three boreholes equipped with Mono pumps and operated manually. Water is stored in two elevated steel reservoirs while consumers collect water at communal standpipes and yard connections.

Sources used to supply water (boreholes) are equipped with Mono pumps powered by electrical motors and secured with pump houses and security fences. The boreholes have a strong yield compared to the daily demand. Telemetry was not installed at the pump stations but should be considered for future. A total of four production boreholes have been submitted to DWAF in 2009 for registering a total water use of 0.500 million m³/annum for Bankara Bodulong.

The consumers collect water through yard connections, communal standpipes and cattle drinking trough (CDT). The current water usage per capita was very high (271ℓ/c/d) because of the following reasons:

- Illegal connections from communal standpipe;
- No prepaid communal standpipes; and
- CDTs.

The two steel reservoirs had different base elevations than the same elevation when filled with water. The total capacity of the reservoirs is 420k ℓ and 690k ℓ = 1110 k ℓ.

The current daily demand was almost the same as the 24 hour storing capacity. The storing capacity would be adequate for a 48 hour demand period according to the theoretical water consumption, but not to the actual figure.

According to the IDP of Ga-Segonyana, a housing project of 3000 houses was planned. The storing capacity will not be adequate if these houses are served with yard or house connections.

Kono – Water Treatment Capacity

No information was available - the geo-hydrological study was formerly undertaken by Africon

Mothibistad – Bulk Water Infrastructure

Water is pumped from six boreholes through pipelines to an 800 kℓ concrete reservoir. Two centrifugal pumps are used to lift the water to a 240 kℓ elevated steel reservoir.

The total yield of the boreholes was only 12% more than the actual demand of this town. Taking into consideration that it was not possible to operate all the pumps simultaneously it is clear that additional sources must be developed to meet the current and future demand.
It is important to notice that the current sources and storage capacity were not adequate and should be upgraded before the development of the planned housing project of 11,000 RDP houses can commence.

The pumps were controlled through a telemetry system from the Hartswater office of Sedibeng. They were well maintained at the date of the investigation and secured with pump houses and security fences.

Water is stored in an 800 kℓ concrete reservoir and a 240 kℓ elevated reservoir which calculate to a total storing capacity of 1040 kℓ. The current water demand for Mothibistad only was more than 2000 kℓ per day which was twice the total storing capacity of the reservoirs. The reservoirs should be able to service the consumers for a 48 hour period and must be upgraded.

**Seoding and Magojaneng**

The water network of Seoding is part of a network supplying Magojaneng. Four boreholes are located of which three are equipped with Mono pumps and electrical motors. The fourth borehole was equipped with a Mono pump but the power source was removed.

Reservoirs are located at the schools of Seoding and one steel elevated reservoir at Magojaneng. The water for the water network is supplied through the network from three boreholes. The water for these two villages is stored in one 550 kℓ elevated steel reservoir located at Magojaneng. Without including the demand of the 750 RDP houses, the reservoir does not have a storing capacity of 24 hours.

The community collected water at prepaid and non-paid standpipes. Most of the standpipes are within the 200m radius from the households, but there are areas which are not covered within this range. A few fire hydrants were also installed in Seoding and Magojaneng as well as cattle drinking troughs which were connected to the network.

**Other Villages**

All the other villages for their water networks are supplied from boreholes equipped with mono pump powered by diesel or electrical engines and pumped to elevated reservoirs.

Most users are within the 200m radius from the non-paid or pre-paid communal standpipes.

Some pump houses were not secured with a fence and because of this some infrastructure was vandalized.

It should be considered to develop backup sources to secure that the consumers have water when mechanical breakdowns occur. It should be considered to install a telemetry system to operate the pump stations.
Almost all storing capacity is adequate for current water uses projections but will encounter shortages in the nearby future.

**Sedibeng - Bulk Water Infrastructure**

The water network is supplied from three boreholes equipped with mono pumps and powered by electrical motors. All these pumps are controlled through a telemetry system from the Sedibeng offices in Hartswater.

Water is stored in a 278 kℓ elevated steel reservoir for communal usage and in a 10kℓ elevated reservoir at the school. The community collected their water from prepaid standpipes.

The boreholes are well secured with pump houses and security fencing.

With a storing capacity of 278 kℓ the 12m elevated steel reservoir will meet the demand of this village for a period of 72 hours. Cattle drinking troughs are also connected to the water network but controlled through a prepaid meter.

The communal standpipes were installed with prepaid meters but some areas are not within the prescribed 200m radius from the standpipes.

**Gamopedi**

The water network is supplied by two boreholes which are equipped with mono pumps powered by electrical motors and operated through a telemetry system. Water is stored in an elevated steel reservoir and supplied water to the community through prepaid standpipes and cattle drinking troughs. The boreholes are well secured by pump houses and security fences.

Water is stored in an elevated steel reservoir for communal use and in three elevated reservoirs which were connected to the network and located at the schools and the crèche. The two concrete reservoirs next to the elevated reservoir are not connected. The storage capacity of the elevated reservoir would be adequate for a 48 hour demand period till 2010 if the demand per capita stays unchanged. The communal standpipes are well positioned and equipped with a prepaid device except for the areas beside the river banks.

**Galotolo**

The water network was supplied by one borehole which is equipped with a mono pump powered by an electrical motor and operated through a telemetry system. The water is stored in 3 x 10 kℓ elevated reservoirs and a concrete reservoir for stock watering.

The communal standpipes are non-paid but well positioned within the 200m radius according to government policy but some were connected directly to ervens which explained the high demand figure. It should be considered to install prepaid communal
standpipes to reduce the demand. Another borehole is equipped with a mono pump but the diesel engine was removed. This borehole was next to the concrete reservoir which we assumed was the original source for stock watering. This borehole is well secured with a security fence and a pump house.

The water is pumped into the network and stored in elevated reservoirs with a total capacity of 30 kℓ. One of the 10 kℓ elevated reservoirs was disconnected at the date of inspection which may be due to leakage. The total storage capacity was not adequate for a 24 hour period comparing to the future demand. It should be considered to upgrade the capacity to 72 hours as only one source is used for domestic and stock watering.

**Sanitation/Sewerage Infrastructure**

The Municipality’s Green Drop Assessment rating was 76%\(^\text{95}\). Sanitation refers to the principles and practices relating to the collection, removal or disposal of human excreta, household waste water and refuse as they impact upon people and their environment. Good sanitation includes appropriate health and hygiene awareness and behaviour as well as acceptable, affordable and sustainable sanitation services. There is no doubt that sanitation is affected by and affects water resource availability, and therefore it needs to be incorporated when developing water reconciliation strategies.

**Batlaros - Waste Water Treatment Works**

There is no waste water treatment works in place for the Batlaharos Cluster.

**Kagung - Waste Water Treatment Works**

There is no waste water treatment works in place for the Kagung Cluster.

**Kuruman - Waste Water Treatment Works**

The waste water treatment works (WWTW) of Kuruman is a fully activated sludge treatment plant with a capacity of approximately 4.0 Mℓ per day. The purified effluent is discharged into the veld and used for the irrigation of parks and public open spaces.

The sewer network of Wrenchville feeds to a pump station that lifts the sewer to the WWTW at Kuruman.

For Bankhara-Bodulong conservancy tanks are used, which are vacuumed and dumped at the Kuruman WWTW.

The plant was constructed / upgraded in 1983 and is in a good condition, this implies that less than 5% of refurbishment is needed.

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\(^{95}\) Green Drop Assessment Report 2012
**Mothibistad - Waste Water Treatment Works**

The waste water treatment works (WWTW) of Mothibistad makes use of an oxidation pond system of treatment and has a design hydraulic capacity of 0.5 Mℓ/day with a 5% capacity for future development.

**Sedibeng**

There is no waste water treatment works in place for the Sedibeng Cluster.

**Backlogs and MDG Targets**

**Safe Drinking Water**

By 2011, 1,631 households in living in settlements did not have access to a water source that was equal or above RDP standards. Of those households that did not have access to a clean water source in 2011, 861 households were living on formal stands and 770 were on informal sites.

**Basic Sanitation**

In the settlements, basic sanitation was unavailable to 10,744 households in 2011, of which 870 are living on informal stands.

**GLM – Overview**

The Gamagara Local Municipality, “being situated in an arid area, has extremely limited water resources. Settlements in the area are therefore extremely dependent on the extraction of groundwater for various uses. Although water resources in the area are supplemented by Sedibeng Water, the exponential growth in the area, especially around Kathu, has necessitated the close monitoring and protection of underground water resources” (SDF 2010, 11).

The municipality has various acquires such as the Khai Appel, Sishen and Kathu aquifers. Sedibeng water, provides clean/drinkable water to the residents of Gamagara Local Municipality.

Chemical and bacteriological tests are conducted and the results indicated an average healthy drinking water. The status of our water quality is 40% blue drop and 83% green drop.
**Water Supply Infrastructure**

**Dibeng - Bulk Water Infrastructure**

Dibeng consist of two suburbs namely Deben and Haakbosdraai. Water for Deben is provided by four boreholes which feed directly into a 600 kℓ low level tank and then into an 80 kℓ elevated tank from where it is distributed into the water reticulation network.

Haakbosdraai is also supplied by four boreholes. Three boreholes feed directly into a combination of four steel elevated tanks with a combined capacity of 690 kℓ. A fourth borehole feeds directly into the new 490 kℓ elevated tank of the new 400 properties in Haakbosdraai. From these tanks, water is distributed through the water reticulation network.

The total storage capacity for Dibeng is 1 790 kℓ. Evidently the 48 hour storage capacity requirement is not met and it is recommended that an additional steel tank of ± 940 kℓ is erected to ensure compliance with regards to storage capacity as prescribed by DWA.

**Dibeng - Water Treatment Capacity**

Dibeng make use of a Chlorination Plant with a capacity of 18 m³/h. Haakbosdraai has two Chlorination Plants one with a capacity of 23.4 m³/h and the other one for the new 400 properties with a capacity of 35 m³/h. According to the Water Audit Report 2006 this treatment plants will be sufficient for current and future flows.

**Kathu - Bulk Water Infrastructure**

Raw water is provided from the mine to the 4.5Mℓ water treatment works (WTW) and to the 400Mℓ raw water dam. The treated water from the WTW is pumped to the 6.8Mℓ low level reservoir in town from where it is pumped into the elevated tower and then distributed through the clean water network. Water from the 400Mℓ raw water dam is also pumped into the elevated tower in town from where is distributed through the raw water network for garden purposes. The elevated tower is divided into two sections which separate the treated water from the raw water. Water from the 400Mℓ raw water dam can also be pumped directly to golf course reservoir. The boreholes in town pump directly into the 6.8Mℓ reservoir.

Treated water from the WTW is also pumped to the elevated tower and 2Mℓ reservoir in the Sesheng suburb. The water for garden purposes in Sesheng is provided from the boreholes at Khai Appel which pump directly into the raw water section of the elevated tower. The elevated tower is also divided into two sections which separate the treated water from the raw water.

A new 14Mℓ reservoir and 2.5Mℓ elevated tower has been constructed for the new eastern developments of Kathu. Water for this reservoir and tower is provided via a 355mm Ø
pipeline that is connected on the Vaal Gamagara pipeline. Insufficient pressures and yields from the Vaal Gamagara pipeline will cause water shortages for the eastern developments as mentioned previously.

A new reservoir and elevated tower will also be constructed for the new western developments of Kathu. The sizes are still to be determined when the number of residential units are finalised. This reservoir and tower will be provided with water from new western boreholes on the Khai Appel aquifer.

**Kathu Water Treatment Capacity**

The WTW for Kathu WTW has a capacity of 4.5 Mℓ/day and operate currently at 110% of design capacity. The capacity of the Kathu purification plant would not be sufficient for all future water requirements. If potable water in future is supplied from Vaal Gamagara Pipeline or from Khia-Appel boreholes.

**Olifantsheoek - Bulk Water Infrastructure**

Treated water from the Vaal Gamagara Scheme is pumped into the 3.5 Mℓ main reservoir of Olifantsheoek from where the water is distributed to the respective suburbs of the town. Olifantsheoek has two other reservoirs, the one situated close to the main reservoir and the other situated east of Ditloung. The positions of the three reservoirs are indicated on the level of water services drawing attached hereto. The total volume of the three reservoirs is 5 Mℓ which complies with the 48 hour storage requirement of DWA. There is no WTW in the Olifantsheoek town.

**Sanitation/Sewerage Infrastructure**

**Kathu**

The waste water treatment works (WWTW) of Kathu is a fully activated sludge treatment plant with a capacity of approximately 4.0Mℓ per day. The purified effluent is discharged back to the mine via a 250mm Ø rising main where it is being used as process water.

The first phase upgrading of the WWTW was completed in 2006 which consisted of the refurbishment of all mechanical components and the construction of a new clarifier and inlet works. Unfortunately, at the time when the design for the Phase 1 upgrading took place (in 2004), the extensive developments of the mines were not known yet and was therefore not taken into consideration.

The Phase 2 upgrading will accommodate all the future developments in Kathu and will add an additional 12 Mℓ in capacity to the existing plant. The additional effluent will also be discharged to the mine for process water purposes at the new Sishen Expansion Project (SEP) plant. The operation and maintenance of the existing plant and the proposed new
phase of the WWTW must be taken into consideration especially with regards to the skills and level of competency required of the on-site staff.

**Olifantshoek**

The waste water treatment works (WWTW) of Olifantshoek is an oxidation pond system with a capacity of 0.375 Mℓ per day. Urgent upgrading of the oxidation pond system is needed as a result of the system regularly overflowing and discharging effluent into the veld. The upgrading of the oxidation ponds has recently being approved by Department of Cooperative Governance, Human Settlement and Traditional Affairs under the MIG Programme. The capacity of the system will be increased to 0.987Mℓ per day.

**Dibeng**

The waste water treatment works (WWTW) of Dibeng is an oxidation pond system with a capacity of 0.018 Mℓ per day. Urgent upgrading of the oxidation pond system is needed as a result of the system regularly overflowing and discharging effluent into the veld. The upgrading of the oxidation ponds has recently being approved by DPLG under the MIG Programme. The capacity of the system will be increased to 0.193Mℓ per day. The residential stands in Deben are serviced by means of conservancy tanks while Haakbosdraai is served by on-site digesters with a low flush small bore sanitation system. All the tanks are emptied by tankers and the contents transported to the oxidation ponds. These sanitation systems have a much lower effluent volume than what is normally generated which justifies the afore-mentioned upgrading size of the oxidation ponds.

**Backlogs and MDG Targets**

**Safe Drinking Water**

By 2011, 800 households in living in settlements did not have access to a water source that was equal or above RDP standards. All households had access to a clean water source in 2011.

**Basic Sanitation**

In the settlements, basic sanitation was unavailable to 415 households in 2011, of which all are living on formal stands.

**5.7.2 Electricity**

**Overview**

One of the expected consequences of the development boom in the Gamagara Mining Corridor is unbelievable pressure on the existing electricity transmission infrastructure in the area. To put this new demand in perspective, it has been stated that the equivalent of a new city of Bloemfontein in electricity demand has been created in the Gamagara Mining
Corridor by all the new mines and other related developments. 82% of the local population has access to electricity, which is a relatively high and currently acceptable access rate.

Figure 34: Trend in Energy, 2001-2011

**JMLM**

JMLM is not an implementing agent for electrification projects, the institution acts as a project coordinator for project implemented by ESKOM and DOE. For 2014/15 financial year, the JMLM had a total backlog of 3710 and we managed to eradicate 430 on the particular year. The JMLM has approval of 1824 connections to be done in 2015/16 through ESKOM of which through the successful implementation of this Programme it would reduce our backlog to 3280.

To be able to fulfill this demand, Eskom is currently constructing an additional 400 km 400 kV transmission line to its primary Ferrum substation on the outskirts of the town of Kathu. This line will be completed in 2013/2014 and is the most important element of the entire envisaged new infrastructure that will be completed up to 2016.

In the future, the Gamagara Mining Corridor will have an electricity distribution network that will consist of 11 kV lines, 132 kV lines and a 400 kV line. The existing 11 kV lines (red), 132 kV lines (blue) and a 400 kV lines (green) is detailed in the three distribution maps below:
Map 43: Distribution Network Kathu - Hotazel
Map 44: Distribution Network - North of Hotazel
Map 45: Distribution Network: Postmasburg - Kathu
5.7.3 Communication

JMLM

Telecommunication services are something that is becoming more important in modern day life. The ability to communicate and interact with people is essential to a modern lifestyle. The fact that the Municipality is rural in nature means that these services are sometimes limited.

This section will investigate the population’s access to telecommunication services and explore the major cell phone networks’ coverage in the Municipality. The networks that were assessed are: MTN, Vodacom, Telkom Mobile, and Cell C.96

![Pie chart showing access to telecommunication services](image)

**Figure 35: Access to Telecommunication Services**

The data indicates that 53% of the population in the Municipality has access to a cell phone or a phone inside their dwelling. This means that 47% of people have to make use of a phone from either a neighbour at a location close by or at another location.

Telkom Mobile is a rather new Service Provider, but despite their new position in the market, coverage is provided in the majority of the municipal area. This is mostly edge or GPRS coverage. 3G Coverage is only provided at Hotazel and some of the areas around it, as can be seen on the map. This might be because the infrastructure for this high quality signal is provided by the Mine.

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96 Source: Quantec, 2012
Cell C coverage is at a good level with a village such as Churchill having access to some degree of 3G signal. The only area that has no coverage is located in the Western part of the Municipality.

MTN’s cell phone coverage follows a similar pattern to that of the previous two Networks. Again coverage seems to be at an acceptable level throughout the municipal area. MTN provides 3G coverage only in and around Hotazel.

Vodacom does provide coverage in the Municipality, but it seems to be more limited than some of the other Providers. The Western part of the Municipality does not have coverage, as was the case with Cell C. There are a few isolated areas that do not have coverage, but overall the level of service provided by Vodacom is acceptable. It is important to remember that the area where network coverage is not provided is very sparsely populated.

5.7.4 Solid Waste

JTGDM

In the case of refuse removal, 30.54% of households in the JTGDM have their refuse removed by the local authority or a private company at least once a week. This is far below the national figure of 58.88% and less than half the NC provincial figure of 69.96%. In relation to the other four DMs in the province, it is far below the figure in this regard in these municipalities which all have percentages above 75%. In the absence of a refuse removal service, households are dependent on their own endeavour, with 64.61% of households in the DM having an own refuse dump. This is more than double the national and provincial figures of 28.82% and 23.14% respectively, and far higher than the figure in the four other DMs in the province, which all have figures of less than 22%. With regards to the situation in the three LMs in the district, while 95.1% of households in the Gamagara LM and 72.1% in the former DMA have their refuse removed by the local authority or a private company at least once a week, only 25.5% in the Ga-Segonyana LM and 0.5% in the former Moshaweng have access to such a service. At the same time, while 0.2%, 0% and 0.3% of all households in the Gamagara LM, the former DMA and the Ga-Segonyana LM have a form of refuse disposal, 7.9% of households in the former Moshaweng LM do not. These figures are evident in the backlog situation in the district, with 52.9% of the refuse removal-backlog in the district (in 2009), and 20.9% of the provincial backlog in this regard, located in the Joe Morolong LM.

Table 39: Landfill Sites

<table>
<thead>
<tr>
<th>Municipality</th>
<th>Town/landfill location</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ga-Segonyana LM</td>
<td>Kuruman</td>
<td>Licensed</td>
</tr>
<tr>
<td>Joe Morolong LM</td>
<td>Van Zylsrus</td>
<td>Licensed</td>
</tr>
<tr>
<td>Gamagara LM</td>
<td>Kathu (Sishen)</td>
<td>Licensed</td>
</tr>
<tr>
<td>Gamagara LM</td>
<td>Deben</td>
<td>Unlicensed</td>
</tr>
<tr>
<td>Gamagara LM</td>
<td>Olifantshoek</td>
<td>Unlicensed</td>
</tr>
</tbody>
</table>
The Department of Environmental Affairs highlighted the following projects to be undertaken in the District Municipal Area:

- Upgrading of landfill sites;
- Landfill site development (EIA as part of licence, geotechnical studies, engineering surveys, architectural and designs, installation of weighbridge, construction of sorting bays and storage facilities with administration, ablution and guard room); and
- Domestic waste collection.

**GSLM**

The Municipality removes an average of 12 tons of waste per day from business premises and 18,45 tons from domestic premises.

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**Figure 36: Ga-Segonyana - Trends in Refuse Removal Services: 2001-2011**
JMLM

The Municipality has been consistent in collecting refuse in Hotazel and Vanzylsrus. We are serving 1 144 households in the two areas. Refuse is collected twice in a week in these two (2) areas.

DEA funded the development of landfill site in Glendred for the 2015/16 financial year, which will be completed in three (3) years.

The removal of water in Hotazel has been performed by the BHP Billiton on behalf of the municipality and the function was handed back to the municipality in February 2015. The Indigent/Pauper Burial Support has been shifted to the District municipality as it is their function.

5.7.5 Roads

Overview

In the study area there exist roads that are managed and maintained by a number of levels of government, as well as the private sector.

The N14 is currently the only SANRAL road in the area and it cut across the mining corridor roughly from west to east, linking the area with Upington in the west and ultimately Gauteng in the east. Inside the corridor, it links Olifantsfontein with Kathu and Kuruman. Currently various sections of this road are being re-constructed and upgraded.

The most important provincial roads in the study area are the R31, which links Hotazel – Kuruman – Danielskuil and ultimately Kimberley, and the R380 from Blackrock – Hotazel – Kathu – Postmasburg. These two roads are the important north-south road links in the area.

The most important current road related problem though is the huge backlog in the construction of proper access roads, between the SANRAL and provincial road corridors, and the large number of villages to the north and east of Kuruman. Currently a number of these roads are being upgraded by some of the larger mining houses in partnership with the provincial roads department.

The mines are obviously responsible for the road networks on their properties, especially to accommodate mining operational traffic. Access roads from the mines to the provincial road network are also the responsibility of the mining houses.

The local authorities are responsible for the road networks within the individual towns in the mining corridor. These networks, the upgrading and maintenance thereof, are being addressed in the various Integrated Development Plans.
GLM

In this local municipal area, which include the towns of Olifantsfontein, Dibeng and Kathu, especially Kathu; is currently in a phase of the rapid development of new suburbs and housing estates, which include the development of a whole new suburban road networks.

Under its Key Performance Indicator for basic service delivery and infrastructure development, the following goals and objectives are listed for roads and transport, namely:

- To ensure that the municipality reach the national targets related to roads;
- To maintain and upgrade all gravel roads; and
- To provide and improve the availability of sufficient public transport facilities.

GSLM

This municipality was established in 2000 through the amalgamation of the Kuruman and Mothibistad Municipalities. 80% of the population stay in rural villages. Kuruman is the main town in the area. The following ward based road and transport problems were identified.

Ward 1

Better traffic regulation on main routes through more traffic lights in Main Street. Identify possible road to re-route trucks around town to deal with road damage in town. Need for truck stop facility was identified. Road safety campaigns on usage of roads, especially by pedestrians should be done.

Ward 2

Request taxi and bus shelters on taxi route and at taxi rank. Upgrade internal roads in Bankhara-Bodulong and ensure street names for all roads. Upgrade Wrenchville roads with pavements and address storm water problems. Complete and upgrade roads. Need for speed bumps and stop signs.

Ward 3

Complete programme of tarring roads, paving of pedestrian walkways and address storm water problems.

Ward 4

Prioritize safety on the road from Ditshoswaneng to Mapoteng to Mothibistad. Upgrade access roads and internal roads, erect fence along Kagung roads to avoid animals in roads. Upgrade N14.
Ward 5

Upgrade and maintain all roads in the ward. Complaint was raised on quality of roads and construction work.

Ward 6

Upgrade all internal roads with a focus on roads to cemeteries. Maintain tarred roads. Storm water drainage needed in Seven Miles and Mokalamosesane as sites are flooded after rain. Upgrade road from Mokalamosesane to Maruping and to Seoding.

Ward 7

Improve/upgrade all roads in ward with a focus on roads to schools and cemeteries, need road between Gamopedi and Galotolo and to Batlharos. There is a lack of street names in Ncweng. The poles for street names are still awaited. Lokaleng resident requested that a small road from her residence to the bus station be upgraded/created for easy access of a person on a wheelchair.

Ward 8

Access roads and internal roads need to be upgraded. Especially the connector road from hospital to sport ground. Extension of Namomduva road. Regular grading of internal roads for access of public transport into the village as Batlharos is big.

Ward 9

Upgrade internal roads in ward. Access road needs upgrading. Complaints on quality of patchwork and resealing of tarred roads. Maintenance of Maruping-Batlharos road is a priority. The request for bridges over rivers in Maruping is under consideration. Focus on Maruping roads in Tlapeng section. Upgrade bus routes and connector roads. The proposed projects are to be verified with local municipality.

JMLM

This local municipality consists of the predominantly rural area to the north of Kuruman and includes numerous small villages (190) as well as the town of Hotazel, which was recently included into the local municipal area.
SECTION SIX: STAKEHOLDER CONSULTATION PROCESS

This section of report highlights the consultations held with various stakeholders (municipal representatives) at the JTGDM. The consultations took place on the 04th and 05th of May 2015. The project team visited the JTGDM and all three local municipalities (i.e.: Joe Morolong, Ga-Segonyana, and Gamagara) in the area.

6.1 GENERAL OVERVIEW / OBSERVATIONS

The first day (04 May 2015) was utilised to brief the District’s SPLUMA Forum about the project as well as to highlight some socio-economic issues identified as part of phase 2 of the project. It was in this forum where the information gathered and presented was verified and confirmed. This forum also afforded stakeholders an opportunity to provide further inputs and clarify certain issues.

Generally, the attendance of the forum was good (see annexures). The District officials as well as other officials from the three local municipalities in the area were present. It was also encouraging to see the Provincial Department of Rural Development and Land Reform participating in this process. Equally, it was very encouraging to see officials’ willingness to provide information beyond the forum.

Unfortunately, some of the officials were not available on the second day (05 May 2015) to provide further inputs in the process. As a result, the engagement happened with the officials from Ga-Segonyana Local Municipality, and John Morolong Local Municipality. The officials from Gamagara Local Municipality were not immediately available. The project team then decided that in order to solicit inputs, a questionnaire would be sent out to the municipality. It is also important to note that the project team could not meet with the Traditional Leaders and the IDP Representatives Forums of different municipalities due to logistic. The subsequent sections highlight the outcomes of the stakeholder consultations from the District and Local Municipalities perspectives.
STAKEHOLDERS CONSULTATION MEETINGS

JTGDM SPLUMA FORUM MEETING

Consultation at JTGDM with Gerrie van der Westhuizen
STAKEHOLDERS CONSULTATION MEETINGS

Consultation at Ga-segonyana Local Municipality with Tumelo Ditshetelo, Boikanyo Modise, and Baganne Choche

Consultation at Joe Morolong Local Municipality with Oupa Phiri and Kgomotso Mabudi
6.2 JTGDM SPLUMA FORUM MEETING

The representatives in this forum indicated that the rural development plans should prioritise agriculture (in particular, livestock farming), mining, and tourism as the potential economic sectors in the District. It was also emphasised that, agriculture as a focal area must align with the concept of ‘Agri-Parks’. The Provincial representative indicated that Kuruman has been earmarked for the establishment of an Agri-Park. However, the details regarding the nature of the envisaged Agri-Park are still to be finalised. It was suggested that perhaps the Agri-Park should also incorporate the District Farm Market. There is already some work done in this regard. For instance, there is an on-going project called the Red Meat Market.

While mining is the other priority sector in the District, officials in the forum expressed some serious concerns. They pointed out that mining activities lead to the destruction of the environment, historical sites, contamination of ground water, air pollution as well as damage to the transport infrastructure. Considering all these, the representatives in the forum indicated that a more sustainable model for mining needs to be sought. The proposals in this regard also include finding alternative energy sources and limiting mining in certain parts of the District. It was suggested that there is a need to look at how the SIPs (in particular SIP 5 and SIP 6) could benefit the District.

Tourism is another sector with a potential to boost the District’s economic profile. The representatives in the forum indicated the District has a number of tourism hotspots (e.g.: The Eye, Wonder Cave, Truce Tree, and Moffat mountain) that need to be leveraged and supported accordingly. There are other tourism activities that are latent and require impetus to be realised.

At the same meeting, the representatives felt that there is a need for strong partnerships, both public and private. For the rural development plan to yield the envisaged results, different stakeholders must play their role. To ensure that there is coordination and cooperation, the representatives suggested that the formation of a Regional Development Agency could be an ideal vehicle.

While people recognise that government has to some extent delivered on key services, the representatives in the forum acknowledge that there are still challenges in communities regarding access to water, adequate sanitation facilities, roads, and electricity.

One of the main issues highlighted by the representatives in the forum was the prevalence of poverty which is, inter alia, exacerbated by high levels of unemployment and a low skills base. Preliminary observations and some officials indicated that employment opportunities are predominantly generated by mining, agriculture, government, and the informal sector. Unfortunately the informal sector is survivalist in nature and does not yield significant returns for upward mobility thus making it difficult for people to migrate from the second economy to the first economy.

Although the District has vast land available, the representatives in the forum indicated that most of the land is privately owned and there are a lot of land claims that have been lodged
with the Land Claims Commission. Most of these land claims have not yet been resolved resulting in uncertainties with regards to land tenure. This affects development in these areas. To make land available, the municipalities in the District should look at developing a land release strategy in consultation with all relevant stakeholders.

It was suggested that as part of improving the state of health system in the District, a provincial hospital or a well-resourced District Health Facility be part of the RDP.

In terms of the vision, the officials suggested that it should include words such as: global player in key economic sectors, better life for all, and habitable place, healthy environment, as well as a safe place to work.

### 6.3 GA-SEGONYANA LOCAL MUNICIPALITY

The officials of this municipality were delighted to know that the Provincial Department of Rural Development and Land Reform has identified the location of the proposed Agri-Park to be at Kuruman. However, there were concerns that most of the land is privately owned and some of it belonged to tribal authorities. They then suggested there is a need to investigate the state owned in the District to ascertain where the Agri-Park could be established.

Mining, agriculture as well as tourism are the dominant economic sectors of the District. The officials indicated that there is a need to facilitate training to small and medium enterprises to capacitate them with regard to skills of managing a business.

The officials also indicated that they area is anticipating 2 additional mines. The detail list of the proposed mines can be obtained from Department of Minerals.

There is also emphasis on agriculture, particularly livestock farming. One of the officials indicated that he is also involved in a Red Meat Market project, which could be an integral part of the envisaged Agri-Park.

In general, the priority issues for the municipality include: land development; water; roads; electricity; housing; sports, recreation and community facilities; refuse removal; and education.

In addition, the officials felt that there is a need to look at the Small Towns Regeneration Strategy of SALGA in relation to the development of Kuruman as a town. It was also suggested that there is a need for more consultation, cooperation, and partnership for efficient and effective implementation.

In terms of the vision, the officials suggested that it should be aligned with their IDP and SDF visions. It was also mentioned that the vision of the rural development plan could also include words such as educate emerging farmers, access to markets, gateway to Namibia and Botswana.
6.4 JOE MOROLONG LOCAL MUNICIPALITY

The officials of this municipality expressed concerns with regard to access to basic services and provision of bulk infrastructure. They argued that the low levels of access to basic services and provision of bulk infrastructure are as a result of the recently established status of the municipality which consists mainly of rural scattered settlements making it difficult to provide services. The areas experiencing serious basic services are more informal than formal.

The officials also see the establishment of an Agri-Park in Kuruman as a significant impetus to development of the District as well as the municipal area. Agriculture (livestock farming) and mining are also priorities in the area. Tourism and manufacturing could also boost the municipal economy. Other local economic activities are detailed in the municipal local economic development strategy.

The availability of land for development is also a challenge in this municipality. The officials indicated the majority of the land in the area belongs to mining companies and tribal authorities. A land release strategy could be developed in consultation with all relevant stakeholders to deal with this matter.

The officials indicated that the municipality’s source of income is limited. The major source of income for the municipality comes from National Treasury and mining companies. The municipal property tax is low due to the rural nature of the municipal area.

In terms of the vision, the officials suggested that it should emphasise the importance of environmental consideration and sustainable economic development accompanied by improved infrastructure, i.e.: economic, social and enabling.
**SECTION SEVEN: SWOT ANALYSIS**

The culmination of the status quo assessment was a detailed SWOT analysis for the JTGDM. The analysis identified a number of internal (strengths and weaknesses) and external (opportunities and threats) factors related to the development of the District. In this regard, the District’s resources and capabilities in relation to the socio-economic, environmental, institutional, agricultural, and infrastructural expression were identified as shown in the tables below.

### 7.1 Socio-economic

<table>
<thead>
<tr>
<th>Strengths -</th>
<th>Opportunities -</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Positive growth of district population</td>
<td>• Constant supply of new people to the labour market</td>
</tr>
<tr>
<td>• High percentage of young and child population</td>
<td>• Land available for new development which will eventually stimulate job opportunities, quality of life</td>
</tr>
<tr>
<td>• Low population density - indicates arability of vacant land</td>
<td>• In addition to the conventional agricultural sector, growing mining and manufacturing sectors can be exploited for local job creation</td>
</tr>
<tr>
<td>• Increasing Quality of Life (Human Development Index)</td>
<td></td>
</tr>
<tr>
<td>• Decreasing Inequality (Gini Coefficient)</td>
<td></td>
</tr>
<tr>
<td>• Decreasing unemployment rate</td>
<td></td>
</tr>
<tr>
<td>• Decreasing youth unemployment rate</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Weaknesses -</th>
<th>Threats -</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Rural communities are located far away from each other - increases cost of municipal service delivery</td>
<td>• Widespread poverty and unemployment lead people to commit crime for earning livelihood</td>
</tr>
<tr>
<td>• High rate of unemployment</td>
<td>• Gender and racial inequalities increase social imbalance</td>
</tr>
<tr>
<td>• Unequal access to employment</td>
<td></td>
</tr>
<tr>
<td>• Lack of employment opportunity in Joe Morolong Local Municipality</td>
<td></td>
</tr>
</tbody>
</table>

### 7.2 Environmental Features

<table>
<thead>
<tr>
<th>Strengths -</th>
<th>Opportunities -</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Unique, natural environment;</td>
<td>• Implementation and strengthening of new and current land management programs to reclaim and preserve degraded land;</td>
</tr>
<tr>
<td>• Existing environmentally based economic activities are on-going;</td>
<td>• Harnessing local environmental features -</td>
</tr>
<tr>
<td>• Remoteness with a unique sense of place;</td>
<td>o Greater development of eco-based tourism enterprises;</td>
</tr>
<tr>
<td></td>
<td>o Greater development of game ranching enterprises;</td>
</tr>
<tr>
<td></td>
<td>• Combination of environmental, cultural and historical features of the municipality</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Weaknesses -</th>
<th>Threats -</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Significant, current and on-going local degradation of natural resources in some areas of the JTGDM;</td>
<td>• Habitat destruction/transformation and fragmentation -</td>
</tr>
<tr>
<td></td>
<td>o Mine development and associated</td>
</tr>
</tbody>
</table>

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**Draft: Final RDP & Implementation Plan: Rural Development Plan for John Taolo Gaetsewe District Municipality in the Northern Cape Province.**
### 7.3 Existing Spatial Structure

<table>
<thead>
<tr>
<th><strong>Strengths</strong></th>
<th><strong>Weaknesses</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>• Mining as an impetus to socioeconomic development</td>
<td>• The District has the lowest access to basic services in the Province</td>
</tr>
<tr>
<td>• The District exhibits strong potential for growth</td>
<td>• Deteriorating road infrastructure</td>
</tr>
<tr>
<td>• Most properties have been fully paid for by the district’s households</td>
<td>• Low development potential in some of the District’s nodal areas</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Opportunities</strong></th>
<th><strong>Threats</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>• Creation of functional regions through which the provision of complementary urban and rural functions can be facilitated;</td>
<td>• Scattered settlement patterns particularly in the Joe Morolong Municipality hinder the provision of basic human services.</td>
</tr>
<tr>
<td>• Support and enhance agricultural activities in Joe Morolong and Ga-Segonyana;</td>
<td>• Uncontrolled migration to economic centres of Greater Kuruman and Kathu has given effect to infrastructural service provision constraints.</td>
</tr>
<tr>
<td>• Tap into tourism potential of some of the District’s unexplored areas (Historical significance of Dithakong)</td>
<td>• Most of the land is privately owned and as such limits the provision of housing in strategic areas;</td>
</tr>
</tbody>
</table>

- Arid climate which limits the availability of water

- activities:
  - Urban development, especially peri-urbanization and informal settlements;
  - Resource abuse by activities like agriculture, peri-urban settlements;

- Resource stripping -
  - Illegal hunting of antelope species;
  - Predation by domestic dogs and cats;
  - Harvesting of wood for energy cooking, heating, firewood and production of charcoal;

- Pollution
  - The use of pesticides;
  - Use of poisons to control nuisance animals with knock-on effects along the food chain;
  - Mining activities;
  - Industrial and household waste
## 7.4 Institutional Arrangement

<table>
<thead>
<tr>
<th>Strengths</th>
<th>Weaknesses</th>
</tr>
</thead>
<tbody>
<tr>
<td>- Cooperation between the municipality and the traditional leadership.</td>
<td>- Lack of trust between the municipality and the Tribal Authority.</td>
</tr>
<tr>
<td>- Land availability especially at Joe Morolong</td>
<td>- Failure to plan and spend allocated funds.</td>
</tr>
<tr>
<td>- Development aspiring communities</td>
<td>- Failing to follow the requirements of the Municipal Finance Management Act resulting in Audit Queries.</td>
</tr>
<tr>
<td>- Local municipality that articulates their plight.</td>
<td>- High staff turnover especially the technical group.</td>
</tr>
<tr>
<td>- Accessible local governance system</td>
<td>- Over planning without implementation</td>
</tr>
<tr>
<td>- Participation of Traditional leaders in municipal affairs.</td>
<td>- Service delivery protests.</td>
</tr>
<tr>
<td>- Participation process enshrined in the Constitution</td>
<td>- Failure to maintain existing infrastructure.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Opportunities</th>
<th>Threats</th>
</tr>
</thead>
<tbody>
<tr>
<td>- Democratic government</td>
<td>- Widespread poverty</td>
</tr>
<tr>
<td>- Availability of funding</td>
<td>- Migration of individuals to other well off areas resulting in skills drain.</td>
</tr>
<tr>
<td>- Prevalence of Non-Governmental Organization</td>
<td>- Limited access to infrastructure.</td>
</tr>
<tr>
<td>- Stable government</td>
<td>- Limited water resources for home consumption, mining, industrialization and agriculture.</td>
</tr>
<tr>
<td>- Good continental relations in a form of African Union, Southern African Development Countries and other multi-lateral efforts.</td>
<td>- Contamination of underground sources</td>
</tr>
<tr>
<td>- Good international trade relations e.g. Brazil, Russia, India, China and South Africa (BRICS)</td>
<td>- Electricity power cuts</td>
</tr>
<tr>
<td>- Cordial relationship with other districts and the Republics of Botswana that will promote export of finished goods</td>
<td>- Limited beneficiation of mineral resources</td>
</tr>
</tbody>
</table>

## 7.5 Community facilities

<table>
<thead>
<tr>
<th>Strengths -</th>
<th>Opportunities -</th>
</tr>
</thead>
<tbody>
<tr>
<td>- Adequate basic education facilities</td>
<td>- People have access to basic education- further education and training will make their employability.</td>
</tr>
<tr>
<td>- Adequate number of health and HIV treatment facilities</td>
<td>- Some of the secondary schools can be upgraded to provide higher education facility</td>
</tr>
<tr>
<td>- Adequate number community facilities</td>
<td></td>
</tr>
<tr>
<td>- Abundance of vacant land</td>
<td></td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Weaknesses -</th>
<th>Threats -</th>
</tr>
</thead>
<tbody>
<tr>
<td>- Lack of higher education and training facilities</td>
<td>- Lack of training and higher education hampers employability of district population.</td>
</tr>
</tbody>
</table>
7.6 Agriculture

<table>
<thead>
<tr>
<th>Strengths -</th>
<th>Opportunities -</th>
</tr>
</thead>
<tbody>
<tr>
<td>- District gateway</td>
<td>- Extensive grazing land</td>
</tr>
<tr>
<td>- For adequate road transport network</td>
<td>- Availability of underground water</td>
</tr>
<tr>
<td>- Availability of agricultural infrastructure – silos and abattoirs</td>
<td>- Game and livestock farming</td>
</tr>
<tr>
<td>- Availability of state owned land</td>
<td>- Export potential to Botswana</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Weaknesses -</th>
<th>Threats -</th>
</tr>
</thead>
<tbody>
<tr>
<td>- Limited rainfall</td>
<td>- Droughts and high rate of evaporation</td>
</tr>
<tr>
<td>- Arid to semi-arid climate</td>
<td>- Non-arable low potential grazing land</td>
</tr>
<tr>
<td>- Inadequate silos for arable agriculture</td>
<td>- Solis not adequate for arable agriculture</td>
</tr>
<tr>
<td>- Unavailability of water scheme</td>
<td>- Tribal land and authorities</td>
</tr>
<tr>
<td>- Above average temperature</td>
<td>- Overgrazing</td>
</tr>
<tr>
<td>- Semi desert region</td>
<td>- Erosion</td>
</tr>
<tr>
<td>- No perennial rivers</td>
<td>- Encroachment of mining activities onto agricultural land</td>
</tr>
</tbody>
</table>

7.7 Engineering services

<table>
<thead>
<tr>
<th>Strengths -</th>
<th>Opportunities -</th>
</tr>
</thead>
<tbody>
<tr>
<td>- Delivering of basic services with limited resources</td>
<td>- Rapid growth and development in the District</td>
</tr>
<tr>
<td>- Implementation of projects</td>
<td>- Alternatives for power failures (systems)</td>
</tr>
<tr>
<td>- Funding available in the form of current grants i.e. DWAF, MIG, MSIG and SLPs</td>
<td>- Integration of stakeholder contribution to the development of the municipality is possible e.g. sector departments, mining industry, commercial industry, agricultural industry and tourism industry.</td>
</tr>
<tr>
<td></td>
<td>- There is a potential to acquire more land for development from the traditional leadership since they form part of council.</td>
</tr>
<tr>
<td></td>
<td>- Improve infrastructure and create jobs</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Weaknesses -</th>
<th>Threats -</th>
</tr>
</thead>
<tbody>
<tr>
<td>- Access to funding to initiate development opportunities</td>
<td>- Grant dependence</td>
</tr>
<tr>
<td>- Uncoordinated planning between spheres of government and sectors</td>
<td>- Access to funding for capital intensive projects</td>
</tr>
<tr>
<td>- Lack of Professionalism</td>
<td>- Dependence on consultants</td>
</tr>
<tr>
<td>- Inadequate infrastructure to cater for the rapid development in the municipality</td>
<td>- ESKOM load shedding</td>
</tr>
<tr>
<td></td>
<td>- Poor asset management</td>
</tr>
<tr>
<td></td>
<td>- None payment of services</td>
</tr>
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### 7.8 JTGDM RDP Vision

Considering the previous sections of the document dealing, in particular, with the status quo, development priorities, SWOT analysis as well as stakeholder inputs; the vision of the JTGDM RDP was crafted as follows:

“To create vibrant, equitable and sustainable rural communities with emphasis on poverty alleviation, environmental protection, and economic development”.

The formulated Vision of the JTGDM RDP essentially captures the urgency to address the issues as identified in the SWOT analysis above. In this regard, the Vision

At the same time, the process above lead to the identification of twelve strategic objectives, which form the basis of this RDP. The subsequent section provide details about these objectives and their associated strategies. The identified strategic objectives are:

- Enhancing agriculture and rural development as a means to fight hunger and poverty;
- Exploring and exploiting mineral resources to the benefit of the communities;
- Promoting tourism by developing existing sites and identifying new ones;
- Providing all communities with engineering infrastructure, housing, roads and social facilities;
- Developing and promoting small medium micro enterprises;
- Reviving the economy of Kuruman and Kathu through attracting new businesses and investments;
- Promoting nodal and corridor oriented development;
- Building capacity of communities through training and skills development;
- Improving literacy rate of communities;
- Growing the economy thereby creating jobs and reducing unemployment;
- Establishing an Agri Park in the JTG district consisting of an Agri Hub in Kuruman and associated Farmer Production Support Units throughout the district; and
- Protecting and conserving the natural environment.

<table>
<thead>
<tr>
<th>Challenges</th>
<th>Opportunities</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Ageing infrastructure</td>
<td>• uncontrolled development and expansion of the town of Kathu</td>
</tr>
<tr>
<td>• Lack of water in some areas, especially the villages.</td>
<td>• negative impact of mining on the ground water (either contamination or depletion due to dewatering)</td>
</tr>
<tr>
<td>• Grant dependent</td>
<td>• Investment in basic service delivery and infrastructure</td>
</tr>
<tr>
<td>• Inadequate maintenance of Infrastructure</td>
<td>• Upgrade bulk services in all towns</td>
</tr>
<tr>
<td>• Uncontrolled development and expansion of the town of Kathu</td>
<td>• negative impact of mining on the ground water (either contamination or depletion due to dewatering)</td>
</tr>
</tbody>
</table>
SECTION EIGHT: RDP OBJECTIVES, STRATEGIES AND ACTIVITIES

8.1 Enhancing Agriculture and Rural Development as a Means to Fight Hunger and Poverty

8.1.1 Sub-objective 1: To Improve Rural Economy

The importance of agriculture in many rural communities is undoubtedly a positive one when considering its contribution to rural development in general. In the case of JTGDM where unemployment and poverty are high, the role of agriculture and rural development is crucial. The NDP also echoes similar sentiments and emphasise the importance of agriculture and rural development as the key drivers for massive job creation and ensuring food security. It is acknowledged that agriculture creates more jobs per rand invested than any other sector. However, agriculture only cannot act as an engine for rural development and poverty alleviation.

It is therefore imperative that efforts to uplift the rural economy look beyond agriculture to incorporate other sectors of the economy as well as access to markets and emphasise the strategic role of spatial integration. In this regard, it is important for rural areas to be linked to one another and with urban areas. Access to markets makes it possible for rural communities to generate income to supplement their livelihoods. At the same time, income stimulate demand to develop for commodities and services, and makes it possible to save and plough back in the rural economy. In so doing, these encourage the emergence of self-sustaining growth in the rural economy. Overall, agriculture as well as non-agriculture development must supplement each other and lead to sustainable economic activities to contribute to poverty alleviation and job creation in rural areas.

**Strategy 1:** Identify and support small scale farmers to make them economically viable through provision of necessary skills development and training, including access to information about local, national, regional and international markets.

**Strategy 2:** Ensure spatial interconnectedness of rural areas with one another and with urban areas through the development of transport infrastructure.

**Strategy 3:** Facilitate establishment of cooperatives of small farmers, contract farming and other form of cooperation with the private sector to support food security, sustainable land-use including the production and competitiveness of small farmers.

**Strategy 4:** Identify and support competitive small and medium-sized enterprises, which might participate in processing food, agriculture raw materials or other local products.

**Strategy 5:** Create and nurture a useful environment for business and investment to take place through the provision of access to economic advisory services, occupational training, and financial and insurance services.
8.1.2 Sub-objective 2: To Ensure Sustainable Management of Natural Resources in Rural Areas

The emphasis in rural areas should focus on sustaining the functioning of natural ecosystems and their productive capacity. This is in line with the sentiments that natural resource management in rural areas plays an important role in the stimulation of rural development and alleviating poverty. As stated in the CRDP, rural development is about enabling rural people to take control of their destiny, thereby dealing effectively with rural poverty through the optimal use and management of natural resources.

Land degradation, water scarcity and climate change are the most significant environmental issues facing rural areas at the moment. In the JTGDM, degradation of natural resources through overgrazing, poor fire regimes, wood harvesting, misuse of wetlands and encroachment by invasive plants and weeds is of particular concern. A critical aspect of ensuring sustainable management and the effective use of natural resources are to optimize productivity and sustainability of those resources so as to result in the greater production of food security, job creation and a better quality of life. It is important to ensure the sustainable and conflict-sensitive management of these resources so that they remain available to the people in the long term. Therefore, it is imperative to have strategic interventions in order to help conserve the natural environment and guide development at both rural and urban level.

Strategy 1: Ensure the effective management of water resources and pastureland through water-saving and erosion limiting methods such as contour cultivation and planting grass and small trees in order to preserve soil fertility and conserve agricultural biodiversity.

Strategy 2: Promote the development, utilisation and long-term conservation of natural resources through land-use and spatial planning which encourages the sustainable improvements in the economy and social situation of rural areas.

Strategy 3: Support integrated natural resource management at farm, community and watershed level.

Strategy 4: Strengthen natural resource management capacity in rural areas to comply with international environment and development goals (i.e.: climate change mitigation, conservation of biodiversity, desertification control).

8.1.3 Sub-objective 3: To Strengthen Rural Institutional Capacity

The country’s commitment to transform its rural economies through agriculture development is confronted with many challenges. The formulation of the rural development plan arises from the unsatisfactory performance of the agricultural sector and the economic base of the rural areas. There is a need to strengthen the linkages between sectorial strategies that address rural development issues, improve coordination, and set implementation priorities.

The SPLUMA encourages proper functioning and alignment of institutions across government to give effect to effective and efficient development process, particularly
regarding land-use plans. The referred Act also stipulates that national and provincial
governments must develop mechanism to support, monitor and strengthen the capacity of
municipalities to adopt and implement effective systems to ensure development in rural
areas. The strengthening of rural capacity will make it easier and more profitable for people
to invest in activities such as farming and markets that produce more income and
employment in rural areas, thus minimising poverty and hunger.

**Strategy 1:** Increase national capacity to help local municipalities manage natural resources
and respond to agriculture-related conventions and protocols by ensuring that rural needs
for capacity buildings are met.

**Strategy 2:** Direct provision of resources/services and opportunities that enable enterprises
to establish and maintain income-earning activities in rural areas, through access to capital,
market facilities, skilled labour, land for constructing factories or shops etc.

**Strategy 3:** Decentralise institutional services such as funding and implementation authority
from cities to rural towns and villages in order to secure development.

**Strategy 4:** Empower women to participate in the economy through provision of skills
development and training, as well as setting-up preferential procurement policies.

**Strategy 5:** Ensure and support municipal and traditional authority coordination in order to
promote sustainable development through extensive communication and coordination.

**8.1.4 Sub-objective 4: To Provide Rural Areas with Social Services and Technical
Infrastructure**

Sustainable economic growth often occurs in an environment where there is meaningful
infrastructure and social services. It is also clear that development of rural infrastructure
(energy, transport, water, ICT, storage facilities, among others) generally contributes
significantly to the level and quality of rural development.

Despite the fact that the benefits of infrastructure development are well known, the
quantity and quality of infrastructure generally remains inadequate, especially in rural areas.
Better rural infrastructure and services will allow people to participate in and share the
benefits of wider economic growth. In the JTGDM context, the focus should be on
establishing rural business initiatives, empower rural people and communities (especially
women and youth); and revitalise old and upgrading economic, social, information and
communications infrastructure, public amenities and facilities in villages and small rural
towns. Appropriate social services and infrastructure development can therefore maximise
the benefits of rural development with a view to ensuring food security and job creation.

**Strategy 1:** Provision of electrical connections, transport infrastructure, health facilities,
schools, and access to markets in order to give people a chance of a better life.
**Strategy 2:** Establish social security systems for poor population groups in rural areas to ensure that they have a means to support their households.

**Strategy 3:** Promote school feeding programmes to ensure that learners have access to food while at school.

**Strategy 4:** Provision of modern information and communication technology such as internet and media support provide access to relevant economic information outside urban centres that can help the agricultural system to be more productive.
8.2 Exploring and Exploiting Mineral Resources to the Benefit of the Communities

8.2.1 Sub-objective 1: To Increase Mineral Beneficiation and Empower Local Communities

Mineral beneficiation of the local natural resources that is found within the Gamagara Mining Corridor is an important initiative to spur value addition to these raw materials, skill development and increase product prices. One of government’s biggest concerns is the large number of raw material that is exported; South Africa has an estimated mineral wealth of $2.5-trillion (Mail and Guardian, 2012). However a small amount of this is processed any further with the Sishen-Saldana Railway a prime example of the export of large numbers of raw natural mineral resources.

The beneficiation of minerals is however a costly affair and entails the heavy use of electricity for the smelting and re-smelting of minerals. The high electricity costs and the lack of a consistent supply also hinder the immediate implementation of these initiatives. The high capital costs also provides a challenge in that it is a huge capital investment with high risk, one of the reasons coupled with cheaper imports due to low international labour costs in China and India.

Strategy 1: Create initiatives for mineral beneficiation. The probability of mineral beneficiation on a small scale or a heavily subsidized production plan can be considered for the following initiatives:

- Pig Iron Ore Smelter;
- Manganese Ore Smelter; and
- Semi-precious stone beneficiation projects.

Strategy 2: Conduct in-depth research and consultation on mineral beneficiation. Although mineral beneficiation is an important consideration towards economic growth and the processing of locally available resources, however due to the sheer scale of mining operations and the availability of these resources to the rural or local communities it is an initiative that needs more in-depth research, consultation and might only materialise in the long term.

8.2.2 Sub-objective 2: To Reinforce the Development of a Mining Supplier Park

The provision of services and products that can help in the development of the manufacturing and mining supporting services should be encouraged as a spin-off from the strong mining sector in the larger Gamagara Corridor. In this regard a mining supplier park has been previously identified within the Gamagara Mining Suppliers Park, 2012. However, as of yet there has been no development on the proposed site. This needs to be revisited in order to use it as a local growth point for further local economic development. Moving from an economy dependent upon the primary sectors will need active engagement and provision of initiatives that can stimulate the other sectors such as manufacturing.
This mining supplier park’s location was identified next to the current Kathu industrial area with the land belonging to Kumba Iron Ore. The assumption of utilisation of the land was based upon the need expressed by Kumba Iron Ore for the development of such a park and that the land will be made available by them. The location of the site is identified in the following figure:

![Figure 37: Location of the Kathu Supplier Park](image)

**Strategy 1:** Formulate a conceptual site layout. A detailed conceptual site layout, tenant mix, facilities and their sizes, statuary requirements, potential operations as well as a financial model were proposed. The following activities were proposed:

- The Northern Cape Distribution Centre (NCDC);
- Logistics and Transport Service provider companies such as Barloworld, Megabus and Crossroads;
- Mining suppliers such as Komatsu, Barloworld, Sasol, Joy Mining, Multotech, P&H Joy Mining, Bearing Man Group and many others;
- The Anglo American Research Laboratory; and

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*Gamagara Mining Study, 2012*
- A tyre recycling facility.

**Strategy 2:** Create additional manufacturing and mining opportunities. It is strongly suggested that this initiative is revisited in order to further develop supporting services and products within the mining sector. Additional manufacturing and mining related opportunities that can also be pursued includes the following:

- Chemical products for the mining and related industries;
- Manufacturing of protective clothing used in mining operations; and
- Maintenance of mining and other machinery and other equipment.

### 8.3 Promoting Tourism Through Reviving Existing Sites and Identifying New Ones

#### 8.3.1 Sub-objective 1: To Develop Existing and New/Dormant Tourism Attractions Sites

JTGDM have a number of tourism attractions that ranges from nature based tourism, hunting to cultural tourism, there is in addition also a few unique opportunities that can developed to infiltrate a niche tourism market. This coupled with Kuruman acting as a district gateway for tourism as entrance point from visitors via the N14 strategically places JTGDM in a position where it can exploit tourism opportunities if approach strategically. JTGDM receives a number of tourists passing through the region on route to the Kalahari Transfrontier Park, as the N14 is the shortest route from Gauteng to the park.

However, although JTGDM has unique and important tourism attractions, they are underutilised and in poor condition. This causes tourist who in the past used Kuruman as a stopover destination towards areas such as Namibia, the Kalahari Transfrontier Park, Namaqualand, etc. to rather continue on their journey rather than to utilise Kuruman as the preferred stopover destination due to lack of supporting tourism attractions. The development and maintenance of tourism infrastructure and supporting elements such as aesthetic qualities plays an important part in the allure of tourism attractions for tourists. Bearing this in mind the Moffat Mission has recently improved its facilities, however more is needed in order to entice passer-by tourists to stay in the region. Establishing Kuruman and surrounding areas as stop over destination can help in providing a tourism visitation base to establish the area as a niche tourism destination.

**Strategy 1:** Collaboration and partnerships with the private tourism operators and enterprises in the regions should also be done in order to grow the local tourism industry. Needs, challenges and opportunities for both private and public local tourism attractions should be identified in order to upgrade and scale tourism current tourism activities within the larger area. Public Private Partnerships is crucial in establishing a sustainable tourism market within the area and also for continuous growth of niche markets within the area.
**Strategy 2:** Cleaning, upgrading of facilities and creating aesthetic value at current cultural sites needs to be undertaken at sites such;

- Wonderwerk Cave;
- the Kuruman Eye; and
- Municipal resorts.

**Strategy 3:** Encourage tourists to extent stopover duration in area, thereby spending more money in the local market;

**Strategy 4:** Provide more options for stopover tourists to choose from and thus increase the attractiveness of the larger area; and

**Strategy 5:** Promote and develop the area as a tourism destination in its own right.

**Strategy 6:** Develop niche tourist markets. In conjunction with the development of more tourism activities there should be a focus on developing niche tourism markets due to the remote nature of the JTGDM from large populations that can support mainline tourism.

**Strategy 7:** Develop a heritage and cultural tourism route. A heritage and cultural route that starts at Kimberley going to Kuruman and back to Kimberley again must be developed. This route can incorporate the rich and diversified cultural and heritage attraction of the Northern Cape and JTGDM such as the Wonderwerk Caves, Moffat Mission and include educational sessions on historical figures such as Luka Jantjies, Frances Baard, Solomon Tshekisho Plaatje, etc. Cultural tribal lands and cultures can also be incorporated to improve awareness and the heritage of these cultures. Remote projects such as the Khuis Game Farm can also be integrated to empower these rural communities. In addition, land reform farms in the area can also be incorporated with different product offerings. This is also in line with NCEDA focus on developing the three spheres of niche tourism within the Northern Cape, namely; adventure, nature and cultural tourism.

**Strategy 8:** Promote mining tourism. The Sishen Iron Ore Mine is one of the largest single-pit open-cast iron mines in the world and together with other mining activities prevalent in the larger Gamagara Mining Corridor can become a unique feature for tourism attraction. This can be linked to other tourism activities such as the recently redeveloped Big Hole show area and Kimberley Mine Museum in order to showcase the rich diversity of mining in the larger Northern Cape.

**Strategy 9:** Promote bird watching. Revitalising the Kalahari Rapture route and encouraging bird watching with the different birds widespread as well as unique to the area.

**Strategy 10:** Promote adventure and eco-based tourism. Adventure and nature or eco-tourism activities such as horse riding, 4x4 routes, quad biking, game drives, dessert starr...
gazing etc. can be developed in order to draw more niche tourists or present alternatives to current tourist attractions.

Strategy 11: Increase game farm and hunting development. Game farm and hunting should be further developed as a unique attribute of the area. The attraction of international tourists to hunt on game farms is a lucrative tourism option and should be considered for the development of the JTGDM tourism sector. These should have a special development focus on land reform farmers that can help to encourage rural development.

8.3.2 Sub-objective 2: To Promote Tourism Marketing

Developing of tourism attractions and the identification of new tourism attractions is a good starting point for tourism development, however if the number of tourism visitations to these attractions are to increase, there needs to be an active marketing strategy to attract these tourists to the area. A detailed and comprehensive marketing strategy for the area should be developed and importantly linked to the provincial initiatives and available marketing means such as the website developed by the Northern Cape Tourism Authority (NCTA); [http://experiencenortherncape.com/](http://experiencenortherncape.com/). Aligning marketing strategies help with brand awareness and a synchronised approach that is cost beneficial and more efficient.

Strategy 1: Develop a Strategic Marketing Plan. In this regard, a Strategic Marketing Plan (SMP) should be developed in order to systematically increase tourism awareness of the area. This Strategic Marketing Plan should incorporate the following goals and objectives:

- Promoting tourism attractions within the area;
- Update the NCTA website with new tourism activities in the area;
- Market the local accommodation opportunities within each town and help with bookings;
- Understand the motivations and preferences of visitors to the area;
- Marketing of niche markets and combining tourism attractions as packages in order to increase and diversify tourism product offerings;
- The development of ‘short-stay packages’ and marketing, to encourage stopover visitors to stay and spend more within the area;
- Development of tourism packages for internet marketing;
- Marketing of the proposed heritage/cultural route;
- Increase brand awareness-amongst target market groups;
- Increased conversion from awareness to sales in target market;
- Increased direct access opportunities from the target markets; and
- The formation of public private partnerships.

Strategy 2: Ensure that the tourism marketing of JTGDM keeps constant alignment with the trends within the target market as well as the industry as a whole.
Strategy 3: Keep the tourism marketing plan under consistent review, adapting it as customers change or increase.

Strategy 4: Identify key rural products; assess their scale of opportunity and the resource requirements needed to exploit their potential, in order to develop the local tourism product portfolio.

Strategy 5: Provide support to tourism business with reference to the development of marketing skills, marketing opportunities and effective use of the internet for marketing.

Strategy 6: Identify tourism target markets and consumer segments that will offer the best return on investment and use appropriate media to maximise return on investment.

8.3.3 Sub-objective 3: To Introduce Pro-poor Tourism

Pro-poor tourism is not as much a project than an approach to increase the participation of the poor in the industry. This approach is in order to enhance the positive impacts or spin offs of the tourism industry on poorer communities as which is found typically within rural areas. This approach is thus a good way of increasing the rural involvement within the tourism sector for JTGDM. It further aims to increase communities’ social and economic benefits while reducing the negative effects that have an impact on the poor. (Netherlands Development Organisation and Overseas Development Institute, How can governments boost the local economic impacts of tourism: Options and Tools, November 2006).

A strategic approach is need to maximise the rural and economic development impacts, this entails assessing the entire tourism value chain in order to see where rural linkages can be formulated to boost the pro-poor approach. Barriers to participation should be identified, such as lack of entrepreneurial opportunities, education, appropriate infrastructure, etc. and addressed in order to increase rural participation within these tourism value chains.
There are a number of ways in which the poor can benefit from the tourism sector, ways to enhance these benefits or to channel it to the local communities living within the JTGDM poorest areas should attract a targeted approach. These benefits by which the poor can benefit include the following:

**Strategy 1:** Improve direct economic participation by the poor. This relates to vendors, micro-entrepreneurs or general workers employed by tourism businesses. This includes unskilled guesthouse and restaurant workers, tour guides, street vendors and transport operators.

**Strategy 2:** Increase Financial avenues or flows. To the poor via shares of revenue from parks, donations from tourists, or community earnings from joint ventures.

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98 PPT-P and CTO, Making Tourism Count for the Local Economy in the Caribbean; Guidelines for Good Practice, April 2006)
Strategy 3: Develop Non-financial gains (or costs). These include indirect benefits like infrastructure, physical developments or the opportunity to partake in the decision making processes of tourism or related developments.

Strategy 4: Supporting participation in the tourist sector. These would refer to those subsequent industries that either supply services or products to the tourism sector.

Strategy 5: Enhance dynamic effects in the tourism sector. The result of stimulus within the tourism sector on local economic development or national growth that helps in the development of technical skills, opening of markets or differentiation in market penetration, communication links, etc. that has an influence on new ways for the poor to enhance their livelihood or partake in tourism opportunities.

Strategy 6: Increase benefits through pro-poor tourism approach in rural communities of JTGDM through:
- The increase in the number of tourists for the region;
- Increase individual tourism spending that will increase the overall tourism spending; and
- Change tourist expenditure patterns to channel a larger fraction that reaches the poor.

Strategy 7: Combining interventions on supply of goods and services by the poor (e.g. via training and SMME support) with action on demand (marketing, tourist infrastructure).

Strategy 8: Addressing private sector responsibilities while adapting public sector roles.

Strategy 9: Boosting financial flows to the poor and exploring how to boost nonfinancial impacts, such as social, cultural and physical changes.

8.3.4 Sub-objective 4: To Develop a Multi-functional Tourist Centre

Currently there is no effective operating tourism centre in the JTGDM (Personal Communication, NCEDA, 2015). There was an operating tourist centre in Kathu, but the centre has since become dormant in its functions. Tourism information centres are can be an important component in a visitors travel experience and can help to link visitors to tourism attractions. However in the digital age the importance of physical tourism centres has become less important to some extent, thus the combination of different functions relating to tourism in the multi-functional tourist centre.

Strategy 1: Establish a multi-functional tourist centre within Kuruman. The upgrading of the Kathu centre is important as it will have the following functions:
- Tourism information centre;
- Tourism officers and guides offices;
- Training centre for tourist guides;
• Centre to promote tourism packages and market the area as a whole; and
• Act as stimulus for private and public partnerships.

8.4 Providing all Communities with Engineering Infrastructure, Housing, Roads and Social Facilities

8.4.1 Sub-objective 1: To Provide Electricity in Communities

Currently, the inadequate bulk supply of electricity is restraining economic growth in the JTG District Municipal area and results in less than 100% of all households does not have electricity connections. The refurbishment and development of electrification of boreholes is required to upgrade the electricity reticulation infrastructure and eradicate the current backlogs.

Strategy 1: Maintain electrical maintenance -

• Maintain the current street and terrain lights in Kuruman;
• Prepare a maintenance plan for the Mothibistad street lights;
• Replace damaged lamp poles in Kathu; and
• Do electrical maintenance on the existing electrical infrastructure in Kuruman.

Strategy 2: Develop a Master Plan for Electricity -

• Prepare an Electricity Master Plan for the Kuruman area.

Strategy 3: Upgrade Electrical Network -

• Upgrade electrical network in the Kuruman area;
• Supply new transformers to Maruping;
• Extend electrical network from Mothibistad to Bathlaros;
• Supply electricity via Eskom to Maruping;
• Install prepaid meters in Seodin and Wrenchville;
• Install new high mast lights in the Mothibistad region;
• Install high mast lights in one village per ward in the Joe Morolong Municipal area;
• Erect new street lights in Mothibistad;
• Implement smart electrical metering system in Kathu; and
• Refurbish existing telemetric system in Ward 4-9 (Ga-Segonyana Local Municipality).

Strategy 4: Develop new electrical house connections -

• Do electrical connection for 500 RDP houses in Bathlaros, 750 RDP houses in the Kuruman Bathlaros region, Magojaneng, 347 houses in Sisheng (Kathu); and
• Electrify all the extended villages within the Joe Morolong Local Municipal Area.

Strategy 5: Develop electrification of boreholes -

• Supply electricity to boreholes in the Magojaneng (Kuruman).
8.4.2 Sub-objective 2: To Provide Water in Local Communities

The provision of water to the local communities will promote the equitable distribution of resources between the local municipalities in its area to ensure appropriate levels of municipal services within the areas. Provision of water will address the issue of inadequate water to the communities and will assist in eradicating the current backlog. The groundwater resources is increasingly under pressure due to the growing consumer demands.

**Strategy 1:** Ensure maintenance of pipes and replace the old leaking asbestos and steel pipes with uPVC pipes in Seoding.

**Strategy 2:** Supply Water to communities -

- Supply water to informal sites in Bankhara Bodulong;
- Extend the water network to the surrounding towns in Kuruman;
- Upgrade the Kuruman bulk water and reticulation network;
- Supply bulk water to Bothitong, Glenred and Kamden;
- Develop a water source for Deben;
- Upgrade Kathu bulk water supply;
- Install yard connections to one village per ward;
- Kalahari East extension of pipeline to McCarthysrus, Van Zylsrus and Middelputs;
- Source development, bulk extensions, storage and reticulation with stand taps for villages in the Joe Morolong Municipal region;
- Typical requirements for all villages: Upgrading of internal water reticulation to RDP standards, upgrading of bulk water supply by means of ground water sources and the construction of prepaid meter standpipes. Equip boreholes with diesel engines. Construction activities: internal reticulation, main pump line, prepaid standpipes, pressed steel tank on stand;
- Supply drinking water for animals (livestock);
- New Sisheng water supply;
- Upgrade Olifantshoek bulk water supply;
- Current Heuningvlei bulk water supply project; and
- Current Vaal Gamagara bulk pipeline project.

**Strategy 3:** Drill new boreholes in Kathu West and refurbish boreholes in various settlements.

8.4.3 Sub-objective 3: To Construct Sewer in Local Communities

The provision of sanitation to the local communities will promote the equitable distribution of resources between the local municipalities in its area to ensure appropriate levels of municipal services within the areas. Currently there are limited water resources to extend the sanitation infrastructure beyond dry sanitation systems. Currently there is a high risk of groundwater contamination through poor sanitation practises and development in flood plains, catchment...
areas and riverbeds. Provision of sanitation will address the issue of inadequate sanitation to the communities and will assist in eradicating the current backlog.

**Strategy 1: Provide Bulk Sewer** -

- Provide a bulk sewer connection to Sesheng (Kathu), Ga-Ruele (Mothibistad) and Seven Miles (Kuruman);
- Construct a main outfall sewer line in the Bankhara region;
- Extend the sewer network at Skerpdraai (Kathu);
- Install a chlorination plant at Deben;
- Construct new sewer network in Deben;
- Construct a bulk sewer connection for low cost houses in Adderley; and
- Construct and connect to new waterborne sewer system in Kathu.

**Strategy 2: Construct toilets** -

- Construct 200 new toilets in Sesheng;
- Construct new VIP toilets in Vergenoeg;
- Install low flush toilets in Deben;
- Install VIP toilets in Kuruman Ward 7;
- Provide VIP and UDS Sanitation systems in all the wards of Moshaweng; and
- Provide 550 sanitation units in Colston.

**Strategy 3: Implement a regional sanitation scheme for the rural villages.**

**Strategy 4: Upgrade Waste Water Treatment Works (WWTW), construct a new regional WWTW for the Kuruman, and upgrade the Kathu and Hotazel WWTW.**

**Strategy 5: Upgrade the Deben and Olifantshoek oxidation ponds.**

8.4.4 **Sub-objective 4: To Construct Roads in Local Villages**

The aim of the objective is to development of a new Rural Road Network System for the Municipality. The roads mostly access roads and internal roads used by traffic, inclusive of taxis going to and from Kuruman, and within local villagers. The Joe Morolong area has the highest concentration of people in the John Taolo Gaetswe District Municipality and has the highest number of villages. The upgrading of the roads will have a huge socio-economic impact on the surrounding communities. Private taxi operators and bus companies provide public transport.

**Strategy 1: Padstow: Upgrading of internal roads to interlocking block paved roads. Upgrading of 5.0 km of the main gravel access road to a road width of 6m and surfacing with concrete block paving and provision of graveling of 5 km of internal roads.**

**Strategy 2: Laxey: Upgrading of gravel road to double seal and storm water management of roads in Laxey Village. Upgrading of existing 6m wide, 5km gravel roads to surfaced road (double seal) and construction of storm water V drains and culverts.**
**Strategy 3:** Gamokatedi: Gravelling of roads and storm water in Gamokatedi Village. It is recommended that the bridge is raised to the height of 1.8m x 1.8m (5 barrels). It is further recommended that proper storm water drainage channels, which are lined with grouted stone pitching and erosion protection. In addition, fencing must be erected to ensure the safety of the animals and kids. In addition, upgrading of 2.0 km of the main gravel access road to a road width of 6m and surfacing with concrete block paving and gravelling of 5km road length and 6m road width is also recommended.

**Strategy 4:** Battlemount: Gravelling of internal roads and storm water in Battlemount Village. Construction of a new bridge 1.8m x 1.8m high and a total width of 10m as well as storm water drainage channels will be constructed with grouted stone pitching for erosion protection. In addition, upgrading of 2.0 km of the main gravel access road to a road width of 6m and surfacing with concrete block paving and gravelling of 5km road length and 6m road width is also recommended.

**Strategy 5:** Wyk 10 Gasehunelo: Gravelling of road and storm water management of roads. Gravelling of existing 6m wide, 4km dirt internal roads and construction of storm water V drains and culverts.

**Strategy 6:** Cassel: Upgrading of gravel road to double seal and storm water management of roads. Upgrading of existing 6m wide, 5km gravel roads to surfaced road (double seal) and construction of storm water V drains and culverts.

**Strategy 7:** Segoaneng: Gravelling of roads and storm water. Construction of culverts 1.8m high, 10m long and 10m wide. In addition, side drains are required which will be lined with grouted stone pitching. Provision has also been made for gravelling of the 5km road length and 6m road width.

**Strategy 8:** Gamakgatle: Gravelling of roads and storm water. Construction of a culverts/bridge be built which should be which will comprise of 4 barrels of 1.2m x 1.2m and 10m length and redo road formation for about 200m long. In addition, storm water drainage channels will be constructed. Additional works would entail gravelling of 4km road length and 6m road width.

**Strategy 9:** Ntswelengwe: Gravelling of road and storm water management of roads. Gravelling of existing 6m wide, 3km dirt internal roads and construction of storm water V drains and culverts.

**Strategy 10:** Dithakong: Upgrading of Access Road to Double Seal and Gravelling of internal roads and storm water. Construction of 1.8m high, 10m long, and 10m wide culverts on a river crossing. In addition, it is proposed that the road linking Dithakong Village and Gamakgatle Village be upgraded, as there are community services (health clinics, offices, schools) which are utilized by the community in Dithakong. The total length of the road proposed to be upgraded from gravel to double seal is 15km road length and 6m road width.

**Strategy 11:** Molapotlase: Gravelling of roads and storm water. Construction of a culverts/bridge be built which should be which will comprise of 4 barrels of 1.2m x 1.2m and 10m length and redo road formation for about 200m long. In addition, storm water drainage channels will be constructed. Additional works would entail gravelling of 4km road length and 6m road width.
**Strategy 12:** Churchill and Esperanze: Upgrading of internal roads to concrete block paved roads. Upgrading of 6km road length and 6m road width gravel road of the main access road and surfacing with concrete block paving and provision of graveling of 5km of internal streets.

**Strategy 13:** Makhubung: Upgrading of Access road to concrete block paved road and Graveling of Internal Roads. Upgrading of 6km road length and 6m road width of the main access road and surfacing with concrete block paving and provision of graveling of 2km of internal streets. The main focus of the project is to add a pavement layers to the existing road surface and add a double seal or concrete block surface to improve ride ability.

### 8.5 Developing and Promoting Small Medium Micro Enterprises

#### 8.5.1 Sub-objective 1: To Develop SMME Support Systems and Policy

The development of SMME support systems are a critically important aspect of rural economic development due to this sector’s employment creation characteristics. This SMME support system main focus is to establish and expand SMME’s in JTGDM.

**Strategy 1:** Increase the support of SMMEs (existing and newly emerged) and develop new SMME’s. This support system is to facilitate the establishment of new SMMEs, to provide support during the initiation phases of establishment and to provide sustainable information and support for new and existing SMMEs within the local area. To become prosperous business entities, SMMEs need to increase opportunity, which can be created by a more favourable business environment. This environment can be achieved by:

- Establishing viable business support facilities
- Effective networking, and
- Nurturing of an entrepreneurial culture.

There must be knowledge of business opportunities through information channelling networking, service outreach and networking. The Regional Economic Development Forum (REID)+0 will play a central role in fulfilling this function. The ability to perform, which can be enhanced through proper training, business advice, finance, high quality business infrastructure and efficient business structures.

The promotion of SMMEs entails the marketing of the services and products provided by the SMMEs, exposing the SMMEs within the region to the support and advice services offered, as well as matchmaking of opportunities available to SMMEs and local entrepreneurs with the developmental support services. The promotion of SMME-activities in the existing business environment evidently relates to development services, such as access to information about markets, technologies or quality standards.

In this regard the formulation of a SMME Policy for JTGDM is very important to guide future business development throughout the area. The following steps towards developing this
Policy will realign the Municipality’s planning approach and re-adjust the focus of local role players with regards to SMME support.

**Strategy 2:** Identify existing policies, by-laws and programmes that had an impact on the local SMME development environment. These must be re-interpreted as SMME development tools and instruments for SMME support:

- Overall development policy;
- Procurement policy;
- Approach to alternative service delivery;
- Investment incentives;
- Outsourcing alternatives; and
- Privatisation alternatives.

**Strategy 3:** Establish specific activities for SMME development, as well as role players.

**Strategy 4:** Ensure draft SMME Policy must be presented to stakeholders for comment.

**Strategy 5:** Review by the REID.

**Strategy 6:** Adopt relevant policies by relevant Councils.

**Strategy 7:** Implementation of the revised SMME Policy.

### 8.5.2 Sub-objective 2: To Train and Develop Entrepreneurial Skills

There has been an over reliance and emphasis on creating jobs and pressurising firms to increase their productivity in order to employ more people. However the training, encouragement and development of entrepreneurial skills within local communities can provide if not an alternative solution a parallel solution to creating jobs and economic growth. The further training of existing entrepreneurs within the JTGDM will also help in the stated emphasis on growing businesses and creating jobs.

Entrepreneurial orientation in rural areas is based on stimulating local entrepreneurial talent and subsequent growth of indigenous companies. This in turn would create jobs and add economic value to a region, and at the same time it will keep scarce resources within the community. According to Petrin (1992), to accelerate economic development in rural areas, it is necessary to build up the critical mass of first generation entrepreneurs.

The development of entrepreneurial skills of especially young adults or those that have just completed school is of particular importance due to the high youth unemployment rate. These young job seekers also have the ingenuity and necessary energy to develop and pursue new business opportunities. However they need guidance and direction in order to comprehend sound business elements and effectively pursue business opportunities.
The following is positives and potential spin-offs that can be derived from a larger entrepreneurial base within a rural community:

**Strategy 1:** Encourage diversification of businesses within the local community.

**Strategy 2:** Introduce new innovative business skills and training

**Strategy 3:** Encourage more entrepreneurs to take part in rural economy.

**Strategy 4:** Increase competition that will in turn improve the quality of services and products provided by local entrepreneurs.

**Strategy 5:** Lower unemployment rates and lessened dependency upon government to provide solutions to job creation problems.

**Strategy 6:** Improve skill development of local labour force due to experience and can improve even further with relevant skills training.

**Strategy 7:** Increase the rural or local economic activity.

### 8.6 Reviving the Economy of Kuruman and Kathu Through Attracting New Businesses and Investments

The purpose of this objective is to revive the economy of Kuruman and Kathu through attracting new businesses and investments. The area is dependent more on the primary sector, however with an unsustainable economic environment; the long term result will lead to natural resources at some stage being depleted. Although still a long term reality, interventions should be put in place in order to ensure that the local economy moves from a primary to a secondary economy not only dependant on agriculture and mining but also on manufacturing opportunities that can be exploited from these sectors. Consequently, this objective aims at transforming JTGDM’s local economy through these two towns, by reviving both formal and informal businesses in order to alleviate overarching social challenges such as poverty and unemployment in addition attract economic investments in Kuruman and Kathu.

#### 8.6.1 Sub-objective 1: To Augment Economic Activities in Kuruman and Kathu

Improving economic activity and job creation in Kuruman and Kathu as noted in the document is one of the main purpose of rural development. This can be achieved by diversifying the local economy and to utilise all resources available in an area (including agriculture, tourism, mining, industries and informal trading). Introducing manufacturing and mineral beneficiation opportunities has a positive outlook when employment and economic growth is considered. However, manufacturing only accounts for 1.3% of the GDP contribution in the JTGDM. The added benefit of manufacturing is that it creates jobs and skills development, which are desperately needed to further economic growth. Tourism can also play a major part in especially uplifting the rural communities of JTGDM as cultural and
nature tourism is one of the key tourism development initiatives of the Northern Cape. There are a number of tourist attractions that can be attributed to these tourism types within the John Taolo Gaetsewe District Municipality. Government interventions in this regard will be pivotal in creating an enabling environment for tourism development and ensure the inclusiveness of the local communities to benefit from the tourism spin offs.

**Strategy 1:** Develop infrastructure and increase local business networks in economically located land (nodes and corridors) in Kuruman and Kathu. These main towns can benefit greatly from adequate maintenance of their infrastructure. Improvement of infrastructure creates easy accessibility and connectivity with surrounding municipalities and attracts prospective businesses to the area. Given the economic significance of these nodes, their infrastructure should be maintained adequately for future economic growth.

**Strategy 2:** Introduce manufacturing and mineral beneficiation opportunities in Kuruman and Kathu. Manufacturing of primary goods in the region only contributes 1.3% to the District economy. However, these primary goods are exported to other regions for further processing. With mining being the single largest contributor for both Kuruman and Kathu, the advent of mineral processing activity would appeal to investors, give rise to various other businesses, create more job opportunities and interest inflow migration of people from other areas.

Rural economies are supported by agriculture, which is the second biggest economic activity in terms of land use in the District. However, there are limited agro-processing activities that have been in operation for more than ten years, which serves as a clear indication that agro-processing facilities are desperately required in the area. As a result, additional agro-processing facilities would see more primary agricultural products processed in the area, thereby effecting supplementary economic spinoffs.

8.6.2 **Sub-objective 2: To Encourage Sustainable Informal Sector Businesses and their Inclusion in the Local Economy of Kuruman and Kathu**

The LED strategy reiterates on supporting and empowering local businesses. However, there are few low scale informal businesses both in Kuruman and Kathu. In order for these local informal businesses to thrive, it is necessitated to formalise informal trading through initiatives such as SMME and must be included in the formulation of LEDs, LUMS and policies.

**Strategy 1:** Demarcate and regulate informal trading zones in Kuruman and Kathu. Informal trading mushroom across areas that are go against land use scheme principles and regulations since no zoning provision is made for that sector. However, SPLUMA emphasises that land development must be regulated across the country through the provision of a uniform system. As such, the inclusion of an informal business zoning in the land use scheme, designated for informal trading, is essential in the development of economically located nodes, thus Kuruman and Kathu.

**Strategy 2:** Support informal traders in Kuruman and Kathu through skills development programmes, SMME initiatives and their inclusion in LED plans. Informal trading is a form of business that aspiring business owners resort to due to the flexibility of by-passing business
regulation and as an attempt towards a better life. Subsequently, the district municipality must develop a regulatory system that will administer informal trading in nodal areas. In so doing, this will enable Gasegonyana and Gamagara local municipalities to provide support to informal business owners through skills development programmes. Furthermore, empowering informal trading in Kuruman and Kathu with the necessary expertise will elevate their business into the more formal side of the economy that both attracts creative young people and adds to the liveliness of the nodal areas.

8.6.3 Sub-objective 3: To Attract Business and Industry Growth Development

Attracting business and industry growth in Kuruman and Kathu is an essential part of developing its local economy as well as the JTGDM; the reason being that these two nodes and also small towns have base economic activities contributing to the districts economy at a small scale. As a result, socio-economic issues of poverty and unemployment still prevail. However, to achieve this objective, a reliable and coordinated approach to local planning must be adopted. Effective planning will provide the Gasegonyana and Gamagara local municipalities, different stakeholders and its communities with clear, consistent and strategic direction moving forward. In order to achieve the goal of attracting businesses to both Kuruman and Khathu, effective planning should take advantage of the regions component resources.

This means that effective planning underpins all other strategies. In continuation the Gasegonyana and Gamagara local municipalities must ensure extensive marketing is aligned with its LED, SDF, Social and Labour plans (SLPs), CRDP, PGDS and LUMS to promote its economic activities and attract investors in the national and global market.

Strategy 1: Review and Implement LED, SDF and LUM Strategies for business and industry growth. Gasegonyane and Gamagara local municipalities as part of reviving their local economies should review their LED, SDF and LUMS to ensure effective co-ordination of the implementation of the LED and the DGDS in line with PGDS and other policies to attract complementary industries, manufactures and businesses opportunities in Kuruman and Kathu. Moreover, the Gasegonyane and Gamagara local municipalities must facilitate optimal participation of social partners in the economic growth initiatives of the District to effectively co-ordinate SLPs. There is a great need to co-ordinate and implement the CRDP, for creation of vibrant, equitable and sustainable rural communities and food security throughout the District as well as create employment opportunities in the Kuruman and Kathu. Furthermore, the facilitation of optimal participation of Social Partners in the Economic Growth initiatives of the District and the coordination structure to foster LED co-operation must be carried out to co-ordinate economic research and analysis in Kuruman and Kathu.

Strategy 2: Implement efficient land use management, zoning regulations and enforcement of building codes guided by the land use scheme in Kuruman and Kathu. There is a need to implement efficient land use management and zoning regulations guided by reviewed land use schemes in Kuruman and Kathu. This is to ensure that acquisition of land and zoning regulations do not limit large scale development in Kuruman and Kathu, however it is also to guide development and ensure that it is done accordingly in line with strategies and plans.
for spatial development in the JTGDM. In so coordination is achieved and eventually long term goals will be achieved.

8.6.4 Sub-objective 4: To Expand and Encourage Sustainable Mining and Agricultural Activities

There are two dominant economic sectors in Kuruman and Kathu specifically mining and agriculture; though other base economic activities include retail and tourism. The Mining sector is the only sector with a comparative advantage in the JTGDM that it produces products in excess of the local demand; therefore, it exports a considerable share of its outputs to another region bringing income for the local economy. The need to enhance competitiveness is central in uplifting the economies of Kuruman and Kathu as well as other existing towns in JTGDM however this needs to be done sustainably in a way that future generations can be able to have the same opportunities or better that are offered to the present generation. Sustainable development will also be able to combat environmental challenges faced by mining areas and allow for new technologies to aid in strengthening economic activities in Kuruman and Kathu.

Strategy 1: Implement new technologies and Environmental Management Plans to regulate mining sector. The mining sector is the largest economic contributor in John Taolo Gaetsewe District Municipality as it exports a share of its outputs bringing income for the local economy. In 2007 the mining sector was the most significant contributor (49.6%) to the JTGDM’s GDP. To make this sector effective enough to grow larger than it is currently there is need for intervention. In the age of smart cities and sustainable development concepts, technology is at the forefront enhancing production in the economy. Compelling this concept applies to the development of the mining sector in Kuruman and Kathu were there is a need to improve the sector through implementation of new technologies that will include new technologies of processing minerals (iron-ore) as well manufacturing (clay).

The areas in Kuruman and Kathu are threatened by direct industrial disturbances associated primarily with the mining activities in the area, which can have far more negative impacts that the agricultural activities. As a result of this, the JTGDM’s Environmental Management Framework argued for assessments to be done of the ecological condition of wetlands around industrial zones in the District. Thus in addition there is a necessity for reviewing, implementing and strengthening new and current land management programs and environmental management plans to reclaim, rehabilitate and preserve degraded land so as to harness local environmental features for development of eco-based tourism enterprises and game ranching.

Strategy 2: Relax land use schemes for expansion and development of Gamagara mining corridor, agriculture, tourism, retail economic activities and mixed development in Kuruman and Kathu. In order for Gamagara local municipality to expand and develop the Gamagara mining corridor sustainably, land use schemes need to be relaxed to provide for large scale development such as housing, multipurpose centres and other new mines and manufacturing industries. This will make it easier for investors to develop businesses in the area without drastic limitations and restrictions.

The Gamagara local municipality must create a reservoir of skills that can assist in the achievement of goals. The Spatial Development Framework (SDF) of Gasegonyana and
Gamagara local municipalities should be reviewed and relaxed to allow for expansion of the agricultural sector through developing agro parks and agro-processing as well as availing land for agricultural projects and tourism activities. Agricultural sector in turn will support retail by providing fresh produce goods for the market while providing food security and job opportunities and exporting reasonable contributions of its produce to other provinces as well as exporting to other countries. Development of multipurpose centres should be catered for in the land use schemes and plans to provide retail services and mixed use developments for economically located areas as well as the broader communities of Kuruman and Kathu.

**Strategy 3:** Promote Agro parks and Agro-processing in the agricultural sectors of Kuruman and Kathu. Agro-processing has been identified as one of the main drives by the National Growth Path to create job opportunities and spur economic growth, hence increasing Gross Value Added (GVA) generation to the agricultural sector, high skilled workforce and potential export diversification. Though Kuruman and Kathu has limited Agro parks and Agro-processing activities as they only consist of local livestock markets with no exports of goods, their livestock processing infrastructure and activities such as abattoirs and livestock feed mill are situated within the industrial areas of JTGDM. Although there are three agri-businesses that is KLK, Kaap Agri and Kuruman Landboubenodighede that operate input supply businesses in the area, there is a need for developing agro parks and agro processing activities in Kuruman and Kathu.

### 8.7 Promoting Nodal and Corridor Oriented Development

The promotion of nodal and corridor oriented development has been identified as one of the potential instruments to transform the spatial landscape of the District. The existing towns therein have developed over many years and play a fundamental role in the economic space of the District. Although they are generally well connected through the road network, the key challenge lies in the large proportion of the District’s population which is concentrated in dense rural areas with poor linkages to the main economic centres and activities of the District.

Linking JTGDM’s main nodes and other important areas of activity through corridor development is envisaged to facilitate spatial interconnectedness that will ensure appropriate sustainable development, equity and empowerment of the poor and marginalised communities of the District. Integral to this approach is a focus on geographic and spatial interventions which will link the District’s main nodes and small towns to facilitate an integrated economic development process. Ultimately, this will provide a significant opportunity for redevelopment and infrastructure investment within the District’s nodes. The long-term effect of this is likely to encourage higher density land-uses in specific nodes and corridors, which will incorporate a mix of retail, employment and residential.
8.7.1 Sub-objective 1: To Contain and Consolidate Development within a Defined Nodal Boundary

The District’s nodes such as Kuruman, Kathu and smaller ones which include Hotazel, Olfantshoek, and Van Zylsrus, represent the largest concentration of both public and private investment. As such, these nodes need to be prioritised as strategic areas for further development and investment. However, each of the nodes within the District will ultimately require a physical framework which clearly indicates land-use activities, proposed movement system, social and engineering infrastructure, and other structuring elements of the desired built form.

**Strategy 1:** Formulate nodal precinct plans for all major existing nodes of the District. The plans need to consider residential densification, transport mobility and linkages, as well as service infrastructure assessment and upgrading where required, among other relevant elements.

**Strategy 2:** Develop and redevelop vacant and underused lots into mixed use developments, and strategically integrate these with public transport where possible.

**Strategy 3:** Ensure integration and alignment of nodal interventions with spatial development plans, land-use plans, infrastructure development plans and other relevant sector plans.

**Strategy 4:** Strengthen the District’s relationships with private companies, infrastructure investors, finance providers as well as advisors in order to attract ongoing investment in the maintenance and expansion of essential infrastructural services within nodes.

8.7.2 Sub-objective 2: To Promote Transit-orientated Development (TOD) along Major Public Transport Corridors and Appropriately Managing Land Uses

To encourage compact development along public transport corridors, the local municipalities in the District can strategically pre-zone key sites to provide certainty for developers about the development prospects of the area. As part of the development proposal, there must be a set of infrastructure services as a condition of approval thereof. This however does not necessarily imply that development will be continuous for the full length of the relevant corridors. In planning of these areas, it is important to consider ingress and exits to and from the corridor in order not to interfere with the mobility of the corridors.

**Strategy 1:** Modify current municipal land-use zoning regulations to encourage higher density developments and a mix of uses along prioritised corridors.

**Strategy 2:** Develop a branding and marketing strategy for local communities, landowners and developers by clarifying land use and development objectives along the corridors.
8.7.3 Sub-objective 3: To Provide a Full Range of Transportation Services along Development Corridors

Adequate transportation services increase household mobility and access to a wide range of markets and opportunities. The dire state of road infrastructure within the District is an area of concern. Interactions between urban areas and outlying rural areas of the JTGDM will therefore have to be strengthened. Additionally, the N14 provides good connectivity to the primary economic centres of the District as well as those of the Province at large. The various regionals routes passing through secondary nodal areas, such as but not limited to Van Zylsrus, Hozatel, and Debeng, are also important road connectors to the District’s centres of economic activity. Strong partnerships between various stakeholders in the District will also be required to effectively achieve the objectives of an integrated transport system and sustainable mobility.

**Strategy 1:** Densify development along corridors through the establishment of feeder infrastructure to enlarge the corridor’s catchments area and beneficiaries.

**Strategy 2:** Construct and/or rehabilitate roads feeding to corridors to facilitate increased access to local transport routes and a greater sense of connectivity to the broader District.

**Strategy 3:** Facilitate the integration of public transport and non-motorised transport (NMT) options such as cycling and walking by encouraging all new development proposals to include an element of NMT in and adjacent to the site boundary.

**Strategy 4:** Ensure intergovernmental cooperation of the different spheres of government to facilitate the development of transport related infrastructure.

**Strategy 5:** Mobilise private sector resources to supplement government efforts in corridor development initiatives through public-private partnerships (PPPs).

8.8 Building Capacity of Communities Through Training and Skills Development

Levels of skills have direct relation with the incomes of people and quality of their lives. Skills help the unemployed persons to find employment and the employed ones to move up on the ladder. Upgrading skills can be considered as a way to improve both productivity and income. Improved levels of skills not only positively affect incomes of the people but also help improving occupational health, safety and empower people by providing enhanced decision making ability. In addition, availability of skilled resources encourage investment, improve economic competitiveness and stimulate innovation and economic growth. An integrated skills development approach encompassing basic training, entrepreneurship development training as well as a legal and regulatory framework supportive of new development can offer a range of benefits to the entrepreneurs and workers.
Poverty and levels of skills are two interrelated matters. Poor level of skill can be attributed a result of poverty; similarly the opposite view is also true. As indicted in the Status Quo Report, 68%, 79%, 69% and 42% population of the District, Joe Morolong LM, Ga-Segonyana LM and Gamagara LM respectively, live under poverty. Due to such high level of poverty, youths are forced leave school midway to earn livelihood. The inadequately educated people entering the labour market often don’t possess entry level skills. As a result of their poor readiness to enter the job market, they don’t find suitable employment.

The economy of the District is mostly driven by its urban centres. As a result of this, most of the exiting skill development programmes are focused on the needs of urban economic drivers such as Finance, Office Administration, Electrical Infrastructure Construction, Automotive Engineering, Fitting and Turning Engineering, Fabrication Engineering, Human Resource Management and Management Assistant. The rural economic activities such as agriculture, animal husbandry, and farming are not taught at the existing FET/TVET colleges. This results in unavailability of adequate human skills in the rural areas which eventually affect the economic output of the rural areas. Therefore, rural economy centric skill development programmes need to be introduced in the district.

Another area of concern is the existing level of facilities in the training institutes. A recent EDTSETA study has revealed that the current facilities available in the FET colleges are not adequate. According to the study, the FET colleges are facing many challenges like lack of well qualified teachers and trainers, inadequate infrastructure, lack of career guidance, shortage of student accommodation facility and most importantly, mismatch between skills produced and demand in jobs market.

Concern also remains regarding the disproportionate participation of the Black African community in the higher education and training programmes, especially in the advanced courses like computer science, data processing and engineering. Statistics indicates that this community still doesn’t have fair access to advanced courses.

8.8.1 Sub Objective 1: To Ensure Access to Training Facilities

Poor levels of skills of people hamper their employability. Therefore, there is a need to ensure that young people have adequate access to education and training facilities. This will not only enhance their employability but also increase the number of appropriately skilled resources to meet the demands of the district’s current and emerging economic activities. The existing training centres are located at Kathu and Kuruman towns. The vast rural areas of Joe Morolong local municipality remain unserved by the existing training centres.

99 Public Further Education and Training Sector Skills Plan 2013/14
100 State of Skills in South Africa, Dept. of Labour
**Strategy 1:** Develop new training centres in the un/underserved areas. In developing new centres, emphasis must be given on finding partners in development. Development partners may include donor agencies, funding agencies, skill development enterprises, community based organizations, non-governmental organizations, industries, and public sector organizations like SETA.

### 8.8.2 Sub Objective 2: To Train People on Agricultural Business Skills

According to various studies, the major rural skills demands are in agro-processing, forestry, wood and pulping and creative industries. A study focusing on the agrarian economy (Bhorat and Jacobs, 2010) reveals that there is a steady decline in the demand for unskilled workers and a significant increase in the demand for highly skilled workers. This indicates that this economic sector is steadily becoming a knowledge-based economy. This study highlights the requirement of skilled resources in the agriculture sector.

Recently, there is a thrust to develop a sustainable agrarian economy in the district. Despite the thrust and demand for skilled resources, the District does not have an institute which train people on agriculture, farming and food processing.

**Strategy 1:** Train people on agriculture. It is a prerequisite for taking advantage of the current thrust and enhancing the agricultural potential of the district. Training people on agriculture will also help increasing rural economic output, thereby reducing urban-rural economic imbalances. The training may include techniques of improving agricultural and livestock production using modern technology and agriculture science; sustainable use of land, ground water and other natural resource; and processing of both edible and nonedible agricultural products etc.

### 8.8.3 Sub Objective 3: To Provide Demand Oriented Skills Development Programmes

Various economic sectors are already present in the district. These sectors require skilled resources to carry out their businesses. To exploit this opportunity to reduce unemployment there is a need to understand the human resource demands of these economic sectors.

**Strategy 1:** Reflect on the present and foreseeable economic activities of the district to understand the demand for skilled manpower. The current economic activities in the district are dominated by the mining and quarrying sector. This sector has the highest share in both the district’s GVA and employment. Other important sectors are wholesale and retail trade, catering and accommodation; community, social and personal services; general government; finance, insurance, real estate and business services; and agriculture, forestry and fishing. It is expected that the mining sector will remain the District’s main employment and economic output generating sector for the near future. Therefore, there is a need to train local people to make them employable in this sector.

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101 Pieterse, 2009; Pogue 2009; Joffe and Newton, 2009
### Table 40: Economic Sectors

<table>
<thead>
<tr>
<th>Sector</th>
<th>Share in GVA</th>
<th>Share in Employment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Agriculture, forestry and fishing</td>
<td>0.7%</td>
<td>4.8%</td>
</tr>
<tr>
<td>Mining and quarrying</td>
<td>64.1%</td>
<td>23.6%</td>
</tr>
<tr>
<td>Manufacturing</td>
<td>1.3%</td>
<td>2.6%</td>
</tr>
<tr>
<td>Electricity, gas and water</td>
<td>1.1%</td>
<td>0.5%</td>
</tr>
<tr>
<td>Construction</td>
<td>0.8%</td>
<td>4.7%</td>
</tr>
<tr>
<td>Wholesale and retail trade, catering and accommodation</td>
<td>9.1%</td>
<td>22.6%</td>
</tr>
<tr>
<td>Transport, storage and communication</td>
<td>4.4%</td>
<td>2.6%</td>
</tr>
<tr>
<td>Finance, insurance, real estate and business services</td>
<td>7.0%</td>
<td>9.3%</td>
</tr>
<tr>
<td>Community, social and personal services</td>
<td>5.1%</td>
<td>14.3%</td>
</tr>
<tr>
<td>General government</td>
<td>6.2%</td>
<td>15.9%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>100%</strong></td>
<td><strong>100%</strong></td>
</tr>
</tbody>
</table>

*Source: Quantec Data Research, 2015*

It is expected that the mining sector will remain the District’s main employment and economic output generating sector for the near future. Therefore, there is a need to train local people to make them employable in this sector.

**Strategy 2:** Exploit the wholesale and retail trade, catering and accommodation sector to provide people, especially youths, with employment opportunity. The Wholesale and retail trade, catering and accommodation sector has a huge potential of generating employment. This sector requires comparatively significantly less amount of investment to generate the same number of jobs as compared to mining and manufacturing sector. The expected growth of the mining and manufacturing sectors will provide a conducive environment for the growth of this sector. Therefore, there is a need to train people to take advantage of current opportunities.

#### 8.8.4 Sub Objective 4: To Develop Rural Enterprises

The Comprehensive Rural Development Programme (CRDP), aims to develop rural enterprises. Helping to establish new businesses in rural areas will uplift the economic condition of the rural communities.

**Strategy 1:** Identify Rural Entrepreneurs. Identify people capable of running a business towards establishing rural enterprises. In identifying rural entrepreneurs, the main focus should be on youths. Generally youths are more energetic and have the urge to develop a new business.

**Strategy 2:** Empower Rural Entrepreneurs. Empower these entrepreneurs by providing training on decision making, negotiation and marketing. Ensuring access to capital and market for finished products/services, especially during the initial years of business, is also
an equally important step towards encouraging rural enterprises. Last but not the least, provision of the required infrastructure that are conducive to operate a business in rural areas needs to be ensured to encourage rural enterprises.

8.9 Improving Literacy Rate of Communities

The level of literacy is both a result and cause of poverty. Literacy has obvious implication on employment potential and income of the people. It directly affects the local economy and the quality life of local people. A recent UNESCO study identified various other benefits of literacy, such as inter alia improved self-esteem, empowerment, creativity, participation in communal matters. Literacy also empowers people to participate in the decision making and thereby changing the quality of life of the entire community.

Literacy rate can be measured in many ways. Based on the information availability and context we have assessed literacy in two ways viz. Adult Literacy (Age 20 and above and have a formal education) and Functional Literacy (Age 15 and above with the attainment of at least Grade 7 level of education). The adult literacy rate and functional literacy rate in the District are 85.38% and 67.58% respectively. Both figures are lower than the respective provincial and national averages. This roughly indicates that the district is falling behind in providing access to education facilities to its residents.

With an overall adult literacy rate of 77.61% and a functional literacy rate of 56.12%, Joe Morolong Local Municipality displays the least level of access to educational facilities in the District. According to the Human Settlement Planning and Design: Quantitative Guidelines of the CSIR 2000; there should be one primary school for every 3000-4000 people and one secondary school for every 6000-10000 people. Considering this guideline, there are sufficient numbers of schools in this municipality. Despite the presence of sufficient number schools, Joe Morolong exhibits a relatively higher level of illiteracy. This can be attributed to the spatial condition of the municipality. This municipality is sparsely populated with very few people living in the western part. This part of the local municipality provides very limited access to educational facilities.

Concern also remains regarding the quality of education. Department of Basic Education (DBE) introduced a programme named Annual National Assessment (ANA) to assess the quality of basic education by measuring literacy and numeracy skills of learners. The recent ANA reveals that the overall achievement of learners has been very poor and the average Grade 3 and Grade 6 learners struggle with mathematics and fail to master reading and writing. The poor performance of learners can be due to the poor quality of teaching in the schools. According to a recent study, “South Africa has some of the least-

102 Literacy Strategy, Northern Cape Department of Education
knowledgeable primary school mathematics teachers in sub-Saharan Africa. Many of these teachers, especially those that serve poor and rural communities, have below-basic levels of content knowledge. In many instances these teachers cannot answer questions their pupils are required to answer according to the curriculum.” As a result of poor quality of teaching in the underperforming schools, which are located mostly in the rural areas, learners from rural areas often exhibit skill deficiencies.

8.9.1 Sub Objective 1: To Improve Access to Schools

As evident from the discussion so far, not everybody has equal access to education. Children from rural areas of the District, particularly in Joe Morolong local municipality, lack access to educational facilities. Since this municipality is sparsely populated with very small settlements located far away from one another, it may not be possible to establish schools at every rural settlement. This problem can be solved by providing free transport to the learners who live far away from schools.

Another critical element of providing basic education to all is ensuring poor people’s access to schools. Due to poverty, some of the poor households do not send their children to school. Despite the presence of Adult Basic Education and Training (ABET) programme, the District has a significant number of illiterate adult population. This programme is not yielding anticipated results; therefore, this programme needs to be strengthened. So far, various Community Based Organizations (CBO) and Non-Governmental Organizations (NGO) have played an important role in providing basic education to both children and adult people. At many places, it has been observed that these organizations have better reach to the poor population than of the government organizations.

**Strategy 1:** Establish No Fees Schools. Establish no fee schools at the poverty pockets to improve the poorest sections of the population’s access to basic education facilities

**Strategy 2:** Involve NGOs and CBOs. Encourage involvement of NGOs and CBOs in literacy improvement programme to discharge their functions in providing education to the needy ones.

**Strategy 3:** Expand Learner Transport Network. Expand the reach of existing learner transport network especially in the low dense areas where establishment of schools may not be feasible.

8.9.2 Sub Objective 2: To Improve Quality of Education

According to the McKinsey Report (2007) on successful education systems, the quality of a school system cannot exceed the quality of its teaching force. Therefore, one of the prerequisites of improving the quality of education is improving the quality of educators.

104 See footnote above
Some recent studies have concluded (such as Taylor 2008) intensive in-service training for several weeks per year is required to equip teachers with the knowledge they require to teach efficiently. Apart from the learners and teachers, parents play an important role in providing good quality education to the children. Also, the availability of school infrastructure is another critical element of a good education system.

**Strategy 1:** Improve Quality of Teaching: Train teachers periodically to sharpen their teaching skills and prepare them to embrace new methods of teaching.

**Strategy 2:** Engage Parents in Education System: Actively engage parents in the education system through school workshops and curriculum development and encourage illiterate parents to organise themselves into reading/literacy groups for ABET interventions.

**Strategy 3:** Upgrade School Infrastructure: Equip schools with libraries, computer centres, labs and other infrastructures that are conducive to the physical and mental growth of learners.

**8.10 Growing the Local Economy and Creating Jobs**

**8.10.1 Sub-objective 1: To Provide Comprehensive Rural Skills Audit and Local Business Linkages**

The comprehensive rural skills audit is an initiative focussed on establishing a contactable database of the rural communities within JTGDM for the purpose of linking them with employment opportunities. It can further act as a catalyst for identifying entrepreneurial opportunities within these communities and stimulating economic growth within these rural areas. Subsequently it should be linked to training programmes to enhance the local communities’ skill base in order to increase economic competitiveness within targeted local economic sectors such as mining, agriculture, manufacturing etc.

Economic growth through skills development is also identified in the NDP Vision 2030, which highlights that the key to sustainable development and economic growth in South Africa is through education and skills development. According to Dr Xolani Mkhwanazi, Chairman of BHP Billiton, both the private and public need to change their focus to creating lasting and meaningful employment opportunities within communities. Skills development on a localised or rural level can help communities to create opportunities to uplift themselves.

As seen in the status quo analysis, JTGDM is heavily dependent upon the primary economic sector for employment opportunities and skill development. However the secondary economic sectors are latent and need to use the strong primary sector as a platform to develop. This will need a skilled workforce, one that is currently lacking. JTGDM currently have an unskilled or semi-skilled workforce of 45.7%, a skilled workforce of 37.5% and a highly skilled workforce of 16.7%. A direct focus on skill development should entertain
priority in order to unlock economic potential and growth opportunities. Ways in which an increase in skills development and education may effect economic growth is indicated in the following diagram:

Figure 39: Effect of skills development and education on economic growth

**Strategy 1:** Approach local businesses to assess what skills they need to help them grow. Specific occupations and skills sets can be identified and those that are most prominently

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105 Hawkes & Ugur, 2012: 11
needed can either be linked to prevalent skills in the rural areas or these skills can be developed in the rural communities.

**Strategy 2:** Conduct a comprehensive rural skills audit can be conducted within the short or medium term and a parallel assessment or query can be launched to determine the local need of businesses and other employment entities. The skills database should then be an ongoing programme to ensure that it is updated frequently in order to streamline the employment process and creating better opportunities for the rural workforce to gain employment opportunities. This database should become a monitoring and evaluation function of the District LED/HR Department in order to ensure the longevity of this initiative. Funding for training, bursaries and scholarships can then be linked to this database to stimulate the prestige of such a database, encourage rural communities to register and help target specific skills development for economic growth within the District economy.

### 8.10.2 Sub-objective 2: To Create Labour Intensive Jobs

A labour intensive approach to narrowing the unemployment rate and helping with skill development is necessary for the JTGDM. This has to a large extent been initiated by the EPWP projects in the District. However more is needed in order to fast track employment levels in the area. JTGDM has the potential to conduct large infrastructure developments. Linking infrastructure skills and labour intensive employment to develop skills that can be beneficial on a later stage should be considered. For example if skills is developed in construction of buildings, this skills can be utilised on a later stage if the mine houses extend their mining activities by construction of buildings on new sites or the building of houses for additional employees.

An employment intensive approach can be defined as the approach where the primary resource for production of goods or the provision of services is labour. Furthermore the goal is that a larger share of the project costs is spent on labour (typically between 25 – 60%) (Bentall, 1999:219). The most common areas where a labour intensive approach is used in the infrastructure projects. This has to be balanced with cost effectiveness, quality of work and the necessary timeframes needed to adequately complete the project. This usually involves the use of light equipment due to the number of employees that need to be accommodated by this approach.

This approach has been favoured by the South African Government in order to start addressing the need for employment opportunities. The objectives of this labour intensive approach is firstly to create an intermediate employment solution in order to start addressing short term gains with long term goals of sustainable job creation. The long term objectives for these employees is to create an increase in the working age population, stimulating economic opportunities, skills developing, absorption of unskilled and semi-skilled workers and ultimately alleviating high poverty levels (De Jong, 1995).
Challenges faced by this labour intensive approach and its failures as indicated in the Trade Union Research Project (Abedian and Standish, 1986), can be stressed as:

- Lack of appropriate planning and preparation;
- Implementation using inappropriate technology and/or equipment;
- Introduced and implemented as isolated projects and not connected to overarching policies and strategies;
- Lacking a proper monitoring and evaluation programme;
- Lack of coordination to include these workers into other industries; and
- Almost entirely dependent upon governments commitment to introduced projects.

Based on the above the implementation and subsequent monitoring of these initiatives needs to entertain a high priority. That said there are a number of areas where opportunities for labour intensive approaches can be considered within the JTGDM, these include but is not limited to:

**Strategy 1:** Infrastructure improvement and development; JTGDM faces severe infrastructure problems and part of creating an enabling environment is the suitability of that economy to support economic activities. These can further be linked to the provision of social infrastructure and facilities within the rural communities, this will have the added benefit of incorporating the local community to take ownership of their communities’ development.

**Strategy 2:** Mining expansions; opportunities within the mining industry can be identified to include labour intensive projects.

**Strategy 3:** SIP 5: Saldanha-Northern Cape development corridor; the creation of jobs through the upgrading and expansion of the Sishen mining activities and export line.

**Strategy 4:** Implement critical success factors of labour intensive projects and approach through:

- Proper management model and implementation of labour intensive projects;
- Adhering to EPWP guidelines;
- Linking labour intensive projects to overarching policies and legislation;
- Strong focus on organisational and administrative capabilities when implementing projects;
- Clear objectives linking short term gains with the long term vision of labour intensive projects; and
- Long term planning need to be done for the skill development of these employees, in order to move from the projects just acting as temporary employment schemes.
8.10.3 Sub-objective 3: To Enable the Economic Environment

Creating an enabling environment for the economic growth, promoting business development and investment is important for the JTGDM in order to lower unemployment and create jobs. Creating an enabling economic environment is a function of government and there should be an active focus to bring the private sector on board to help with the creation of this goal. Creating an enabling environment has different components and can be achieved through incorporating these components within policy making and strategies. The following factors should be taken into account when considering the readiness, or enabling environment of an area:

- The quality and extent of hard infrastructure such as bulk services road and rail networks. This should be one of the first priorities of government is to upgrade or build the necessary infrastructure to provide the needed capacity for industry, businesses and basic living conditions;

- The sophistication of local telecommunications, banking and finance services similarly impact on the input and operational costs of doing business;

- The extent to which spatial and land planning policies and documents are flexible to the needs of businesses and the relative ease of following land planning processes, such as rezoning applications. The introduction and implementation of SPLUMA in this regards should be a high priority in order to facilitate fast and effective land use planning and business development;

- The sophistication both the District and 3 Local Municipalities to incorporate the principles of creating an enabling environment into the relevant policies;

- The quantity and quality of available labour and training programmes, in relation to the specific human resource requirements of investors. This has been stressed already, but it is a crucial part of creating an enabling environment for businesses, businesses can only create a competitive advantage within a local or regional economy if they have the qualified labour to do so; and

- Quality of life factors, such as the supply of housing and personal lifestyle facilities (such as educational, cultural and recreational services) also have an impact on the attraction of particular investment.

Creating an enabling environment for industry and competitiveness is thus needed for the JTGDM in order to stimulate economic growth and see these economic opportunities filter through to the local and rural communities. In this regard, the United Nations Food and Agriculture Organisation (FAO) have identified important elements of creating an enabling environment for business and industry development.
Strategy 1: Land tenure and property rights. Land is one of the most important assets of people throughout the world. Secure land tenure and property rights are as central to peace and stability as are rule of law, good government and economic development. Systems of ownership rights with regards to land have effects on incentives to use land efficiently and to invest in land conservation and improvement. A robust land ownership system creates powerful incentives for value addition on land, especially where land is scarce or contestable.

Strategy 2: Infrastructure. The impact on both domestic and international competitiveness is quite direct. Inadequate infrastructure cripples the ability of countries and industries to engage in trade. Increased globalization has resulted not only from economic factors, such as trade policy and the integration of financial markets, but also from major advances in communication, information technologies and transportation. Those infrastructure investments are linked to productivity.
Strategy 3: Trade policy. Trade policies play a critical role in determining economic competitiveness and growth through two main avenues: first, directly through the impact on the cost of production and the price of commodities and products; and second, indirectly through the impact on market access and on global market trends.

Strategy 4: Norms, standards, regulations and services related to production. The development of dynamic and competitive business and industry sectors needs standardized products. The expectations, standards and assurance systems for basic quality and safety are increasingly becoming similar for national, regional and global markets. There is, therefore, a need to develop and build capacity relating to standards that are responsive to domestic needs and, as needed, comply with international requirements and standards. In light of the rapid proliferation of public and private standards, especially within the food and beverage producing industry, there is growing interest in harmonization of standards (United Nations, 2010).

Strategy 5: Research and development. Research plays an important role in establishing and maintaining the competitiveness of any economic sector. For example; agro-industries, culturally specific food consumption patterns, coupled with diverse agro-ecological conditions, may limit the scope of technology transfer. This specificity underscores the importance of agricultural research in creating an enabling environment for agro-industries. Similarly other businesses and industries will need research in order to become more competitive, improve profit margins and enhance an enabling environment within the JTGDM where certain industries would like to locate and develop.

Strategy 6: Financial services for businesses and industries. Access to finance is one of the key constraints to business development and success. Firms often have difficulty accessing capital for either new ventures or expansion of existing business due to a number of reasons. While creating an enabling environment for business and industry finance, special attention needs to be accorded to small- to medium-sized business entities considered too small to access traditional capital markets, but too large to depend entirely on personal or family savings.

Strategy 7: Ease of doing business. One of the functions of governments is to regulate economic activities to reduce inefficiencies arising from market failures, in order to improve economic and social outcomes of specific countries. Regulations, however, have to be done in less costly and burdensome ways to facilitate doing business and to attract investments that promote economic development and ultimately reduce poverty.

Strategy 8: Business development services. Successful investments in small- to medium-sized enterprises must be paired with appropriate firm/business management assistance and access to value-added business networks in emerging markets.
**Strategy 9:** Business linkages. Linkages for large businesses and industries in the supply chain are both horizontal (i.e. between enterprises that are on the same level of the supply chain) and vertical (i.e. between enterprises that are on different levels of the supply chain). Vertical linkages, especially, are beneficial to both large businesses and industry groups, as, in most cases, they entail long term direct and indirect benefits.

**8.10.4 Sub-objective 4: To Establish Rural Economic Development Forum**

The creation of a Rural Economic Development Forum (REID) is crucial for the effective planning, integration of different economic sector projects and the monitoring and evaluation of the implementation and success of these projects. This forum is a platform for private sector, both rural and local residents and government to share information, pool resources and solve problems relating to the implementation of rural related projects. The forum should be to encourage dialogue among stakeholders particularly between local government and the private sector to increase awareness of where the private sector can form part in the development goals of government for the rural communities.

Moreover, the forum contributes to finding solutions to particular development challenges. The Rural Economic Development Forum will be tasked with achieving the following objectives:

- Ensure the integration of rural development initiatives and into other strategies, policies and plan such as the; Integrated Development Plan (IDP), Local Economic Development Plan (LED), Growth and Development Strategy (DGDS), etc.;
- Assist with disseminating information on rural interventions and available support;
- Provide inputs into the design and implementation of identified rural projects;
- Relay specific challenges to the Municipality as they arise and seek to address these challenges through a collaborative process;
- Leverage access to funding for rural implementation from government and the private sector;
- Enhance local awareness and support for rural interventions, this is especially important in order to get the rural and local communities buy-in for projects and to get them involved; and
- Facilitate partnership development between the public and private sector and between established and emerging businesses within the private sector.

**Strategy 1:** Establish a JTGDM Rural Economic Development Forum (end of 2015, start of 2016). This will help in addressing key challenges and taking advantage of current opportunities in the local and rural economy. Establishment of the Forum can be facilitated by calling rural community meetings within each of the LM’s and especially the areas that is suffering the highest poverty levels. This is needed in order to determine the core members
and develop a specific mandate. It is recommended that subsequent meetings are held monthly or bi-monthly to discuss key interventions, while smaller units within the forum will meet more regularly to facilitate the implementation of specific interventions.

It is proposed that the REID forum will include representatives from the rural communities, government, civil society and the private sector, but the members can be extended as the process develops. Linkages should also be formed with the Gamagara Development Trust and the JTG Development Trust. Members of the REID can be included from the following spheres:

- Rural community leaders;
- The JTGDM LED Unit;
- The 3 Local Municipalities LED Units and sector departments;
- Government sector departments;
- Representatives from the mining houses; and
- Local industry, business and NGO’s.

**Strategy 2: Collaborate with various stakeholders.** The JTGDM REID also has an important role to play in engendering greater collaboration between different groups in society. This includes collaboration between big industries such as the mining houses in the area and small business; between stakeholders within the impoverished rural communities; and between local government and the business community. This collaboration will not only have an important impact on future economic development in the region it may also facilitate greater social cohesion, which in turn will advance socio-economic outcomes.
8.11 Establishing an Agri Park in the JTG district consisting of an Agri Hub in Kuruman and associated Farmer Production Support Units throughout the district

The concept for Agri-Parks draws from existing and international models, including educational/experimental farms, collective farming, farmer-incubator projects, agri-clusters, eco-villages, and urban-edge allotments and market gardens. These models may exist on both public and private lands. Agri-parks can serve as transition zones between urban and agricultural uses. The naming of the concept as a “park” is intended to convey the role the Mega Agri-park will play in open space preservation.

While the term suggests the permanent land conservation and recreational use exemplified by the public park, it also evokes the traditional model of an agricultural business park or hub, where multiple tenants and owners operate under a common management structure. Agri-parks provide networks of contacts between producers, markets and processors, but also provide the physical infrastructure required for the transforming industries.

The focus of the agri-park is primarily the processing of ‘agricultural products’ (and the mix of ‘non-agricultural’ industries may be low or non-existent). Of prime importance will be linkages between the parks and surrounding agricultural land for production. The Agri-park approach will include the selection and training of smallholder farmers, as well as selecting farms per province for the placement, incubation and training of unemployed agricultural graduates and other agro-entrepreneurs. The Agri-parks will be farmer-controlled.

The Agri-Park Programme forms part of Government’s undertaking to review all land reform policies as enunciated in the 2011 Green Paper on Land Reform and the support that needs to be provided. The model will have a strong social mobilisation component so that black farmers and agri-business entrepreneurs are actively mobilised and organised to support this initiative. The DRDLR’s strategic partnerships with key government departments such as the Department of Agriculture, Forestry and Fisheries and the Departments of Cooperative Governance and Traditional Affairs and other spheres of govt. State land will be used for both production and processing.

The guiding principles for establishing an Agri Park are as follows:

- One Agri-Park per District
- Agri-parks must be farmer controlled.
- Agri-parks must be the catalyst around which rural industrialization will takes place.
- Agri-parks must be supported by government (10 years) to ensure economic sustainability.
- Strengthen partnership between government and private sector stakeholders to ensure increased access to services (water, energy, transport) and production on the
one hand, while developing existing and create new markets to strengthen and expand value-chains on the other.

- Maximise benefit to existing state land with agricultural potential in the provinces, where possible.
- Maximise access to markets to all farmers, with a bias to emerging farmers and rural communities.
- Maximise the use of high value agricultural land (high production capability).
- Maximise use of existing agro-processing, bulk and logistics infrastructure, including having availability of water, energy and roads.
- Support growing-towns and revitalisation of rural towns, in terms of high economic growth, high population growth over past 10 years and promote rural urban linkages

An Agri-Park (AP) is a networked innovation system of agro-production, processing, logistics, marketing and training and extension services, located in District Municipalities. As a network, it enables a market-driven combination and integration of various agricultural activities and rural transformation services. The AP will comprise of three basic units:

- The Farmer Production Support Unit (FPSU). The FPSU is a rural outreach unit connected with the Agri-hub. The FPSU does primary collection, some storage, some processing for the local market, and extension services including mechanisation.
- Agri-Hub Unit (AH). The AH is a production, equipment hire, processing, packaging, logistics and training (demonstration) unit.
- The Rural Urban Market Centre Unit (RUMC). The RUMC has three main purposes;
  - Linking and contracting rural, urban and international markets through contracts.
  - Acts as a holding-facility, releasing produce to urban markets based on seasonal trends.
  - Provides market intelligence and information feedback, to the AH and FPSU, using latest Information and communication technologies.

To achieve the above-mentioned objective, the following project stage will be implemented:

- **Stage 1 – Inception**
  - Establish client requirements and preferences,
  - assess user needs and options,
  - appointment of necessary consultants,
  - establish the project brief, objectives, priorities, constraints, assumptions, aspirations and strategies.
  - establish the project objectives,

- **Stage 2 - Concept and Viability / Preliminary Design**
  - Prepare and finalise the project concept in accordance with the brief,
8.11.1 Sub-objective: To Establish a 10ha Feedlot

**Strategy 1:** Handling facilities, cattle handling system, sorting pens, working area, loading platform, crush passage, crush pens, scales, dipping facilities,

**Strategy 2:** Holding facilities (Kraals), holding kraals, crush pens, ramp and loading kraals

**Strategy 3:** Storeroom & feed preparations, storage shed; and feeding pens.

**Strategy 4:** Office Building

At large feedlot operations, the offices will usually be separate from the feedlot and handling facilities. The office complex consists of an office, storeroom and dressing room. Equipment and medicines are kept in the storeroom. Some medicines have to be cooled, there for a refrigerator is a necessity. A washbasin with hot water must preferably be installed. The office must be placed in such a position that a good view of the entire complex is possible. The weighing instruments and, if necessary, a computer is placed in the office.

**Strategy 5:** Weighing Bridge/Cattle Scale

**Strategy 6:** Roads & earthworks

Roads in and around the feedlot must be of high quality as they are the backbone of the enterprise. These roads carry very heavy traffic, cattle, feed wagons and cleaning wagons move over them daily. For earthworks, a moderate incline of between 1% and 6% should keep to drain during a flood.
Strategy 7: Collection pond, manure storage dam

Strategy 8: Water supply, stock watering system, water supply source, water storage facility, and water distribution network.

Strategy 9: Feeds, feeding pens

Strategy 10: Operational cost

Strategy 11: Workshop - a well-equipped workshop is there for necessary for maintenance services.

Strategy 12: Hospital/Post mortem

8.11.2 Sub-objective: Abattoirs

Strategy 1: Expand existing abattoirs and focus on: waste minimisation, management strategies, buffer zones, visual environment, water conservation, water treatment, treated wastewater re-use and disposal, storm water runoff, solid waste recycling, and odour, dust and noise control.

Strategy 2: Meat processing - cattle and game.

Strategy 3: Ship and dip - facility that performs an initial game trophy treatment prior to export of such trophies.

8.11.3 Sub-objective: Auction Pens

Strategy 1: Upgrade existing auction pens

- Make provision for game handling

The basic functional aspects of a good holding pen design are such that:
  - each pen has a roofed area and an open area,
  - each pen has a minimum of two doors, and one or two separate passageways. This allows for an easy flow of animals into and out of the pens, as well as easy maintenance of the pens,
  - the doors to the pens, when in the open position, form an angle with the wall of the passageways. This eliminates sharp corners or rapid changes in direction when the animals are moved in and out of the pens,
  - the off-loading ramp has a funnel effect as it approaches the passageways,
  - the curved passageways to the loading ramps prevent the animals from seeing too far ahead,
  - the crush is also approached from curved passageways, and has sliding gates which allow individual animals to be blocked off for management, treatment or tranquillization, and
  - the layout of the passageways and pens allows a “flow-through” effect in the facility, which is a desirable feature of the design.
8.11.4 Sub-objective: Tannery and Taxidermy

Strategy 1: Supply to Petrusville (Pixley ka Seme District Municipality)

8.11.5 Sub-objective: Charcoal Production (Blackthorn & Prosopis)

Strategy 1: Investigate suitable charcoal production methods

The three most common methods of charcoal production are earth kilns, masonry kilns and metal kilns.

- Earth kilns are of various types but the most common are the traditional earth kiln, improved earth kiln and the Casamance kiln.
- Masonry kilns are usually of the beehive and half orange type; they are recommended for charcoal conversion in areas where fuelwood is available for prolonged periods, such as in large-scale land clearing or in fuelwood plantations.
- Metal kilns include the drum kiln, meko kiln and Mark V type.

Strategy 2: Tree resources and harvest

Strategy 3: Charcoal production

Strategy 4: Transport and trade

Strategy 5: End use

8.11.6 Sub-objective: Honey Bees

Strategy 1: Bee hive location

Strategy 2: Bee farming products

- Honey;
- Beeswax;
- Propolis (bee glue); and
- Royal Jelly (food for developing Queen).

Strategy 3: Processing facility

Strategy 4: Trade

8.11.7 Sub-objective: Skills Centre and Eco-tourism

Strategy 1: Investigate skills requirements

- Capacity building; and
- Support organizations to bring products to the market.
Strategy 2: Investigate eco-tourism opportunities

Ecotourism can be an extraordinary tool for conservation. By creating a value for an ecosystem, species or landscape, ecotourism can raise much-needed funds to protect and conserve these natural resources. Ecotourism can also be a support mechanism for poverty alleviation, providing employment and income for local people and offering them an alternative means of livelihood to those that may result in the destruction or overuse of natural resources. On a broader scale, ecotourism can be a driver of sustainable development in a region or even a country, if it is carefully conceived, well managed and strictly controlled.

8.11.8 Sub-objective: Fencing

<table>
<thead>
<tr>
<th>Strategy</th>
<th>Description</th>
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<tbody>
<tr>
<td>Strategy 1</td>
<td>Fencing of 450km border fence (18 Farms)</td>
</tr>
<tr>
<td>Strategy 2</td>
<td>Fencing of 648 km internal fence (18 Farms)</td>
</tr>
<tr>
<td>Strategy 3</td>
<td>Game farm border fencing</td>
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</tbody>
</table>

8.11.9 Sub-objective: Agri-Park Extension Service Programme

Strategy 1: Farmer focuses -

- To improve livestock quality;
- To improve production efficiency of herd;
- To improve animal health of herd;
- To improve and maintain farming infrastructure; and
- To improve organized farmer structures.

Strategy 2: Train the extension officer -

- Farmer Focuses – in service training; and
- Feedlot management.

Strategy 3: Improve livestock quality of farmers -

- DALRRD LIP to be expanded
  - Farmers to exchange own poor breeding bull for quality bull (quality bulls from DOA breeding material or from local commercial breeders – selected breeds);
  - Farmers to buy subsidised bulls from local commercial breeders (selected breeds); and
  - Initiating “bull exchange” programme between farmers (to prevent inbreeding and optimize use of good bulls’ genetics).
- Training of farmers on
  - Concept of quality vs quantity; and
  - Cattle breeds and types for the feedlot / The ideal feedlot calf.
Strategy 4: Improve production efficiency of herd -

- Veterinary office to assist with following free services;
- Annual bull testing for sexual diseases (trichomoniasis) / fertility; and
- Enforcing selling of contaminated bulls.

- Training of farmers (farmer days, courses, individual contacts) on:
  - Herd management for improved efficiency (Selection of the functional bull & cow. The ideal herd composition i.e. bull: cow ratios & percentage annual replacement, Impact of cross breeding & inbreeding, Record keeping, etc.);
  - Disease control (minimum health care);
  - Supplementary feeding; and
  - Veld management (calculating livestock numbers, rotational grazing, annual rest of veldt, understanding plant succession, poisonous plants, etc.).

- An annual competition to identify the most efficient cattle herd /feedlot calf in JTG:
  - Farmers to enter competition (where applicable);
  - JTG winner will be selected from Extension ward winners; and
  - Extension Ward - and overall winner to receive a worthy price.

- Enforcing CARA Act – Conservation of natural resources
  - Increase visibility of officials of Land Use and Soil Management;
  - Meeting with all JTG farmers CARA and implications; and
  - Taking steps against farmers / responsible people disobeying act.

Strategy 5: Improve animal health of herd -

- Veterinary office to assist with:
  - Livestock identification (ear tags, brand mark, etc.);
  - Training of farmers to focus on:
    - Control of internal & external parasites;
    - Vaccination for prevention of diseases (minimum health care); and
    - Treatment of diseases.

Strategy 6: Improve and maintain farming infrastructure-

- Construction of water- & fencing infrastructure and handling facilities by means of CASP, Illema/Letsima, etc.
  - Implementing measures to ensure maintenance of infrastructure

Strategy 7: Improve organized farmer structures -

- Extension officers to assist with the following
  - Initiating custom feeding / feedlot study groups; and
  - Agri forums (revive).
Strategy 8: Train EOs on Farmer focuses -
  * In service training

Strategy 9: Train feedlot management - ARC course - all Eos

8.11.10 Sub-objective: Acquire Strategically Located Land

Strategy 1: Assess location of land

Strategy 2: Negotiations to acquire land

Strategy 3: Acquire land

Strategy 4: Redistribute land

Strategy 5: Recapitalization
8.12 Protecting and Conserving the Natural Environment

8.12.1 Sub-objective: To Sustain Water Resource Management

JTGDM is located in a semi-arid part of South Africa. The JTGDM receives between 500mm annual rainfall in the south-eastern and 200mm in the northwestern part of the district. The mean annual minimum/maximum temperatures in the district range from hot summers (29°C–37°C) and cold winters (7°C–9°C) is characterised with a very low seasonal rainfall with a mean of 373.3 mm. The harsh climate is accompanied by high evaporation rates due to the high summer temperatures, which limits the contribution of precipitation to the water reserves in the area (JTGDM EMF, 2011).

According to the future climate change scenarios, by 2050, higher temperatures of between 1 and 3 degrees Celsius will occur throughout South Africa, with the greatest increases in the arid zones in the central and western parts of the country, which include the JTGDM. These climatic changes are expected to have a bigger impact on groundwater resources than short-term weather variability, as groundwater is buffered against short-term variations in rainfall. In drier areas, where annual rainfall is less than 500mm per annum, a 10% decrease in rainfall could translate into as much as a 40% decline in the groundwater recharge rate in the area. This has serious implications for a district such as the JTGDM where rainfall is already low, and where groundwater is used as the main source of potable water (SDF, 2012).

The JTGDM has a “flat” geomorphic profile, with the Kuruman hill’s ridge system bisecting the district along a north-south axis. The drainage pattern in the district is determined by this ridge system, channelling all streams northwards and then sharply westwards. Falling in the Lower Vaal Water Management Area, the most important catchment area in the JTGDM is the Korannaberg Mountains, from which the majority of the streams in the district spring and from where they drain into the Kuruman River system. The catchment has been classified as a “National Priority Freshwater Ecosystem”. The catchment has, however, also been affected by overgrazing, which has accelerated erosion, increased surface run-off and reduced filtration to the groundwater system (SDF, 2012).

Although there are no perennial rivers in the district, there are a number of ephemeral systems, such as the Kuruman and Molopo Rivers. Unfortunately the areas through which these streams flow have been exploited for intensive agricultural purpose, which have led to intensive degradation/transformation of these riverine habitats. In addition to the impact of human beings on the water systems, birds have also been responsible for the in-movement of alien plant species by spreading seeds along water courses (SDF, 2012).

The wetlands in the JTGDM, except for Heuningvlei, are also ephemeral, only filling up briefly after the summer rains. A large number of these wetlands, including Heuningvlei, are classified as “National Priority Wetland Areas”. The Heuningvlei saltpan is fed by a number of permanent freshwater springs, with its north-western corner a permanent marsh-type wetland. These wetland areas attract a wide variety of birds, some of them Red List species and migratory birds covered by international treaties. These pans are used by wildlife for grazing and for salt-licking, and also by farmers for their herds. Unfortunately, overgrazing and trampling associated with the latter, is threatening the ecological integrity of these
pans. In addition to this, these areas are threatened by direct industrial disturbances associated primarily with the mining activities in the area, which can have far more negative impacts that the agricultural activities (SDF, 2012).

**Strategy 1:** Develop IWRM plans that balance economic, social and environmental needs.

**Strategy 2:** Implement water efficiency measures to control demand.

**Strategy 3:** Encourage changes in public attitudes to create a more water conscious culture.

**Strategy 4:** Implement regulation to protect water supply and water quality.

**Strategy 5:** Facilitate climate change adaptation options for the management of freshwater resources this includes rainwater harvesting, conservation tillage, maintaining vegetation cover, planting trees in steeply-sloping fields, mini-terracing for soil and moisture conservation, improved pasture management, water re-use, desalination, and more efficient soil and irrigation-water management.

**Strategy 6:** Restore and protect freshwater habitats including rehabilitation of wetlands, and managing natural floodplains.

8.12.2 Sub-objective 2: To Implement an Environmental Management Framework

In 2011, JTGDM developed an Environmental Management Framework. The study identifies the following issues that have impact on the environment in the district:

- Land degradation, which is largely a result of the harsh climate and overgrazing. This adds to the risk of desertification and alien plant invasion;

- Shortage of water resources, with what is available being threatened by contamination through primarily mining activities, agriculture and human settlement; and

- High levels of dependence of residents on an already seriously constrained natural resource base, largely as a result of limited economic activities and accompanying high unemployment levels.

According to the district IDP review 2014, the municipality is confronted with the following environmental challenges:

- Low water levels;
- Environmental pollution;
- Air quality control;
- Properly established and licensed landfill sites and waste recycling capacity (licensing of landfill sites in Gamagara);
- Climate change;
- Water quality management;
- High levels of asbestos pollution;
- A lack of a sense of, or a general reluctance in taking responsibility for activities which may negatively affect the environment;
• A general ignorance regarding current environmental legislation;
• groundwater contamination through poor sanitation practices and development in flood plains, catchment areas and riverbeds; and
• Environmental degradation and pollution.

Strategy 1: Implement the District’s environmental management framework taking into consideration the proposed action required as outlined in the framework. These actions include: mine closure rehabilitation; ground water quality monitoring; community education on responsible water and energy usage; improve solid waste facilities and educate people on the impact of littering; remove alien vegetation and identify and control sources of pollution.

Strategy 2: Revise the EMF according to a schedule that will facilitate environmental inputs into the IDP and SDF planning cycles.

8.12.3 Sub-objective 3: To Regulate the Mining Industry

The Mineral Industry is regulated by the Mineral and Petroleum Resources Development Act no. 28 of 2002. Chapter 4 of the act states that the Minister must ensure the sustainable development of South Africa’s mineral and petroleum resources within a framework of national environmental policy, norms and standards while promoting economic and social development. According to the Act, prospecting right or mining rights or an interest in any such right, or a controlling interest in a company or close corporation, may not be ceded, transferred, let, sublet, assigned, alienated or otherwise disposed of without the written consent of the Minister, except in the case of change of controlling interest in listed companies.

Section 17 (4c) of the Act states that the Minister must grant a prospecting right if the prospecting will not result in unacceptable pollution, ecological degradation or damage to the environment. According to the Act, holders of the prospecting rights must comply with the requirements of the approved environmental management programme and the mining right granted.

Strategy 1: Create partnership with the Department of Mineral Resource to ensure that the mining companies operating within their jurisdiction comply with their license conditions and have permits.

8.12.4 Sub-objective 4: To Implement a Community Based Natural Resource Management Programme

The National Spatial Development Perspective (NSDP) identifies a trend whereby the poverty gap and unemployment is expected to continue worsening particularly in key locations such as rural districts. Poverty and deprivation characterise the non-white population. The unemployment rate is more than 50% in most areas and people survive on pension and welfare payments and temporary labour-intensive jobs. Some of the areas lack basic social services such as health care, water and schools. The JTGDM is faced with severe poverty due to high unemployment and lack of education and skills. The JTGDM is faced
with a number of developmental issues that require immediate attention. The following issues represent the main challenges:\(^{106}\)

- Employment level is another area of concern. Though 61.24% population of the district are aged between 15-64 (economically active) but only 19.50% population are employed. The situation is worst in Joe Morolong LM where only 8.74% people are employed;
- The largest ethnic group (Black African) is poorest among all races, underlining the deprivation and unequal opportunity to access employment. For instance, 72% Black Africans earn less than R800 per month as compared to 32.5% White people. This depicts the lack of access to economic opportunity for the majority of the people;
- Only 5% of the people in the district have higher education. This largely reflects the unavailability of well qualified people in the district. The level of education has direct co-relation with employment opportunities;
- The district is sparsely populated and rural settlements are located far away from each other. This creates difficulty in the establishment of shared social facilities like schools, hospitals etc.;
- A high number of households do not have access to clean and potable water as well as toilet facilities, which impacts negatively on the health of the citizens. According to the DHIS data (District Health Information System 2010), diarrhoea incidence among children under five (5) years in JTGDM (205.9 per 1000) is much higher than the provincial level (135.4 per 1000) and the national level (109.3 per 1000). This indicates that a huge number of people don’t have access to clean potable water and sanitation facility;
- Provision of electricity as a source of lighting and cooking to address the remaining 10% gap;
- Low development level of Joe Morolong Local Municipality in relation to other municipalities in the District;
- Housing backlog within the areas of the District remains high, particularly informal settlements currently estimated at 7.6% of the District’s population; and
- Land degradation due to soil erosion as a result of depleted vegetation cover caused by overgrazing and deforestation.

In order to address the above mentioned challenges a Community-based Natural Resource Management (CBNRM) is proposed. CBNRM is about local people coming together to protect their land, water, animal and plants, so that they can use these natural resources to improve their lives and the lives of their children and grandchildren. It is a tool to enable every willing member of the community to play a part in improving the quality of people’s lives, economically, culturally and spiritually.

CBNRM is a way for communities to work together to protect their natural resources and at the same time bring long-lasting benefits to the community. Successful Community-based natural resource management (CBNRM) can deliver many different benefits such as:

- Give people access to resources;
- Improve farming and food supply;
- Create jobs;
- Build small businesses;
- Provide opportunities for education and training;
- Build community organization;
- Improve community health; and
- Maintain and strengthen cultural and spiritual values.

The Department of Environmental Affairs (DEA) came up with seven key principles and guidelines for the CBNRM.

Principle 1. A variety of different ways of earning a living is maintained, to minimise risk in case of natural and economic disasters;

Principle 2. The natural resource base is maintained and even improved so that the natural resources can continue to provide livelihoods to people now and in the future;

Principle 3. Local organisations, including local government and community organisations, work effectively to manage local resources for the benefit of local people and the environment;

Principle 4. People receive real benefits – economic, social, cultural and spiritual - from managing the natural resources wisely;

Principle 5. There are effective policies and laws and these are implemented, wherever possible, by local people’s legitimate and representative organisations;

Principle 6. Outside assistance is provided to facilitate local projects. Local people’s knowledge and experience is reflected;

Principle 7. There is a good understanding of local leadership and local leadership fully supports CBNRM projects.

CBNRM focuses on the collective management of ecosystems to improve human well-being. It aims to devolve authority for ecosystem management to the local (community) level, thereby empowering communities to manage their own resources without permanently damaging, depleting or degrading them.

**Strategy 1:** Encourage strong investments in capacity development and the development of local institutions and governance structures for the implementation of the CBNRM.

**Strategy 2:** JTGDM needs to identify CBNRM projects and source funding and partners with the DEA and other conservation entities for implementation of these.
8.12.5 Sub-objective 5: To Implement an Alien Invasive Clearing Programme

Alien plant invasion are experienced in the region having impacting negatively on the environment and the community. Alien plant threatens water security, the ecological functioning of natural systems and the productive use of land. They consume more water than the natives leading to the reduction amount of groundwater available for farmers and rural communities. Alien invasive species such as Nicotiana glauca (Wild tobacco); Opuntia ficus-indica (Sweet prickly pear); and Prosopis glandulosa var. torreyana/velutina (Honey mesquite) are widely spread across the region.

The DEA in partnership with local Municipalities and other government departments have launched a Working for Water (WFW) programme, which is aimed at fighting against alien invasive plants. The objective of WFW is to reduce the density of established, terrestrial, invasive alien plants, through labour intensive, mechanical and chemical control. The Programme aims to improve the integrity of natural resources by:

- Preventing new and emerging invasive alien plant problems through:
  - Development of strategies to prevent new and emerging weeds;
  - An early detection rapid response system;
  - A monitoring and evaluation framework that assess the progress of emerging invasive alien plant management effort;
  - Partnering with and tapping into the expertise and resources of the South African National Biodiversity Institute (SANBI);
  - The establishment of national and regional invasive alien plant coordinating committees; and
  - The implementation of an appropriate data management system for new emerging species.

- Reducing the impact of existing priority invasive alien plants through:
  - The quantification of the extent of invasive alien plant survey;
  - The development of prioritisation frameworks;
  - The development of management unit clearing programmes, annual plans of operations and business plans;
  - Monthly key performance indicator reports, quarterly reports; and
  - The establishment of a national and regional oversight committee.

- Enhancing capacity and commitment to solve invasive alien plant problems through:
  - The development of a combined environmental implementation and management plan;
  - The establishment of a skills development programme;
  - Coordinating national and international policy, legislative and planning frameworks; and
  - Implementing education and awareness strategies.

**Strategy 1:** Focus on Working for Water Programme to create jobs and provide training.

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107 DEA, 2015
SECTION NINE: FUNCTIONAL REGIONS

9.1 Definition

The terminology and concept of functional regions is a fairly new concept in geographical circles (Mondal, 2015) and can be briefly defined by their connections. These connections can be found within different spheres of influence such as telecommunications, transport, and etc. and is of importance when economic influence is considered spatially. The following references towards the definition of functional regions have been made:

- Functional regions is a geographical tool used to first identify economic activities and their linkages within space. These functional regions are organized around a node, or focal point, with the surrounding areas linked to that node through systems, associations, and activities (National Geographic, 2015).

- Thus functional regions (FR’s) can be defined by a system of interactions between economic activities within one economic sector or/and linkages over more than one economic sectors.

- Functional regions as influenced by economies of scale and subsequent activities that plays a part in economic development is thus an intricate network that is not bound by administrative, environmental nor other boundaries, but rather by the extent and influence of economic linkages

The functional region can be defined further as a node that has a defined core that has specific characteristics and this core must interact with other cores or spheres of importance. Thus for the JTGDM the evaluation of functional regions relate to the identification of spatial areas that can act as a central place that affects and is in turn affected by surrounding nodes of importance. In this regard spatially identifying the economic functional regions was developed for this study based on the CSIR guidelines for functional regions as interlinked with local knowledge of the JTGDM and analysis within prior sections of this report. However these functional regions were defined more detailed in relation to the different economic spheres that is evident within the JTGDM such as mining, business, etc. The core components of such functional regions for the JTGDM where used as a basis in determining the relevance of these functional regions, these components are set out below as:

- Identifying existing networks, gateways, ports and corridors and regions that act as attractors and job engines;

- The functional economic network – the international focused growth points (global gateways), national and regional gateways, attractions and network anchors, rural growth points (district gateways and attractions) and in turn connections to smaller rural towns and villages;

- New growth zones, rural growth points and district gate ways;

- Lagging and declining regions; and
• Regional specific potential of the respective NGP job drivers for job creation (high impact short to medium term) and innovation (CSIR, 2015).

With these considerations taken into account the functional regions were developed for JTGDM for each of the differing economic sectors. These functional regions can be defined in accordance with CSIR definitions. An important component of these functional regions are the linkages between nodes and spheres of influence. The network of these linkages are influential in the functionality of the nodes around which these functional regions operate. However identifying and analysing the range of relevant networks would require a complex series of systems and flow analysis (ESPON, 2014).

This framework and guidelines formed the high level rationale and analysis behind the identification of functional regions for each of the following economic sectors or spheres of influence; agriculture, mining, industry, business and tourism. These functional regions are spatially illustrated and the rationale behind each of these functional regions are explained.

9.2 Methodology

Functional Regions for the JTGDM is based upon the CSIR guidelines for Functional regions as well as study findings and economic experience interpretation of the larger area. The first step towards defining the functional regions for the JTGDM was to establish the following parameters:

• Identify the key activities for the major economic sectors: agriculture, mining, industry, business and tourism within the JTGDM;
• Show the locality of these activities and their relevant linkages with the economic sector gateways (for instance linkages between Sishen Mine and Kathu), the extent or strength of these linkages are also shown in accordance with CSIR network connector terminologies (for instance Sishen Mine has a global network connector due to the railway that transport iron ore internationally); and
• The area of perceived influence was also indicated for each of these economic activities and their network connectors.

The second step towards defining the functional regions for the JTGDM was to elaborate on elements that play a part or can play a part in the FR sphere of influence, the following parameters were looked at:

• Poverty pockets (these are determined per settlement);
• Key infrastructure and transportation elements that play a part in economies of scale;
• Locality of rural settlements throughout the district municipality;
• Projects, programmes and projects within the region and their locality (Land Reform, REID, RID, etc.)

The third and final step towards constructing and presenting the JTGDM functional regions is:
- Overlaying the locality of all the economic activities within the larger area, the poverty pockets and influenced settlements, the current government projects in the area and the key infrastructure and transportation elements;
- This is done in order to see where most of the projects is located in space in comparison to economic opportunities and poverty pockets;
- The relevant linkages and strength of these linkages is taken into consideration;
- Rural areas are the main focal points and prioritised;
- From this key functional regions for the JTGDM will be determined and illustrated spatially;
- The 12 key objectives identified for the JTGDM RDP will be linked to each of these FR to show the relevance of these objectives for each of the FR’s; and
- Priority areas for intervention and introduction of projects will be indicated.

9.3 Economic Sectors - Functional Regions

9.3.1 Mining

The Map below indicates the functional regions Mining’s functional regions was derived from the importance of the mining activities within the area and their global and district connections. Due to the size of operations at the Sishen mine, the Sishen-Saldanha railway line and the subsequent industrial activities surrounding this area, Kathu is a major regional gateway for the mining industry within the JTGDM area. The railway to Saldanha for the export of minerals form the area constitutes the global mining connector. The Gamagara Mining corridor that stretches over a part of the Tsantsabane LM to the south is where regional linkages is formed and will strengthen the existing mining linkages even further in future.

Further regional linkages with mining activities surrounding Hotazel and Diben also form regional linkages with Kathu where raw minerals is transported and exported via the Sishen-Saldanha Railway Network. The importance of this railway is also emphasised by the Strategic Integrated Projects (SIPs) 5: Saldanha-Northern Cape development corridor. District linkages is evident between Kuruman and Kathu where supporting services and industry exists. Further mining opportunities exist to the north of the JTGDM, providing an opportunity for other functional regions to develop and for the existing ones to be strengthened.
Map 46: Mining Functional Regions
9.3.2 Tourism

As seen in the map below, Kuruman act as a Regional Gateway for the JTGDM due to its location to the east of the Northern Cape, acting as a stopover destination for tourists traveling from the North West and Gauteng Provinces. Due to the lack of a strong tourism base that visit the area solely for the district attractions most of the tourist it is proposed that Kuruman is used to form district and local linkages with in order to supplement and develop the low tourist base of the district. Kuruman currently has a number of tourist attractions that should be developed in order to develop its functionality as a tourism destination even further. The national heritage site of the Wonderwerk Cave should also be strongly linked with Kuruman via the development of the tourism corridor or routes connecting Kuruman and the caves.
Map 47: Tourism Functional Regions
Industry

Industry is predominantly prevalent within the towns of Kuruman, Kathu and Hotazel and are strongly tied with the mining sector. All three of these towns are district gateways due to the dependability on the mining sector. Diversification and specialisation should be pursued within these 3 areas and their district linkages further strengthened in order to grow the industrial opportunities within the area. Local connections can also be formulated between the rural areas through job sourcing and skills development. Kuruman and Kathu should act as functional regions to strengthen them as functional regions due to their connectivity and accessibility to markets via the railway network to Saldanha and the national road networks. In this regard there should be a strong focus on developing Kathu as the core growth point through the development of an industrial development park in order to capitalise from its regional functionality with regards to mining.
Map 48: Industrial Functional Regions
9.3.4 Business

Business functionality throughout the district is more dispersed than the other economic sectors due to the characteristics of the retail and related activities within the business market. People will not travel extensively for products or services, say for those that are specialised and due to distance and availability. However, Kuruman and Kathu is the two dominant district gateways in this regard with the most businesses and related services. Kuruman and Kathu can form regional linkages through the promotion of trade and industry between these two towns. It can be further strengthened by the linkage to North West and Gauteng Province. Local linkages here is of importance for rural development as the provision of supportive business services and entrepreneurial development will be needed to help stimulate the rural economies.
Map 49: Business Centres
9.4 Getaways and Connectors

Following CSIR guidelines, an analysis was conducted in order to identify the extent of key gateways and their connectivity (Map 50) to global regional networks; African regional, national and strategic networks; as well as for district and local networks. As such the following gateways and subsequent strength of connectors have been identified by which functional regions should be classified:

- Global gateways and global connectors: linkages are of a global scale that includes export functions or similar linkages that cross national borders.
- Regional gateways: regional linkages is within national borders but across regional boundaries, for instance the linkages between Sasol’s different plants and activities in the Northern Free State (Sasolburg) and Mpumalanga (Secunda).
- District gateways and linkages: this is a gateway that plays a major part in the formalisation and forming of linkages within the district.
- Non gateways and settlement-district connectors: these are localised linkages and includes informal and localised activities and characteristics.
Map 50: Getaways and Connectors
### 9.5 Summary of Objectives per Functional Region

#### Table 41: Main Objectives per Functional Region

<table>
<thead>
<tr>
<th>Objective</th>
<th>FR1</th>
<th>FR2</th>
<th>FR3</th>
<th>FR4</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Enhancing agriculture and rural development as a means to fight hunger and poverty</td>
<td>Y</td>
<td>Y</td>
<td>Y</td>
<td>Y</td>
</tr>
<tr>
<td>2. Exploring and exploiting mineral resources to the benefit of the communities</td>
<td></td>
<td></td>
<td></td>
<td>Y</td>
</tr>
<tr>
<td>3. Promoting tourism by developing existing sites and identifying new ones</td>
<td>Y</td>
<td>Y</td>
<td>Y (Priority)</td>
<td>Y</td>
</tr>
<tr>
<td>4. Providing all communities with engineering infrastructure, housing, roads and social facilities</td>
<td>Y</td>
<td>Y</td>
<td>Y</td>
<td>Y</td>
</tr>
<tr>
<td>5. Developing and promoting small medium micro enterprises</td>
<td>Y</td>
<td>Y</td>
<td>Y (Priority)</td>
<td>Y</td>
</tr>
<tr>
<td>6. Reviving the economy of Kuruman and Kathu through attracting new businesses and investments</td>
<td>Y</td>
<td>Y</td>
<td>Y (Priority)</td>
<td>Y (Priority)</td>
</tr>
<tr>
<td>7. Promoting nodal and corridor oriented development</td>
<td>Y</td>
<td>Y</td>
<td>Y</td>
<td>Y (Priority)</td>
</tr>
<tr>
<td>8. Building capacity of communities through training and skills development</td>
<td>Y (Priority)</td>
<td>Y (Priority)</td>
<td>Y (Priority)</td>
<td>Y (Priority)</td>
</tr>
<tr>
<td>9. Improving literacy rate of communities</td>
<td>Y (Priority)</td>
<td>Y (Priority)</td>
<td>Y (Priority)</td>
<td>Y</td>
</tr>
<tr>
<td>10. Growing the economy thereby creating jobs and reducing unemployment</td>
<td>Y</td>
<td>Y</td>
<td>Y (Priority)</td>
<td>Y</td>
</tr>
<tr>
<td>11. Establishing an Agi Park in the JTG district consisting of an Agri Hub in Kuruman and associated Farmer Production Support Units throughout the district</td>
<td></td>
<td></td>
<td></td>
<td>Y</td>
</tr>
<tr>
<td>12. Protecting and conserving the natural environment</td>
<td>Y</td>
<td>Y</td>
<td>Y</td>
<td>Y</td>
</tr>
<tr>
<td>Objective</td>
<td>Sub-objective</td>
<td>FR.1</td>
<td>FR.2</td>
<td>FR.3</td>
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<td>-------------------------------------------------------------------------------</td>
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<tr>
<td>1</td>
<td>1. To Improve Rural Economy</td>
<td>Y</td>
<td>Y</td>
<td>Y (Priority)</td>
</tr>
<tr>
<td>1</td>
<td>2. To Ensure Sustainable Management of Natural Resources in Rural Areas</td>
<td>Y</td>
<td>Y</td>
<td>Y</td>
</tr>
<tr>
<td>1</td>
<td>3. To Strengthen Rural Institutional Capacity</td>
<td>Y</td>
<td>Y</td>
<td>Y</td>
</tr>
<tr>
<td>1</td>
<td>4. To Provide Rural Areas with Social Services and Technical Infrastructure</td>
<td>Y</td>
<td>Y</td>
<td>Y</td>
</tr>
<tr>
<td>2</td>
<td>1. To increase mineral beneficiation and empower local communities</td>
<td></td>
<td></td>
<td>Y</td>
</tr>
<tr>
<td>2</td>
<td>2. To reinforce the development of a mining supplier park</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>1. To develop existing and new/dormant tourism attractions</td>
<td>Y</td>
<td>Y</td>
<td>Y</td>
</tr>
<tr>
<td>3</td>
<td>2. Promote Tourism Marketing</td>
<td>Y</td>
<td>Y</td>
<td>Y</td>
</tr>
<tr>
<td>3</td>
<td>3. To introduce Pro-Poor Tourism</td>
<td>Y</td>
<td>Y</td>
<td>Y</td>
</tr>
<tr>
<td>3</td>
<td>4. To develop a multi-functional tourist centre</td>
<td></td>
<td>Y</td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>1. To provide electricity in communities</td>
<td>Y</td>
<td>Y</td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>2. To provide water in local communities</td>
<td>Y</td>
<td>Y</td>
<td>Y</td>
</tr>
<tr>
<td>4</td>
<td>3. To construct sewer in local communities</td>
<td>Y</td>
<td>Y</td>
<td>Y</td>
</tr>
<tr>
<td>4</td>
<td>4. To construct roads in local villages</td>
<td>Y</td>
<td>Y</td>
<td>Y</td>
</tr>
<tr>
<td>5</td>
<td>1. Develop SMME Support Systems and Policy</td>
<td>Y</td>
<td>Y</td>
<td>Y</td>
</tr>
<tr>
<td>5</td>
<td>2. Training and Development of Entrepreneurial Skills</td>
<td>Y</td>
<td>Y</td>
<td>Y (Priority)</td>
</tr>
<tr>
<td>6</td>
<td>1. Improve the spatial economy of Kuruman and Kathu, including through coordination and cooperation with the John Taolo Gaetsewe region.</td>
<td>Y (Priority)</td>
<td>Y (Priority)</td>
<td>Y (Priority)</td>
</tr>
<tr>
<td>6</td>
<td>2. Encouraging sustainable Informal sector businesses and their inclusion in the local economy of Kuruman and Kathu</td>
<td>Y (Priority)</td>
<td>Y (Priority)</td>
<td>Y (Priority)</td>
</tr>
<tr>
<td>6</td>
<td>3. Attracting business and industry growth through the adoption of a reliable and coordinated approach to local planning within Kuruman and Kathu</td>
<td>Y (Priority)</td>
<td>Y (Priority)</td>
<td>Y (Priority)</td>
</tr>
<tr>
<td>6</td>
<td>4. Expanding and encouraging sustainable mining and agricultural economic sectors of Kuruman and Kathu, while giving rise to other local businesses</td>
<td>Y (Priority)</td>
<td>Y (Priority)</td>
<td>Y (Priority)</td>
</tr>
<tr>
<td>7</td>
<td>1. Containing and consolidating development within a defined nodal boundary</td>
<td>Y</td>
<td>Y</td>
<td>Y (Priority)</td>
</tr>
<tr>
<td>Objective</td>
<td>Sub-objective</td>
<td>FR.1</td>
<td>FR.2</td>
<td>FR.3</td>
</tr>
<tr>
<td>-----------</td>
<td>------------------------------------------------------------------------------</td>
<td>------</td>
<td>------</td>
<td>----------</td>
</tr>
<tr>
<td>7</td>
<td>2. Promoting transit-orientated development (TOD) along major public transport corridors and appropriately managing land uses around them</td>
<td>Y</td>
<td>Y</td>
<td>Y (Priority)</td>
</tr>
<tr>
<td>7</td>
<td>3. Support the development of a viable public transport system and improve accessibility, especially by the poor, to the District’s resources and amenities</td>
<td>Y</td>
<td>Y</td>
<td>Y (Priority)</td>
</tr>
<tr>
<td>8</td>
<td>1. Ensure Access to Education and Training Facilities</td>
<td>Y</td>
<td>Y</td>
<td>Y (Priority)</td>
</tr>
<tr>
<td>8</td>
<td>2. Train People on Agriculture</td>
<td>Y (Priority)</td>
<td>Y (Priority)</td>
<td></td>
</tr>
<tr>
<td>8</td>
<td>3. Provide Demand Oriented Skills Development Programmes</td>
<td>Y</td>
<td>Y</td>
<td>Y (Priority)</td>
</tr>
<tr>
<td>8</td>
<td>4. Development of Rural Entrepreneurial Skills</td>
<td>Y</td>
<td>Y</td>
<td>Y</td>
</tr>
<tr>
<td>9</td>
<td>1. Improve Access to Schools</td>
<td>Y (Priority)</td>
<td>Y (Priority)</td>
<td>Y (Priority)</td>
</tr>
<tr>
<td>9</td>
<td>2. Improve Quality of Education</td>
<td>Y</td>
<td>Y</td>
<td>Y</td>
</tr>
<tr>
<td>10</td>
<td>1. Comprehensive Rural Skills Audit &amp; Local Business Linkages</td>
<td>Y</td>
<td></td>
<td>Y</td>
</tr>
<tr>
<td>10</td>
<td>2. Labour intensive job creation</td>
<td>Y</td>
<td>Y</td>
<td>Y</td>
</tr>
<tr>
<td>10</td>
<td>3. Enabling Economic Environment</td>
<td>Y</td>
<td></td>
<td></td>
</tr>
<tr>
<td>10</td>
<td>4. Rural Development Forum</td>
<td>Y</td>
<td>Y</td>
<td>Y (Priority)</td>
</tr>
<tr>
<td>11</td>
<td>1.10ha Feedlot</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>11</td>
<td>2. Abattoir</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>11</td>
<td>3. Auction Pens</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>11</td>
<td>4. Tannery &amp; Taxidermy</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>11</td>
<td>5. Charcoal production (Blackthorn &amp; Prosopis)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>11</td>
<td>6. Honey Bees</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>11</td>
<td>7. Skills Centre &amp; Ecotourism</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>11</td>
<td>8. Fencing</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>11</td>
<td>9. Agri-Park Extension Service Programme</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>11</td>
<td>10. Acquire strategically located land</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Objective</td>
<td>Sub-objective</td>
<td>FR.1</td>
<td>FR.2</td>
<td>FR.3</td>
</tr>
<tr>
<td>-----------</td>
<td>-------------------------------------------------------------------------------</td>
<td>------</td>
<td>------</td>
<td>------</td>
</tr>
<tr>
<td>12</td>
<td>1. Sustaining water resource management</td>
<td>Y</td>
<td>Y</td>
<td>Y</td>
</tr>
<tr>
<td>12</td>
<td>2. Implement an Environmental Management Framework</td>
<td>Y</td>
<td>Y</td>
<td>Y</td>
</tr>
<tr>
<td>12</td>
<td>3. Regulate the mining industry</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>12</td>
<td>4. Implement Community Based Natural Resource Management Programme</td>
<td>Y</td>
<td>Y</td>
<td></td>
</tr>
<tr>
<td>12</td>
<td>5. Implement an Alien Invasive Clearing Programme</td>
<td></td>
<td>Y</td>
<td></td>
</tr>
</tbody>
</table>

9.6 JTGDM Functional Regions

The overview of the JTGDM Functional Regions focusses on illustrating the boundaries of the identified FR’s locality in relation to the JTGDM. For the JTGDM, four functional regions have been identified using the parameters structured under the methodology of this section. Areas of limited economic activity have also been identified. These areas are categorised by limited to negligible economic activities that would in a meaningful way, either immediately or for the midterm, develop and/or have a significant contribution towards the socio-economic development of the communities living within the poverty pockets of the four JTGDM functional regions. Strategic areas could be identified in future or be developed/included within these areas either through either future or existing private endeavours that would contribute to the development of rural communities, at which time these will be incorporated within the functional region boundaries.

9.6.1 Summary of Functional Regions Determination Informants

<table>
<thead>
<tr>
<th>FR.1 (Functional Region 1)</th>
<th>FR.2 (Functional Region 2)</th>
<th>FR.3 (Functional Region 3)</th>
<th>FR.4 (Functional Region 4)</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Area categorised by low number of rural settlements;</td>
<td>• Very low population;</td>
<td>• Largely categorised by tribal lands to east of Kuruman;</td>
<td>• Large number of mining activities;</td>
</tr>
<tr>
<td>• Minimal economic activities;</td>
<td>• Remoteness of area played key part in formation of FR 2;</td>
<td>• Largest number of rural settlements found within this area;</td>
<td>• Exclusivity of mining activities;</td>
</tr>
<tr>
<td>• Far from economic nodes;</td>
<td>• Most of rural settlements next to gravel road leading to Heuningvlei;</td>
<td>• Lack of projects found to east of FR;</td>
<td>• Kathu main town and major catalyst for mining initiatives;</td>
</tr>
<tr>
<td>• Marginalised agricultural land;</td>
<td>• Main town that of Heuningvlei;</td>
<td>• Far eastern areas priority areas due to high poverty and low number of projects found here;</td>
<td>• Restitution and Land Reform Land Parcels,</td>
</tr>
<tr>
<td>• Border post on northern border of FR;</td>
<td>• Area categorised by effects of asbestos mining;</td>
<td>• Land Reform, REID, RID and Restitution Land Parcels;</td>
<td>• Sport and eco-tourism activities;</td>
</tr>
<tr>
<td>• Main towns are Van Zylsrust and Hotazel;</td>
<td>• Restitution, Land Reform and RID Land Parcels;</td>
<td>• Kuruman as economic node for the whole of JTGDM;</td>
<td>• The Sishen-Saldanha railway line;</td>
</tr>
<tr>
<td>• Land Reform Land Parcels indicated in orange on the FR 1 Map;</td>
<td>• eco-tourism activities;</td>
<td>• Cultural and eco-tourism;</td>
<td>• The N14 and R325 to the south of the FR; and</td>
</tr>
<tr>
<td>• Some eco-tourism activities;</td>
<td>• the R360 to the western boundary; and</td>
<td>• Manufacturing;</td>
<td>• The R31 and R380 to the north of the FR.</td>
</tr>
<tr>
<td>• mining activities surrounding Hotazel; and</td>
<td>• Gravel roads connecting the R360 and Heuningvlei.</td>
<td>• Agriculture and Agro-processing;</td>
<td></td>
</tr>
<tr>
<td>• the roadways of the R31 and the R380</td>
<td></td>
<td>• N14 as district connector; and</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>• R31 as local connector.</td>
<td></td>
</tr>
</tbody>
</table>
Map 51: Functional Regions Overview
Map 52: Economic Activities per Functional Region
The first FR is to the northwest of the JTGDM and encapsulates the area that is scarcely populated. The second and last functional region is to the north east of the JTGDM and is found within the previously asbestos mined areas. The functional region numbered 3 is the largest of the functional regions in terms of area covered and activities and rural settlements incorporated within its boundaries, functional region 4 is found towards the west of the JTGDM and is the centred along the mining related activities within the JTGDM.

Each of these functional regions together with the rationale behind their formation will be explained subsequently. These functional regions is found to extend beyond administrative boundaries due to the nature of economic and related activities that moves across conventional boundaries due to the backward and forward linkages between activities and the multi-functional nature of activities within economic sectors that have cross-cutting features. This can clearly be seen around the town of Hotazel where 3 functional regions overlap due to the nature and locality of economic activities and the importance of connectivity via the infrastructure within this area.

Some areas that has no rural settlements nor any projects was excluded within the boundaries due to the main focus of the functional regions to be on the relation between rural communities, projects, economic opportunities and the accessibility of infrastructure that was the main consideration. Once more projects and economic activities are introduced outside of the current boundaries of these functional regions, the boundaries will extend to include these.

### 9.6.2 Functional Region 1

Functional Region 1 is found to the northwest of JTGDM and covers a scarcely populated and minimal economically active area due to the distance from economic nodes, marginalised agricultural land and a lack of any other sustainable resources. The main towns within this functional region include Hotazel and Van Zylsrus that act as none gateways due to their size, locality and small economic impact. Other urban settlements within the area are; Sonstraal, Aansluit, Black Rock, Santoy, Avontuur and McCarthysrus. The main features that has an influence on Functional Region 1, which include economic activities, projects and infrastructure, are as follows:

- Land Reform Land Parcels indicated in orange on the FR 1 Map;
- eco-Tourism activities;
- mining activities surrounding Hotazel; and
- the roadways of the R31 and the R380

The boundaries for this Functional Region was determined taking these features into consideration. Thus the importance of the urban settlements, government projects, economic activities and the role of infrastructure were key in establishing the boundaries of FR 1. Boundaries include the town of Van Zylsrus and the surrounding Lan Reform Land Parcels moves to the northern border post of McCarthysrus. This northern border includes
the large number of land parcels allocated as land reform projects. The eastern boundary uses the R380 as parameter as this is a non-gateway between McCarthysrus and Hotazel. The settlement of Avontuur is also incorporated within this eastern boundary. The inclusion of Hotazel and surrounding mining activities encapsulates the southern boundary that further moves northwest along the R31 as parameter to conclude at Van Zylsrus.

These boundaries are structured in such a way to include all the current functional and potential areas for linkages. The inclusion of Hotazel to the south due to its locality and prominent economic activities is important towards the functionality of this area. This is due to the two main connector roadways in the area that converges at this town, the mining activities surrounding the town and the proximity of most of the rural settlements to Hotazel. Any current and/or potential cross border linkages should also be linked to established economic node and as such Hotazel provides the perfect opportunity in this regard.

There is few rural settlements in the area, found near; Van Zylsrus, Black Rock, between Santoy and Hotazel and also near Hotazel. The sparsity of these rural settlements can be attributed to vast area and the lack of job opportunities within this large area. These rural settlements are then also categorised by the second highest poverty index, indicating the need for socio-economic upliftment and economic intervention. Land Reform projects are situated predominantly to the north of the FR and is apart from those linked near Van Zylsrus and Hotazel not well linked with rural settlements. Although these near these towns are well linked, these rural settlements are still impoverished and ways to maximise linkages and opportunities should be pursued.

The rural settlement northwest of Black Rock is classified as a priority area that needs intervention as there is no economic interventions in close proximity to it. Future initiatives should be centred towards the development of tourism initiatives along the two main roadways near the towns Van Zylsrus, Black Rock and Santoy. These should gain priority to uplift the rural settlements in close proximity to these. The larger tourism game lodges industry should also be stimulated to further develop job opportunities for the people living in rural poverty. Better utilisation and inclusivity of the Land Reform Parcels should also be considered in order to improve the effect of these on the rural communities.
Map 53: Functional Region 1
9.6.3 Functional Region 2

Functional Region 2 is found to the northeast of JTGDM and is the smallest of the four functional regions in size. The remoteness of the area with its environmental concerns and high impoverished rural settlements were the main rationale behind the formulation of this functional region. Thus the the number of rural settlements and the socio-economic relevance of the communities warrents a functionality that is not just included within a larger area due to its size. The main town within this area is that of Heuningvlei that will act as the non-gateway with which functional connections will be formed within the region. The main features found within this FR are the following;

- Restitution, Land Reform and RID Land Parcels;
- eco-tourism activities;
- the R360 to the western boundary; and
- gravel roads connecting the R360 and Heuningvlei.

The boundary uses the R360 to the west as parameter due to the importance of this road for connectivity of the FR and moves to the northern boundary of JTGDM were the RID and Land Reform Parcels are situated. The eastern boundary moves towards the town of Heuningvlei and to the south it uses the gravel roads as parameter towards Avontuur were it concludes.

The functional region is centered along the secondary roads that encompasses the rural settlements, the initiated projects to the north and to the east of the functional region. The important R 380 also provides an important infrastructure connector to the southern economic nodes and is thus included within this functional region. The rural settlements has that of the highest poverty stricken index and thus projects to alleviate poverty should be focussed on this area. Linkages between that of Land Reform, RID and Restitution Land Parcels should be made more effective with a higher emphasis on the rural settlements with the highest poverty index. The whole gravel road with the adjacent rural settlements should be regarded as a corridor development with projects and initiatives centered along this connector roadways.

Due to the distance from large economic nodes, the remoteness of the rural settlements and the limited resources this provides a challenge towards developing sustainable opportunities to benefit these communities. The town of Heuningvlei should act as the local gateway around which initiatives can be formulated. Further development of the tourism industry and the agricultural sector will help create jobs for these rural communities.
Map 54: Functional Region 2
9.6.4 Functional Region 3

The third functional region is the largest of the FR’s and has the most rural settlements within its boundaries. The FR is encapsulates the eastern area of JGTDM and includes Kuruman that act as a district gateway for the region. The N14 also runs through the FR and is an important connector towards other regions. Another important factor for the formulation of this FR was the large area covered by tribunal lands within this area. The FR also has the highest population living firstly within rural settlements and secondly has the highest number of rural settlements that are impoverished. In addition the rational behind the formulation of this functional region was also to include the town and economic gateway of Kuruman as the central node that can stimulate different economic activities and linkages between different sectors within the larger area. Furthermore the exclusivity of the mining activities to the west functional Region 4 provides a definite barrier to the east for the boundary of FR 3. The main features that have bearing on this FR are as follows:

- Land Reform, REID, RID and Restitution Land Parcels;
- Kuruman as economic node for the whole of JTGDM;
- Cultural and eco-tourism;
- Manufacturing;
- Agriculture and Agro-processing;
- N14 as district connector; and
- R31 as local connector.

The predominant features within this FR such as the transportation linkages through the middle of the functional region and the high number of rural settlements were important considerations for the formulation of FR 3. The town of Kuruman is then in accordance with the CSIR guidelines the District Gateway for the formation of linkages within the functional area. Economic activities is mainly surrounding business, industry and tourism as mentioned previously in this section. The new agripark is also proposed to be in close proximity of the town of Kuruman, further strengthening the rationale behind it being the district gateway and the focal point as stimulus for economic opportunities within the functional region.

Definite boundaries is formulated around the R31 form the south and the secondary roads to the north of the functional region that takes the DRDCLR projects and rural settlements inclusion into consideration. To the east and south of the FR the municipal boundaries where used as guideline in order to complete the boundaries.

Most projects can either be found to the west and north east of the functional region and to the south west. The projects to the south west is spatially orientated in the correct area to address the high poverty associated with the rural settlements found to the south of the N14. Linkages between these projects and initiatives should be focussed on the alleviation of poverty within these areas by promoting the use of local labourers, strengthening existing linkages and development of both the forward and backward linkages available. However
also clearly evident from the functional region is that the area to the east of the functional region that includes Ditshipeng and Bothitong is that there is a lack of projects present within these areas.

This larger area is then also one of the areas hardest struck by poverty according to the SAL Poverty Index and should enjoy priority for future planned economic interventions. This area can be classified to have the highest priority in terms of economic and rural development interventions for this functional region. The spatial and economic linkage between the poverty pockets and the district gateway should be a focus point due to the proximity of these rural settlements to Kuruman. Furthermore the tribunal authorities, rural community leaders/forums and other government agencies should work closer together in order to formulate partnerships and collaboration for the implementation of projects that would ease poverty within these poverty pockets. Better alignment between future initiatives and these poverty pockets should be a primary consideration.
Map 55: Functional Region 3
9.6.5 Functional Region 4

Functional Region 4 is situated to the west and south west of the JTGDM and is further centralised around the mining activities found to the west of the JTGDM and the larger Gamagara Mining Corridor that has bearing on the functionality of this region. The main towns within this functional region is that of Kathu and Hotazel that act as gateways for economic development throughout the functional region. The main features found within this Functional regions are as follows:

- Restitution and Land Reform Land Parcels,
- Large number of mining activities;
- Sport and eco-tourism activities;
- The sishen-saldanha railway line;
- The N14 and R325 to the south of the FR; and
- The R31 and R380 to the north of the FR.

The biggest consideration for this FR was the large and large number of mining activities that is situated in this area. The impact of these mining activities has already been discussed earlier in this section, but it is important to consider the exclusivity of these mining activities to the rural communities to benefit from the large scale operations. As such a separate functional region to deal with the inclusivity and benefits of these activities are warranted.

The southern to northern boundaries of this FR follows the mining activities and related infrastructure strictly due to the influence of the Gamagara Corridor and to the north the Land Reform Land Parcels are also included. To the southeast there is a deviation to include the Restitution Land Parcel with further deviation to the southwest to include the town Olifantshoek and surrounding rural settlement. To the north the boundaries overlap with that of Functional Region 1 due to the proximity of these rural settlements and projects to the town of Hotazel and the economic node and dependancy this will create for these communities. It also overlaps for the same reason with Functional Region 3 due to the roadways that link with Hotazel and the towns of Van Zyls Rus and Tsabong (Botswana). To the south the boundaries extend that of the JTGDM municipal boundaries due to the influence of the Gamagara Mining Corridor and the subsequent mining activities to the south in Beeshoek and Postmasburg.

Most of the population within this FR can be found surrounding the main mining activities can be found around the towns of Kathu and Hotazel, however most of the rural areas within this functional region is not as heavily struck by poverty as their counterparts to the east and north of the JTGDM according to the SAL Poverty index. This can be attributed to the provision of job opportunities from the mines and the Social Labour Plans effected by the different mining houses. However these areas still has moderate poverty that needs to be addressed. The limited number of rural settlements can be attributed ot the provision of housing by mines for workers, which in turn is considered urban development and thus not
considered within this document. Future initiatives should be centered along mineral beneficaiton, manufacturing, tourism and SMME development.
Map 56: Functional Region 4
9.7 Conceptual Map

The conceptual map is an articulation of the spatial structuring elements of the District based on the development issues and vision identified in the issues and vision phase. The map essentially provides a spatial representation of the various development opportunities of JTGDM and how these will be achieved using spatial planning principles and concepts.
SECTION TEN: IMPLEMENTATION PLAN

This section provides an indication of the priority programmes and projects within the context of responsibilities, relationships, and costs estimates to realize the proposed interventions. Relevant monitoring and evaluation tools are also provided to measure the progress of implementation.

10.1 PREREQUISITES FOR THE RDP IMPLEMENTATION PLAN

10.1.1 Well Defined Partnerships

A partnership is an agreement in which objectives are shared and a common agenda is developed between different agencies in pursuit of a common goal. Partnership involves formal or informal agreements for working together towards a common purpose.108

Meeting the development objectives as set out in the rural development plan will require JTGDM to have strategic and well defined partnerships. Partnerships foster an inclusive and sustainable transformation to rural sectors and in rural livelihoods. Government institutions, development partners, the private sector, research institutions, NGOs and communities become involved in designing and implementing solutions to local problems and bringing benefits in both partners. Given the resources required to implement the plan in table 6 it is almost impossible for the JTGDM to solely undertake the task at hand. Outlined below are some of the benefits that can be derived by forging strategic partnerships:

Table 43: Benefits of Strategic Partnerships

<table>
<thead>
<tr>
<th>Benefits of partnerships</th>
<th>Opportunities to foster a shared sense of direction at a local level.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Shared vision</td>
<td>A forum for local people to make their views heard, including groups that are often excluded from discussions.</td>
</tr>
<tr>
<td></td>
<td>Scope for creating agreements with broad based support from local communities.</td>
</tr>
<tr>
<td>Strategic thinking</td>
<td>Agreement on priorities for action, in order to target resources at specific objectives and needs.</td>
</tr>
<tr>
<td></td>
<td>Strategic planning for long term goals.</td>
</tr>
<tr>
<td></td>
<td>Matching priorities between different members of partnership.</td>
</tr>
<tr>
<td>Stimulus</td>
<td>Co-ordinate action that can influence funding and decision making bodies.</td>
</tr>
<tr>
<td></td>
<td>Extra impetus to get ideas off the ground and make things happen.</td>
</tr>
<tr>
<td></td>
<td>Initiation of other projects.</td>
</tr>
<tr>
<td>Skill development</td>
<td>Opportunities for developing new skills for local people.</td>
</tr>
<tr>
<td></td>
<td>The sharing of skills between partners, leading to greater efficiency and cost saving.</td>
</tr>
<tr>
<td>Synergy</td>
<td>Better links between public agencies, the private and business sector and other elements in the local economy.</td>
</tr>
</tbody>
</table>

108 Slee & Snowdon, 1998
### Benefits of partnerships

<table>
<thead>
<tr>
<th>Benefits</th>
</tr>
</thead>
<tbody>
<tr>
<td>A forum to discuss, and hopefully resolve, disagreements and conflicts.</td>
</tr>
<tr>
<td>Wider vision in partner bodies and organisations.</td>
</tr>
<tr>
<td>Opportunities to tackle all aspects of a problem rather than addressing parts of it.</td>
</tr>
</tbody>
</table>

Bearing in mind that the most fundamental partnership would be between the district municipality and the local municipalities it serves, there is a need to identify other potential partnerships to realise the vision and implement the rural development plan. For municipalities to operate effectively, it is important to engage with communities on an on-going basis with the aim of building sustainable, mutually beneficial relationships and shared value. Section 2 of the Municipal Systems Act (Act 32 of 2000) defines a municipality as: “… consist of the political structures and administration of the municipality; and; the community of the municipality.”

In addition co-operation with non-governmental organisations, industry bodies and academic institutions is vital for the successful execution of any strategy or plan that aims to develop communities. Constructive engagements with partners brings forth deeper knowledge, broadens expertise and resources to ensure the relevance of any organisation’s socio-economic development programmes. Discussed below are some of the partnerships that can be undertaken by the municipality.

### 10.1.2 Public/Public and Private Partnerships (PPPs)

National Treasury refers to PPPs as long term contracts between public and private sector; they ensure the delivery of well maintained, cost effective public infrastructure or service, by leveraging private sector expertise and transferring risk to the private sector. In the municipal context, the Municipal Finance Management Act and its regulations (Act 56 of 2003) enables municipalities to use private and other public entities to either perform municipal functions for or on behalf of municipality or acquires the management or use of a municipal property.

The MFMA prescribes a process to be followed when such decisions are made and this is an option for the JTGDM in implementing the plan. In order to implement the objectives as outlined in the rural development plan the municipality will need to also consider the exploration of either public/public or public/private partnerships as indicated.

### 10.1.3 Other Possible Partnerships

As informed by the development objectives of the plan and taking into account current initiatives in the Northern Cape and countrywide there is a further need for strategic partnerships with other entities and organisations to be entered into. These might not necessarily be within the ambit of the MFMA with regard to rendering municipal functions or the management thereof on behalf of a municipality; they are about inclusive governance and entering into strategic partnership in order to achieve commonly held objectives.

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109 National Treasury, 2007
In the Northern Cape already the following organisations are involved with rural development and the municipality will need to engage with them and share resources and form partnerships with. The inclusion of such organisation in the implementation of the plan will render the plan more effective and well-resourced. Some of the organisations are as follows:

### 10.1.3.1 Eksteenskuil Landbou Kooperasie Beperk

The Eksteenskuil Cooperative in the Northern Cape aims to develop farmers through a Raisin Incubator program which supports in some technical aspects, market access, management, administration, financial advice, farmer developmental training, logistics as well as institutional support to become profitable production units.

### 10.1.3.2 Buhle Farmers Academy

The project aims to train emerging farmers nationally, who either own land or are beneficiaries of the government’s land reform programmes but are not productively utilising their land because of the lack of skills. Buhle is a not for profit organisation (NPO) and sees itself as a strategic partner in offering skills in the agricultural sector with an ultimate objective of eradicating poverty through providing the requisite skills. Their approach is that emerging farmers need accessible, practical training followed by a post training mentorship programme. They are further committed in building entrepreneurs in the agriculture sector in order to ensure sustainable and viable initiatives in the sector.

Over the years Buhle has benefitted through donor programmes and in 2012 they managed to get funding from the government through the Jobs Fund.

### 10.1.3.3 The Northern Cape Economic Development Agency (NCEDA)

The Northern Cape Economic Development Agency (NCEDA) agency, a statutory organization, was established in terms of the Northern Cape Economic Development, Trade and Investment Promotion Agency Act No.4, of 2008 as a response to the challenge of translating high level investment and business opportunities in the area into actual business operations that may contribute directly to economic growth and social equity for the people of the Northern Cape. It was initially funded through a partnership between the Northern Cape Provincial Government and the Industrial Development Corporation (IDC). NCEDA focuses in the following sectors: agriculture and agro-processing / value adding; mining and beneficiation and tourism infrastructure.

NCEDA’s range of services, include investment recruitment; business facilitation; after-care support; advocacy; trade development and promotion.

### 10.1.3.4 Tourism Enterprise Partnership (TEP)

TEP a non-profit company was established as a public private partnership whose aim is the facilitation of the growth, development and sustainability of small tourism businesses. It offers a range of services through provincial offices, who play an instrumental role in establishing partnerships in the provinces. Its services include the provision of hands-on, step-by-step support and guidance, ultimately leading to improved product quality, operational efficiency and market reach and access.
The TEP provincial office works with the provincial Department of Economic Development and Tourism (DEDAT) to provide training for SMMEs on the provincial tourism routes and some of its services could be accessed for the implementation of the plan.

10.1.3.5 Intergovernmental Partnerships

As part of the intergovernmental relations system the JTGDM can involve other key departments that operate in its jurisdiction. These will include provincial and national departments who are playing a role within its jurisdiction. As a first step towards the implementation of the plan the government departments that are involved in the sectors identified in the plan need to be presented and solicit their support and collaboration.

10.2 COORDINATION OF THE RDP IMPLEMENTATION PLAN

10.2.1 Community Participation

Participation is a cornerstone of the success of the RDP. It will have to be a well-coordinated exercise that will be inclusive of all the stakeholders. Due to the vastness of the topic and the area it should cover, different stakeholders will have to participate separately on areas that concern or affect them. The following are stakeholders in the RDP:

- Government – National, Provincial, District and Local Municipalities;
- Traditional Leaders – They allocate land in Trust land areas. They also have a following which cannot be ignored. In fact Joe Morolong and Ga-Segonyana Municipalities cannot afford to leave them out in the own structures and methods of communication. They are a vital cog in the implementation process;
- Business – They are investors in the plan. They have the technology and the funding to make the plan realizable. Their omission could be courting disaster;
- Non-Governmental Organization (NGO’s). They have the expertise and experience on an array of sectoral development. They have the muscle to organize funding from donors who may not fund governments;
- Overseas Development Agencies – They are an important stakeholder in RDP. They have skills, the funding and capacity building and experience in implementing poverty reduction orientated projects. They have skills in planning, community participation, funding, monitoring and evaluation to mention but a few;
- Community Based Organization – There are two types of them. Those created by law like ward committees and non-statutory ones like civic association, clubs, “stokvels” farmers association, and others. They are foot soldiers whose participation will determine the success or failure of the RDP;
- Media – Both print and broadcasting media. They have both a readership and listenership that reach almost all the corners of the study area. Newspaper and radio are some of the media tools that inform, teach and spread the word much faster.
than any other media of communication especially in poor areas. Their involvement will be critical in ensuring that the RDP achieves its goal;

- Institutions of Higher Learning and Research Institutions. Going forward research will have to be undertaken to determine new ways of doing things as well as discoveries of better products and seeds e.g. the new drought resistant bean seed discovered in Rome entitled “New bean varieties bred to beat heat.” March 26, 2015, comment by Chris Arsenault. This kind of development can play a major role in ensuring that food security is established; and

- Communities themselves – They are the beneficiaries of the plan. They will be the main focus when it comes to implementation. They are expected to will take up sectors they are interested in and become entrepreneurs.

Participation should take place at different levels. The table below indicates such levels:

**Table 44: Participation Structures, Composition and their Roles**

<table>
<thead>
<tr>
<th>Committee</th>
<th>Composition</th>
<th>Responsibility</th>
</tr>
</thead>
<tbody>
<tr>
<td>Political IGR</td>
<td>4 Mayors, Council members, Traditional Leaders. Business Representatives – Chaired by the District Mayor or any other arrangement the committee would agree upon.</td>
<td>Interrogate progress made, resolve challenges being made and give policy and political direction on RDP</td>
</tr>
<tr>
<td>Technical IGR</td>
<td>Planning and Development officials, IDP managers Community Infrastructure officials, Corporate Services, Community Services, Programme / Sector Departments of Provincial and National Departments.</td>
<td>Planning, budgeting implementation of plans, Project Management Monitoring and Evaluation, Consultation</td>
</tr>
<tr>
<td>Technical Working Groups</td>
<td>NGO’s working in the District, Overseas Development Agencies in the Province</td>
<td>Planning, Budgeting Implementation, Capacity building, Research and Innovation, Monitoring and Evaluation</td>
</tr>
<tr>
<td>Technical groupings at NGO’s</td>
<td>Technical IGR and identified representative structures of community Based Organization (CBO’s), Representatives from Traditional Leadership</td>
<td>Identification of beneficiaries, Data Collection, Planning, Budgeting, Implementation, Conflict Resolution of Feedback, Communication, Supervision</td>
</tr>
<tr>
<td>Institutions of Higher Learning, Research Institutions, Overseas Development Agencies e.g. JICA, GTZ, USAID, European Union etc.</td>
<td>Project teams on specific programmes and projects</td>
<td>Planning, Budgeting Implementation, Progress Reporting, Project Management</td>
</tr>
</tbody>
</table>
The above structure can be amended to suit local conditions and dynamics. The bottom line is that a highly participatory and inclusive working arrangement will deliver the goods.

**10.2.2 Building on Existing Initiatives**

The RDP does not seek to replace or disregard initiatives which were under way, instead it seeks to enhance, supplement and complement them. Government has started many programmes towards development e.g. Land Reform, Agrarian Reform, Women in Agriculture, School Building Programme, Skills Development, Adult Basic Education Training, Promotion of Small, Micro and Medium Enterprises, Extended Public Works Programs, Municipal Infrastructure Grant to mention but few, all of which are the cornerstone of the RDP. These initiatives should be enhanced and supported all be it under the umbrella of Rural Development. Re-inventing the wheel will be an ill-informed prodigy. However the plan identifies those that may not have been identified before and have they added to existing ones so as to have a composite basket of initiatives.

Other element to consider will be the participation of other stakeholders like overseas Development Agencies. There are specific programmes they assist with which should be brought on board. Some of them have done similar projects elsewhere and have gain valuable knowledge and experience that can be useful in out setting. It will be the duty of the RDP Project Manager to find them, bring them on board and let them help the best way they know how. The same goes for business and Non-Governmental Organization.

The Department of Cooperative Governance has drafted a policy document entitled “Back to the Basics” Without isolating some of the points in the document, it sets the scene for doing things the right way. While debate could rage on the contents, it is a useful document that could facilitate the implementation of the RDP.

**10.2.3 Aligning Priorities with Policy Requirements**

The implementation plan makes provision for priorities to be observed. Such priorities should be linked to the policy provision on the sectors the government has pronounced as priority sectors. While the reasons behind such pronouncement could be questioned, there is an advantage of not doing so. Priority sectors have funds budgeted for in a form of government programmes which are readily available. A good example is the provision of infrastructure in the rural areas. The Municipal Infrastructure Grant (MIG) has already been rolled out. It is therefore easier to apply for MIG than to prioritize the building of a space shuttle the support of which will be hard to come by.

Both the National Development Plan and The Comprehensive Rural Development Plan have prioritized Agriculture, Infrastructure, Skills Development, Promotion of SMME’s, and Promotion of Tourism and Provision of Basic Needs as priority areas to be considered when planning takes place. The implication of this on the plan is that the plan should be driven by such priorities so that the policy ideals can be realized. The plan should by and large draw
funds from existing programmes to ease the budgetary burden that could be placed on Treasury. Policy requirements are a reflection of the government agenda and the development direction the government is taking.

10.2.4 A Coordinated Multi-Sectoral Approach

A Multi Sectoral Approach (MSA) is an approach that promotes the involvement of all sectors of the society e.g. government, business, civil society organisations and communities at all levels of governance i.e. National, Provincial and municipal levels. The approach functions well where there is political will, effective leadership and coordination of activities, developed and sustainable partnerships, strengthened capacity of all sectors to make effective contribution and sharing of information among stakeholders. It thrives well in situations where those involved effectively use existing networks; develop new ones from national to down to community level.

It works better where there is assured funding and adequate skills and dedicated staff to implement plans.

The approach is better implemented through a holistic; inter organizational and interagency efforts that promote participation of people concerned. Its implementation requires interdisciplinary and inter organizational co-operation, collaboration and coordination across key sectors. This approach highlights responsibilities that are unique to each sector and shows how other sectors join in to produce the desired effects.

Development, as a multi-dimensional phenomenon, can only be understood by considering the components that made it. Hence figure 1 shows that intricate relationship among sectors. This assertion is based on the fact that:

- Development is not discrete;
- It does not have a threshold, although there is an agreement on the downside of development expressed in terms of a poverty datum line;
- The ingredients of development cannot be fully understood, and as such there should be research undertaken to update and improve current thinking and operation;
- It is a sum total of sectors’ performance, that supplement and complement one another;
- It is a partnership based phenomena grounded on participation by all stakeholders. This stems from the fact that participants in development have different roles to play. The sum total of all the efforts of the stakeholders edges closer to the ideal;
- It is a phased approach in that not everything can be done in one day, the length of a year and availability of funds would militate against non-phased approach; and
- It is in keeping with government’s flow of funds.
The above can better be expressed statistically using the multi-regression analysis formula:

$$Y = a + b_1x_1 + b_2x_2 + b_3x_3 \ldots bnxn$$

Where $Y = \text{development}$

- $a = \text{a multiplicity e of factors}$
- $b_1x_1 - b_3x_3 = \text{interaction of factors}$
- $bnxn = \text{to infinity}$

The formula postulates that rural development is a sum total of a number of factors that interact in a complicated way to produce results. The interaction is not finite, which means every time there is a need to try and understand the interaction on a continuous basis as phenomena changes from time to time.

**Figure 41: The Wagon Wheel - Intricate Relationships Among Sectors**
The approach involves co-operation of stakeholder’s role players and partnerships. The main stakeholders in the RDP are Government, Business, Non-Governmental Organization, Community Based Organizations, Overseas Development Agencies Institution of Higher Learning and Research Institutions. Each participant has a role to play as per the table below.

**Table 45: Stakeholders and Respective Roles**

<table>
<thead>
<tr>
<th>Stakeholders</th>
<th>Role</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Government (Local Provincial and National; Business; Non-Government Organization; Community Based Organization; Overseas Development Agencies; and Institutions of Higher Learning and Research Institutions.</td>
<td>• Policy, Planning, Funding, Monitoring and evaluation, research Communication; Funding and Implementation Skills transfer; Planning, Implementation, Capacity building, funding; Community Mobilization, Communication, Conflict Resolution, Advocacy, Monitoring and Evaluation; Capacity building, planning implementation, funding; and Research, Experience, Innovation and Training.</td>
</tr>
</tbody>
</table>

These stakeholders need to cooperate and coordinate their activities. The approach calls for each sector to construct activities of their programmes and projects and indicate what assistance will be needed from other sectors to ensure that a particular sector achieves its goal. These are sequenced on “first things first” basis and result in a multi-year programme implemented through the Integrated Development Planning process.

**10.2.5 Lead Role of the District Municipality**


(i) Provide democratic and accountable government for local communities;
(ii) Ensure the provision of services to communities in a sustainable manner;
(iii) Promote social and economic development;
(iv) Promote a safe and healthy environment; and
(v) Encourage the involvement of communities and community organizations in the matters of local government.

The RDP has been placed under the District Municipality. As such the District is responsible for leading the process. This notion is in line with what has been contemplated in the White Paper on Local Government 1998 that allocated the following functions to the District Municipality namely:

- Build capacity of local government where there is none;
- Initiate economic development in the district;
- Plan for land use; and
- Provide basic needs of people living in deprived areas.
The above functions are at the heart of rural development and is fitting that the District takes the lead. The leadership role comes with the following responsibilities:

- Ability to plan, programme, implement, monitor, review and research further solution to underdevelopment;
- Ability to mobilize stakeholders;
- Ability to finance the plan;
- Ability to implement the plan;
- Ability to coordinate, communicate and give feedback;
- Ability to innovate and build the necessary capacities; and
- Ability to lead through taking decisive actions.

Above all, the District will have to serve as a focal point among Local Municipalities and Provincial and National Government.

10.2.6 Implementation

The Implementation of the RDP will require Leadership from John Taolo District Municipality for it to have binding effects and impact; the RDP should be made part the SDF. As the RDP is more detailed, the SDF should be reviewed so that it could express the provisions of the RDP implemented through the IDP process.

10.2.7 Management of the RDP

A dedicated office will be needed that will co-ordinate the RDP. The Department of Rural Development and Land Reform will co-manage the implementation process. The Department will still have the responsibility to ensure that the goals of the RDP are realised. On continuous basis DRDRLR will work with the project managers in the District and Local Municipalities in so far as project management budgeting, monitoring and evaluation as well as reporting. It is also envisaged that the advent of the RDP could add additional responsibilities than currently the case. To scientifically arrive at an institutional arrangement that will be able to implement the RDP, a job evaluation exercise should be conducted. Where posts already exist and new functions are added, the grading of such posts should be revisited to ensure that they are at the right level.

10.3 MONITORING AND EVALUATION SYSTEMS

The JTGDM RDP is a programme that transcends the conventional organisational boundaries in planning, budgeting and implementation resulting in a number of departments/agencies/ministries responsible for particular aspects of the programme. Programme and project management and operational and strategic leadership will therefore become key components in the implementation of the RDP. In playing its coordinating role, it is important that the JTGDM recognise the principles of cooperative governance and the provisions of the Intergovernmental Relations Framework Act, 2005. Partnering protocols will also be initiated so that clear roles and responsibilities are defined. The protocols will also ensure joint accountability for the implementation of the RDP priorities.
The following sectors are seen as critical stakeholders:

- Government (Local, Provincial and National);
- Business;
- Non-Government Organisation;
- Community Based Organisation;
- Overseas Development Agencies; and
- Institutions of Higher Learning and Research Institutions.

This RDP should be regarded as a sector plan of the JTGDM’s SDF with a chapter written into the District’s IDP as approved by the District Municipal Council. Therefore, monitoring of the RDP will be linked to the implementation of the Capital Investment Framework (CIF) and implementation plan of the District’s SDF. However, there is need for strengthening the design of the monitoring process (cross-sectoral).

10.3.1 Monitoring Framework

The monitoring of the strategy will be guided by five fundamental criteria:

- Implementation schedule. Adherence to the implementation schedule in respect of time frame, financial requirements for each time segment (period), attainment of objectives, etc.;
- Standards. Observation and fulfilment of set national minimum standards where these are applicable;
- Consistency with national, provincial and local development goals. Adherence to the national, provincial and local policies as stipulated either in the constitution or relevant pieces of legislation;
- Cohesiveness. Attention to the linkages between the priority areas in the strategy, and specific actions within each area to ensure that there is consistency;
- Stakeholder performance. Performance of the various actors at the district level and below in relation to fulfilling their mandate, executing their roles and responsibilities and effectiveness of their plans and activities, i.e. delivering services and attaining the stated goals and objectives.

Monitoring will take place at two levels. At the first level, the monitoring will focus on the progress made in implementing the strategy as a whole. At the second level, monitoring will focus on progress made in implementing the specific actions detailed in the each of the priority areas. Monitoring at the second level will be based on the monitoring and evaluation plans that are prepared in the detailed programme design stage. The focus will be on the impact of specific programmes and activities developed to implement specific strategic objectives.

Thus, monitoring of the implementation of actions will be based on the above criteria and specific performance indicators. These will be used as a guide to undertake the more detailed monitoring and evaluation process for each action area.
10.3.2 Preparation and Review of District Development Plans

The District has a major role in the implementation of the RDP. District development plans will be used as a tool for integrating specific RDP actions into overall district development activities. District development plans and the related annual reviews of the implementation of those plans will serve as a core focus for monitoring.

The annual review will involve all key stakeholders – communities, private sector, and civil society. An annual RDP assessment report will be prepared and submitted to the District Municipal Council, Office of the Premier and DRDLR. The annual review will be supported by the work of a district monitoring team.

10.3.3 Role of Northern Cape Sector Departments

The Northern Cape Sector Departments have a key role in the implementation of the JTGDM RDP, particularly in respect to policy and legislation amendments, decentralisation of resources, and technical advice and training. The Departments will prepare annual RDP progress reports for submission to the JTGDM RDP Secretariat.

10.3.4 Role of the Private Sector and Civil Society

Both the private sector and civil society organisations (NGOs, CBOs, etc.) are expected to take a major role in the implementation of the RDP. As part of the Government’s broader privatisation strategy, it is expected that they will make a significant contribution to the RDP both in terms of enhancing service delivery and creating employment through investment in the rural areas. Whilst the monitoring of the RDP is primarily a function that will be carried out by local government, monitoring data will be reviewed with the private sector and civil society.

10.4 THE IMPLEMENTATION MATRIX

Objective – What the plan seeks to achieve. The objectives as approved and listed in the RDP do not follow any priority listing. The priorities are the ones that signify the importance of an objective in relation to others.

Sub-objective – Derived from the main objective activities – Things that should be done to ensure implementation.

Programme – Programme e.g. school building project – construction of a primary school at Heuningvlei.

Key Performance Indicators (KPI) – Results/outcomes that prove that the work has been done.

Indicative costs – These are estimated costs based on government operations e.g. tarring of road – Dept. of Public Works has a bench and support role mark of R1500 000 per kilometre. The figure expressed is an estimation over time which will be budgeted for on an annual basis. It was however stressed during the formulation of this report phase that further analysis for each of the different initiatives per objectives would need to be completed in order for
exact figures to be determined. Costing estimates were formulated for each of the objectives based on the following considerations:

- Estimated time such an endeavour would need to be successfully completed;
- Costing per man hours needed to complete proposed studies;
- High level assessment of capital expenditure required for project initiation; and
- Experience of similar studies previously undertaken as those proposed.

Lead role – Government institutions whose mandate it is to deal with the objective. Sometimes two or more departments including parastals and agencies could rally behind an objective. However there should be a leader. One department will lead while other will play a supportive role.


The timelines are based on the assumption that funds will be available. Should funds be in short supply new priorities should be identified through the IDP process. The matrix seeks to further explain how the implementation of project should be conducted. It is divided into columns and rows, is the objective or sub-objective. Please note that the objectives and their sub objectives are not classified in terms of their important/ priority. The sequence stems from the way the objectives were initially crafted and approved. Priorities have been reflected in the following manner:
<table>
<thead>
<tr>
<th>Sub-objective</th>
<th>Activities</th>
<th>Programmes/Project</th>
<th>KPI</th>
<th>Indicative Costs</th>
<th>Lead Role</th>
<th>Support Role</th>
<th>Timelines</th>
</tr>
</thead>
</table>
| 1. To improve the rural economy | • Identify and support small scale farmers  
• Ensure spatial interconnectedness of rural areas  
• Establish cooperatives of small farmers, contract farming and other forms of cooperation with the private sector  
• Identify and support competitive SMME’s  
• Create and nurture useful environments for business and investment to take place | • Skills development and training programmes  
• Transport infrastructure project  
• Farming forums  
• Training programmes for entrepreneurs  
• Economic advisory programmes  
• Financial and insurance support for rural enterprises | • Small scale farmers identified and supported | R50 000 000.00 | • Dept. of Agriculture Forester and Fisheries | • Dept. of Small Business  
• Dept. of Transport  
• JTGDM  
• Dept. of Rural Development and Land Reform  
• Land Development Bank | FR. 1 | FR. 3 | FR. 4 | FR. 2 |
| | | | • New connectivity roads constructed or rehabilitated | R 100 000 000.00 | • Dept. of Transport  
• Dept. of Rural Development and Land Reform  
• JTGDM | | | | |
| | | | • Cooperatives formed | R 15 000 000.00 | • Dept. of Small Business Development  
• Dept. of Rural Development and Land Reform  
• JTGDM  
• Dept. of Agriculture | | | | |
| | | | • Competitive SMME’s identified and supported | R 10 000 000.00 | • Dept. of Small Business Development  
• Dept. of Rural Development and Land Reform  
• JTGDM | | | | |
| | | | • Enabling policies introduced | R 500 000.00 | • Dept. Agriculture, Forestry and Fisheries  
• Dept. of Economic Development  
• Dept. of Rural Development and Land Reform  
• JTGDM | | | | |
2. To ensure sustainable natural resource management in rural areas

- Ensure effective management of water resources and pastureland
- Promote the development, utilisation and long-term conservation of resources
- Support integrated natural resource management at farm, community and watershed level
- Strengthen natural resource management capacity in rural areas

- Water saving Project
  - Erosion limiting programmes
  - Conservation of biodiversity project

- Water resources and pastureland management plan

- Resources conservation plan

- R 500 000.00

- Dept. of Water Affairs
- Dept. of Agriculture, Forestry and Fisheries
- JTGDM
- Dept. of Rural Development and Land Reform

3. Strengthen rural institutional capacity

- Increase national capacity to help local municipalities to manage natural resources
- Provide financial resources and opportunities for enterprises establishment in rural areas
- Decentralise institutional services from cities to rural towns and villages
- Empower women to participate in the economy

- Natural resources project
  - Financial resources and opportunities project
  - Local decision-making forums
  - Women empowerment project

- Capacity to manage natural resources

- Enabling policies introduced

- Dept. of Economic Development
- Dept. of Rural Development and Land Reform
- Land Development Bank
- Dept. of Trade and Industry
- Dept. of Agriculture, Forestry and Fisheries
- JTGDM

- Women Empowered

- Dept. of Women
- Dept. of Rural Development and Land Reform
- JTGDM

- Institutional services decentralised

- JTGDM
- Dept. of Rural Development and Land Reform
### 4. Providing rural areas with social services and technical infrastructure.

- Ensure and support municipal and traditional authority coordination
- Municipal and traditional authority coordination supported
- Dept. of Cooperative Governance and Traditional Affairs
- Dept. of Rural Development and Land Reform
- Land Development Bank
- Dept. of Trade and Industry
- Dept. of Cooperative Governance and Traditional Affairs
- Dept. of Rural Development and Land Reform
- Land Development Bank
- Dept. of Trade and Industry

<table>
<thead>
<tr>
<th>Action</th>
<th>Responsible</th>
</tr>
</thead>
<tbody>
<tr>
<td>- Provision of electrical connections, transport infrastructure, health facilities, schools and access to markets</td>
<td>Dept. of Telecommunications and Postal Services</td>
</tr>
<tr>
<td>- Establish social security for poor population groups in rural areas</td>
<td>Dept. of Social Development</td>
</tr>
<tr>
<td>- Promote school feeding programmes to ensure learners have access to food</td>
<td>Dept. of Social Development</td>
</tr>
<tr>
<td>- Provision of modern information and communication technology such as internet and media support provide access to relevant economic information outside urban centres</td>
<td>Dept. of Social Development</td>
</tr>
</tbody>
</table>

- Technical infrastructure project
- Health Programmes
- Feeding programmes
- Telecommunications projects

- Households with connection
- Eskom
- Dept. of Transport
- Dept. of Telecommunications and Postal Services

- New connectivity roads constructed or rehabilitated
- Number of health facilities
- Dept. of health
- Dept. of Telecommunications and Postal Services

- Social security established
- Dept. of Social Development
- Dept. of Telecommunications and Postal Services

- Food security plan
- Dept. of Basic Education
- Dept. of Social Development
- JTGDM
### Table 47: Objective 2 - Exploring and Exporting Mineral Resources to the Benefit of Communities

<table>
<thead>
<tr>
<th>Sub-objective</th>
<th>Activities</th>
<th>Programmes/Project</th>
<th>KPI</th>
<th>Indicative Costs</th>
<th>Lead Role</th>
<th>Support Role</th>
<th>Timelines</th>
</tr>
</thead>
<tbody>
<tr>
<td>To increase mineral beneficiation and empower local communities</td>
<td>Create initiatives for mineral beneficiation</td>
<td>Business development programme</td>
<td>Enabling policy framework</td>
<td>R 500 000</td>
<td>JTGDM</td>
<td>Dept. of Mineral Resources</td>
<td>2016</td>
</tr>
<tr>
<td></td>
<td>Conduct in-depth research and consultation on mineral beneficiation</td>
<td>Skills development and training programmes</td>
<td>Mineral beneficiation plan</td>
<td>R 500 000</td>
<td>JTGDM</td>
<td>Dept. of Mineral Resources</td>
<td>2017-2019</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Infrastructure projects, i.e.: rail, water, ports and electricity supply</td>
<td></td>
<td></td>
<td></td>
<td>Dept. of Economic Development and Tourism</td>
<td>2020 +</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Job creation programme</td>
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<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>R&amp;D programme</td>
<td></td>
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<tr>
<td></td>
<td></td>
<td>Marketing programme</td>
<td></td>
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<tr>
<td></td>
<td></td>
<td>Create initiatives for mineral beneficiation</td>
<td></td>
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<tr>
<td></td>
<td></td>
<td>Conduct in-depth research and consultation on mineral beneficiation</td>
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</tr>
<tr>
<td></td>
<td></td>
<td>Skills development and training programmes</td>
<td></td>
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<tr>
<td></td>
<td></td>
<td>Infrastructure projects, i.e.: rail, water, ports and electricity supply</td>
<td></td>
<td></td>
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<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Job creation programme</td>
<td></td>
<td></td>
<td></td>
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<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>R&amp;D programme</td>
<td></td>
<td></td>
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<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Marketing programme</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

- **2016**: FR.4
- **2017-2019**: FR.4
- **2020 +**: FR.4

**Notes:**
- JTGDM = Joint Technical Group Development Management
- Dept. = Department
- Dept. of Trade and Industry
- Dept. of Economic Development and Tourism
- Dept. of Mineral Resources
- Dept. of Energy
- National Treasury
- Business (mining companies)
- Community (labour)
- Dept. of Trade and Industry
- Dept. of Trade and Industry
- Dept. of Trade and Industry
- Dept. of Trade and Industry
- Dept. Public Enterprises
- JTGDM
- Regional and International Development Agencies
| 2. To reinforce the development of a mining supplier park | • Establishment of a mining supplier park  
* Create additional manufacturing and mining opportunities | • Supporting services and manufacturing of mining products programmes  
* Social and labour projects  
* Health and safety programmes  
* Sustainable disposal of mining dump projects | • Mining supplier park established | • Dept. of Mineral Resources | • Dept. of Environmental Affairs  
* Dept. of Environmental Affairs  
* Dept. of Mineral Resource  
* Regional and International Development Agencies  
* Business (mining companies)  
* Community (labour) |
|-------------------------------------------------|-----------------------------------------------|-------------------------------------------------|-----------------|-----------------|-------------------------------------------------|
| • Calculate Number of jobs created | • Mining supplier park established | | • Dept. of Mineral Resource  
* Regional and International Development Agencies  
* Business (mining companies)  
* Community (labour) | | • Dept. of Environmental Affairs  
* Dept. of Environmental Affairs  
* Dept. of Mineral Resource  
* Regional and International Development Agencies  
* Business (mining companies)  
* Community (labour) |

|  | • Mining supplier park established | R 8 000 000 | • Dept. of Environmental Affairs | | |
|  | • Mining supplier park established | R 100 000 | • JTGDM | | |
### Table 48: Objective 3 - Promoting tourism by developing existing sites and identifying new ones

<table>
<thead>
<tr>
<th>Sub-objective</th>
<th>Activities</th>
<th>Programmes/Project</th>
<th>KPI</th>
<th>Indicative Costs</th>
<th>Lead Role</th>
<th>Support Role</th>
<th>Timelines</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. To develop existing and new/dormant tourism attractions</td>
<td>• Enhanced aesthetic characteristics of tourism sites</td>
<td>• Upgrading/development of tourism plans</td>
<td>Tourism sites upgraded</td>
<td>R 1 000 000 p/a</td>
<td>• Dept. of Economic Development and Tourism</td>
<td>• NCEDA&lt;br&gt;• JTGDM&lt;br&gt; • Department of Rural Development and Land Reform</td>
<td>FR. 1</td>
</tr>
<tr>
<td></td>
<td>• Development of new tourist attractions</td>
<td>• Skills development and training programmes</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>FR. 1</td>
</tr>
<tr>
<td></td>
<td>• Develop niche tourist markets</td>
<td>• Business development programmes</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>FR. 1</td>
</tr>
<tr>
<td></td>
<td>• Promote mining, bird watching, adventure and eco-based tourism</td>
<td>• Job creation</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>FR. 1</td>
</tr>
<tr>
<td></td>
<td>• Increase game farm and hunting development</td>
<td>• Infrastructure project i.e. roads, railway etc.</td>
<td>• Increased numbers of visitors to tourism sites</td>
<td></td>
<td>• JTGDM</td>
<td>• Dept. of Economic Development and Tourism</td>
<td>FR. 2</td>
</tr>
<tr>
<td></td>
<td>• SMME’s created</td>
<td>• Rehabilitation of recreational space projects e.g. Forest routes, bird sanctuary, hiking trails etc.</td>
<td>• SMME’s created</td>
<td></td>
<td></td>
<td></td>
<td>FR. 3</td>
</tr>
<tr>
<td></td>
<td>• Training programmes for entrepreneurs</td>
<td>• Training programmes for entrepreneurs</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>FR. 4</td>
</tr>
<tr>
<td></td>
<td>• Women and youth in tourism programmes</td>
<td>• Skills development and training programmes</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Upgrading/development of tourism plans</td>
<td>• Business development programmes</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>• SMME’s created</td>
<td>• Infrastructure project i.e. roads, railway etc.</td>
<td>• SMME’s created</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Training programmes for entrepreneurs</td>
<td>• Business development programmes</td>
<td>• Training programmes for entrepreneurs</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Women and youth in tourism programmes</td>
<td>• Skills development and training programmes</td>
<td>• Women and youth in tourism programmes</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Upgrading/development of tourism plans</td>
<td>• Business development programmes</td>
<td>• Upgrading/development of tourism plans</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>• SMME’s created</td>
<td>• Infrastructure project i.e. roads, railway etc.</td>
<td>• SMME’s created</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Training programmes for entrepreneurs</td>
<td>• Business development programmes</td>
<td>• Training programmes for entrepreneurs</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Women and youth in tourism programmes</td>
<td>• Skills development and training programmes</td>
<td>• Women and youth in tourism programmes</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Timelines:**
- FR. 1: 2016-2019
- FR. 2: 2017-2020
- FR. 3: 2018-2020
- FR. 4: 2019-2020
- +: Beyond 2020
## 2. Promote Tourism Marketing

- Develop a Strategic Marketing Plan
- Ensure linkages with NCTA in order to promote brand awareness
- Identify key rural products
- Development of tourism packages for internet marketing
- Identify tourism target markets and consumer segments in order to ensure best returns on investment

<table>
<thead>
<tr>
<th>Function of Lead Role</th>
<th>Dept. of Economic Development and Tourism</th>
<th>NCEDA</th>
<th>JTGDM</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tourism marketing plan formulated</td>
<td>R 400 000</td>
<td>JTGDM</td>
<td>Dept. of Economic Development and Tourism</td>
</tr>
<tr>
<td>Linkages established</td>
<td>R 100 000</td>
<td>JTGDM</td>
<td>NCTA</td>
</tr>
<tr>
<td>Rural products identified</td>
<td>Function of Lead Role</td>
<td>Department of Rural Development and Land Reform</td>
<td>JTGDM</td>
</tr>
<tr>
<td>Markets established</td>
<td>R 300 000</td>
<td>Dept. of Economic Development and Tourism</td>
<td>JTGDM</td>
</tr>
</tbody>
</table>

## 3. To introduce Pro-Poor Tourism

- Identify revenue avenues and benefits of tourism for poor communities
- Ensure policy reform
- Supporting rural participation within the tourism sector
- Addressing social and cultural impact of tourism
- Increase economic benefits
- Ensure private sector pro poor partnership

<table>
<thead>
<tr>
<th>Function of Lead Role</th>
<th>Dept. of Economic Development and Land Reform</th>
<th>Dept. of Economic Development and Tourism</th>
<th>NCEDA</th>
</tr>
</thead>
<tbody>
<tr>
<td>Participation of the poor involved</td>
<td>R 500 000 p/a</td>
<td>Department of Rural Development and Land Reform</td>
<td>Dept. of Economic Development and Tourism</td>
</tr>
<tr>
<td>Enabling policy framework formulated</td>
<td>R 220 000</td>
<td>JTGDM</td>
<td>Dept. of Economic Development and Tourism</td>
</tr>
<tr>
<td>Infrastructure constructed or rehabilitated</td>
<td>Function of Lead Role</td>
<td>JTGDM</td>
<td>Dept. of Economic Development and Tourism</td>
</tr>
<tr>
<td>Revenue increased</td>
<td>Function of Lead Role</td>
<td>JTGDM</td>
<td>Dept. of Economic Development and Tourism</td>
</tr>
<tr>
<td>Conservation plans developed</td>
<td>Function of Lead Role</td>
<td>Department of Environmental Affairs and Nature Conservation</td>
<td>JTGDM</td>
</tr>
</tbody>
</table>
4. To develop a multi-functional tourist centre

- Establish a multi-functional tourist centre within Kuruman
- Tour guides/officers training programmes
- Marketing skills project
- Management of districts tourism sites
- Job creation
- Develop tourism attractions database and bookings
- Upgrading of tourist centre

<table>
<thead>
<tr>
<th>Partnerships formed</th>
<th>Function of Lead Role</th>
<th>REDF</th>
<th>JTGDM</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Tourism Centre established</th>
<th>FR. 3</th>
</tr>
</thead>
<tbody>
<tr>
<td>R 1 000 000</td>
<td></td>
</tr>
<tr>
<td>JTGDM</td>
<td></td>
</tr>
<tr>
<td>Dept. of Economic Development and Tourism</td>
<td>NCEDA</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Tourist centre operationalised</th>
<th>FR. 3</th>
</tr>
</thead>
<tbody>
<tr>
<td>Function of Lead Role</td>
<td></td>
</tr>
<tr>
<td>JTGDM</td>
<td></td>
</tr>
<tr>
<td>Dept. of Economic Development and Tourism</td>
<td>NCEDA</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Jobs created</th>
<th>Function of Lead Role</th>
<th>JTGDM</th>
<th>Dept. of Economic Development and Tourism</th>
<th>NCEDA</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
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<td></td>
</tr>
</tbody>
</table>
### Table 49: Objective 4 - Providing all communities with engineering infrastructure, housing, roads and social facilities

<table>
<thead>
<tr>
<th>Sub-objective</th>
<th>Activities</th>
<th>Programmes/Project</th>
<th>KPI</th>
<th>Indicative Costs</th>
<th>Lead Role</th>
<th>Support Role</th>
<th>Timelines</th>
</tr>
</thead>
</table>
| 1. To provide electricity in communities                                      | • Maintain electrical maintenance  
• Develop a Master Plan for Electricity  
• Upgrade Electrical Network  
• Develop new electrical house connections  
• Develop electrification of boreholes | • Electricity supply to all communities including villages within the district  
• Project to implement smart electrical metering  
• Programme to establish electrical connection to RDP’s within the district  
• MIG | • Electrical maintenance plan formed | R 1 091 000.00 | • Dept. of Rural Development and Land Reform  
• JTGDM  
• ESKOM  
• Dept. of Public Works | | FR. 3 | FR. 3 |
|                                                                              |                                                                                                                                             |                                                                 schöne Welt                                                                                                                          | R 37 267 000.00 | • Dept. of Rural Development and Land Reform  
• JTGDM  
• ESKOM  
• Dept. of Public Works | | | |
|                                                                              |                                                                                                                                             | • Number of boreholes supplied with electricity                                                                                           | R 500 000.00 | • Dept. of Rural Development and Land Reform  
• JTGDM  
• ESKOM  
• Dept. of Public Works | | | |
| 2. To provide water in local communities                                     | • Ensure maintenance of water pipes  
• Supply Water to communities  
• Drill new boreholes in Kathu West and refurbish boreholes in various settlements | • Replacement of old leaking asbestos and steel pipes  
• Programme to establish water connection to RDP’s within the district  
• Upgrade the Kuruman bulk water and reticulation network  
• Develop a water source for Deben  
• Water supply to all communities including villages within the district | • Number of pipes replaced | R 1 800 000.00 | • Dept. of Rural Development and Land Reform  
• JTGDM  
• Dept. of Water and Sanitation | | FR. 1 | FR. 1 |
|                                                                              |                                                                                                                                             | • Water supplied to communities                                                                                                         | R 14 883 000.00 | • Dept. of Rural Development and Land Reform  
• JTGDM  
• Dept. of Water and Sanitation | | | |
|                                                                              |                                                                                                                                             | • Water connection upgraded                                                                                                              | R 16 000 000.00 | • Dept. of Water and Sanitation  
• JTGDM  
• Dept. of Rural Development and Land Reform | | | |
### 3. To construct sewer in local communities

<table>
<thead>
<tr>
<th>Project Description</th>
<th>Cost</th>
<th>Responsible Departments</th>
</tr>
</thead>
<tbody>
<tr>
<td>Provide Bulk Sewer</td>
<td>R 24 000 000.00</td>
<td>Dept. of Rural Development and Land Reform, JTGDM, Dept. of Water and Sanitation</td>
</tr>
<tr>
<td>Implement a regional sanitation scheme for the rural villages</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Upgrade Waste Water Treatment Works (WWTW)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Upgrade the Deben and Olifantshoek oxidation ponds</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Construct toilets for communities</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Construct a main outfall sewer line in the Bankhara region</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sanitation scheme programmes for rural villages</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Upgrading programmes of WWTW in Kuruman, Kathu and Hotazel</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Bulk sewer provided</td>
<td>R 734 396 000.00</td>
<td>Dept. of Rural Development and Land Reform, JTGDM, Dept. of Water and Sanitation</td>
</tr>
<tr>
<td>Regional sanitation scheme implemented for the rural villages</td>
<td></td>
<td></td>
</tr>
<tr>
<td>WWTW upgraded</td>
<td>R 34 237 000.00</td>
<td>Dept. of Rural Development and Land Reform, JTGDM, Dept. of Water and Sanitation</td>
</tr>
<tr>
<td>Oxidation ponds upgraded</td>
<td>R 21 409 000.00</td>
<td>Dept. of Rural Development and Land Reform, JTGDM, Dept. of Water and Sanitation</td>
</tr>
<tr>
<td>Toilets constructed</td>
<td>R 67 350 000.00</td>
<td>Dept. of Rural Development and Land Reform, JTGDM, Dept. of Water and Sanitation</td>
</tr>
</tbody>
</table>

### 4. To construct roads in local villages

<table>
<thead>
<tr>
<th>Road</th>
<th>Cost</th>
<th>Responsible Departments</th>
</tr>
</thead>
<tbody>
<tr>
<td>Padstow Roads</td>
<td>R 32 148 000.00</td>
<td>Dept. of Rural Development and Land Reform, JTGDM, Dept. of Water and Sanitation</td>
</tr>
<tr>
<td>Laxey Road</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Gamokatedi Roads</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Battlemount Roads</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Wyk 10 Gasehunelo Roads</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Upgrading of internal roads to interlocking block paved roads</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Upgrading of gravel road to double seal</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Storm water management</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Gravelling of roads</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Internal roads upgraded to interlocking block paved roads</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Road Type</td>
<td>Description</td>
<td>Cost</td>
</tr>
<tr>
<td>----------------------------------</td>
<td>-----------------------------------------------------------------------------</td>
<td>------------</td>
</tr>
<tr>
<td>Cassel Roads</td>
<td>Upgrading of internal roads to concrete block paved roads</td>
<td>R 25 450 500.00</td>
</tr>
<tr>
<td>Segoaneng Roads</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Gamakgatle Roads</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Ntswelengwe Roads</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Dithakong Roads</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Molapotlase Roads</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Churchill and Esperanze Roads</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Makhubung Roads</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Gravelling of internal roads</td>
<td></td>
<td>R 19 505 000.00</td>
</tr>
<tr>
<td>Storm water managed</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Access road upgraded to Double Seal</td>
<td></td>
<td>R 59 337 500.00</td>
</tr>
<tr>
<td>Internal roads gravelled</td>
<td></td>
<td>R 7 050 000.00</td>
</tr>
<tr>
<td>Internal roads upgraded to concrete block paved roads</td>
<td></td>
<td>R 32 665 000.00</td>
</tr>
<tr>
<td>Access road upgraded to concrete block paved road</td>
<td></td>
<td>R 29 140 000.00</td>
</tr>
</tbody>
</table>

JTGDM: Department of Roads and Transport
### Table 50: Objective 5 - Developing and promoting small medium micro enterprises

<table>
<thead>
<tr>
<th>Sub-objective</th>
<th>Activities</th>
<th>Programmes/Projects</th>
<th>KPI</th>
<th>Indicative Costs</th>
<th>Lead Role</th>
<th>Support Role</th>
<th>Timelines</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Develop SMME Support Systems and Policy</td>
<td>• Establish and increase support of SMMEs Identify areas where policy can be addressed to streamline SMME development Link SMME’s with supporting services and funding sources Establish specific objectives for SMME development</td>
<td>• Business management skills programme • Upgrading technical infrastructure programmes • Financial education and support programmes</td>
<td>• SMME supporting system established</td>
<td>R 200 000</td>
<td>• JTGDM</td>
<td>• Dept. of Small Business Development. • Dept. Of Economic Development • Dept. of Public Enterprises • Dept. of Rural Development and Land Reform • Regional and International Development Agencies</td>
<td>2016</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Enabling SMME policy formulated Function of Lead Role</td>
<td>• JTGDM</td>
<td></td>
<td></td>
<td></td>
<td>FR. 1 FR. 1 FR. 2 FR. 3 FR. 4</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Objectives measures achieved Function of Lead Role</td>
<td>• JTGDM</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
| 2. Training and Development of Entrepreneurial Skills | • Introduce new innovative business concepts and ideas.  
• Diversify businesses within the local community  
• Encourage more entrepreneurs to take part in rural economy  
• Increase competition to improve the quality of services and products produced  
• Alleviate unemployment  
• Improved skill development of local labour force  
• Increase the rural or local economic activity | • Projects to incorporate youth in the entrepreneur industry  
• Entrepreneurial training programme  
• Job creation  
• Skills development programmes |  |
|---|---|---|---|
| | R 500 000 | JTGDM | • Dept. of Small Business Development  
• Dept. Of Economic Development  
• Dept. of Public Enterprises |
| | Operating entrepreneurial training programme implemented |  |
| | R 500 000 | Dept. of Small Business Development | • JTGDM  
• Regional and International Development Agencies  
• Dept. Of Economic Development  
• Dept. of Labour |
| | Number of Trained entrepreneurs | Function of Lead Role | Dept. of Small Business Development |
| | Number of jobs created | Function of Lead Role | Dept. of Small Business Development |
| | Number of involved youths in the industry | Function of Lead Role | Dept. Of Economic Development  
• JTGDM  
• Dept. Of Economic Development  
• Dept. of Labour  
• Dept. of Small Business Development  
• Dept. of Labour |
<table>
<thead>
<tr>
<th>• Increased economic activity</th>
<th>Function of Lead Role</th>
<th>• Dept. Of Economic Development</th>
<th>• Dept. of Small Business Development</th>
</tr>
</thead>
</table>

### Table 51: Objective 6 - Reviving the Economy of Kuruman and Kathu through Attracting New Businesses and Investments

<table>
<thead>
<tr>
<th>Sub-objective</th>
<th>Activities</th>
<th>Programmes/Project</th>
<th>KPI</th>
<th>Indicative Costs</th>
<th>Lead Role</th>
<th>Support Role</th>
<th>Timelines</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. To augment economic activities in Kuruman and Kathu</td>
<td>• Develop infrastructure and increase local business networks &lt;br&gt; • Introduce manufacturing and mineral beneficiation opportunities</td>
<td>• Mineral processing projects &lt;br&gt; • Infrastructure development projects &lt;br&gt; • Skills development &lt;br&gt; • Tourism development programmes</td>
<td>• Infrastructure constructed</td>
<td>R50 000 000</td>
<td>JTGDM</td>
<td>DRDLR, Dept. of Transport</td>
<td>FR. 3</td>
</tr>
<tr>
<td></td>
<td>• Infrastructure constructed</td>
<td>• Mineral beneficiation opportunities created</td>
<td>R15 000 000</td>
<td>Dept. of Mineral Resource</td>
<td>JTGDM, Dept. of Trade and Industry, Dept. of Economic Development, DRDLR</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2. To encourage sustainable informal sector businesses and their inclusion in the local economy</td>
<td>• Demarcate and regulate informal trading zones in Kuruman and Kathu &lt;br&gt; • Support informal traders in Kuruman and Kathu</td>
<td>• Skills development programme &lt;br&gt; • Training and entrepreneur programmes &lt;br&gt; • Development of economic nodes project &lt;br&gt; • Regulatory system for informal trading project &lt;br&gt; • Economic advisory programmes &lt;br&gt; • Public participation &lt;br&gt; • Women and youth empowerment programmes</td>
<td>• Informal trading plans developed</td>
<td>R500 000</td>
<td>Dept. of Economic Development</td>
<td>JTGDM, Dept. of Small business Development, DRDLR</td>
<td>FR. 3</td>
</tr>
<tr>
<td></td>
<td>• Informal trading plans developed</td>
<td>• Competitive SMME’s identified and supported</td>
<td>R10 000 000</td>
<td>Dept. of Small business Development</td>
<td>Dept. of Economic Development, JTGDM, DRDLR</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Competitive SMME’s identified and supported</td>
<td>• Nodes identified and developed</td>
<td>R5 000 000</td>
<td>JTGDM</td>
<td>DRDLR, Dept. of Small business Development, Dept. of Economic Development</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Nodes identified and developed</td>
<td>• Reviewed and Implemented LED strategy</td>
<td>R500 000</td>
<td>Dept. of Economic Development</td>
<td>JTGDM, DRDLR, Dept. of Small business Development, Dept. of Trade and Industry</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Reviewed and Implemented LED strategy</td>
<td>• Registered SMMEs</td>
<td>Function of Lead Role</td>
<td>Dept. of Trade and Industry</td>
<td>JTGDM, Dept. of Small Business, Dept. of Economic Development</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
3. To attract business and industry growth development
- Review and Implement LED, SDF and LUM Strategies for business and industry growth
- Implement efficient land use management, zoning regulations and enforcement of building codes guided by the land use scheme in Kuruman and Kathu
- Stakeholder participation
- Social and Labour Project
- Economic research and analysis in Kuruman and Kathu
- Job creation
- Renewal project
- Infrastructure projects

<table>
<thead>
<tr>
<th>Activity</th>
<th>Cost</th>
<th>Lead Role</th>
<th>Responsible Entities</th>
</tr>
</thead>
<tbody>
<tr>
<td>LED plans reviewed and implemented</td>
<td>R5 000 000</td>
<td>Dept. of Economic Development</td>
<td>JTGDM, DRDLR, Dept. of Small Business</td>
</tr>
<tr>
<td>Stakeholders involved</td>
<td>R200 000</td>
<td>JTGDM</td>
<td>DRDLR, Dept. of Small Business</td>
</tr>
<tr>
<td>Jobs created</td>
<td>Function of Lead Role</td>
<td>Dept. of Economic Development</td>
<td>JTGDM, Dept. of Small Business</td>
</tr>
<tr>
<td>New Infrastructure developed</td>
<td>R50 000 000</td>
<td>JTGDM</td>
<td>DRDLR, Dept. of Transport</td>
</tr>
<tr>
<td>Increased in complementary industries, manufactures and businesses opportunities in Kuruman and Kathu</td>
<td>Function of Lead Role</td>
<td>Dept. of Small business Development</td>
<td>JTGDM, Dept. of Economic Development, DRDLR, Dept. of Small Business</td>
</tr>
<tr>
<td>Land Use Zoning Regulations established</td>
<td>R500 000</td>
<td>JTGDM</td>
<td>DRDLR</td>
</tr>
</tbody>
</table>

4. To expand and encourage sustainable mining and agricultural activities
- Implement new technologies and Environmental Management Plans to regulate mining sector
- Relax land use schemes for expansion and development of Gamagara mining corridor, agriculture, tourism, retail economic activities and mixed development in Kuruman and Kathu
- Promote Agro parks and Agro-processing in the agricultural sectors of Kuruman and Kathu
- Skills transfer project
- Training programmes
- Rehabilitation programmes for degraded land
- Job creation
- Agricultural projects
- Developing agro parks and agro-processing as well as availing land for agricultural project
- Economic research and analysis in Kuruman and Kathu

<table>
<thead>
<tr>
<th>Activity</th>
<th>Cost</th>
<th>Lead Role</th>
<th>Responsible Entities</th>
</tr>
</thead>
<tbody>
<tr>
<td>New technologies implemented for monitoring the negative impacts of mining on the environment/agricultural land</td>
<td>R10 000 000</td>
<td>Dept. of Minerals</td>
<td>Dept. of Trade and Industry, JTGDM, DRDLR</td>
</tr>
<tr>
<td>Environmental Management Plans formed</td>
<td>R2 000 000</td>
<td>Dept. of Environmental Affairs</td>
<td>JTGDM, DRDLR</td>
</tr>
<tr>
<td>Workable land management programs and environmental management plans developed</td>
<td>R2 000 000</td>
<td>Dept. of Environmental Affairs</td>
<td>JTGDM, DRDLR</td>
</tr>
<tr>
<td>Rehabilitation and preservation of degraded land programmes established</td>
<td>R100 000 000</td>
<td>Dept. of Environmental Affairs</td>
<td>JTGDM, Dept. of Agriculture, Forestry and Fisheries</td>
</tr>
<tr>
<td>Increased economic growth</td>
<td>Function of Lead Role</td>
<td>Dept. of Economic Development</td>
<td>JTGDM Dept. of Small business Development</td>
</tr>
<tr>
<td>---------------------------</td>
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<td>-------------------------------</td>
<td>-----------------------------------------</td>
</tr>
</tbody>
</table>

### Table 52: Objective 7 - Promoting Nodal and Corridor Oriented Development

<table>
<thead>
<tr>
<th>Sub-objective</th>
<th>Activities</th>
<th>Programmes/Project</th>
<th>KPI</th>
<th>Indicative Costs</th>
<th>Lead Role</th>
<th>Support Role</th>
<th>Timelines</th>
</tr>
</thead>
</table>
| 1. To contain and consolidate development within a defined nodal boundary      | • Formulate nodal precinct plans for all major existing nodes  
• Develop and redevelop vacant and underused lots into mixed use developments  
• Ensure integration and align nodal interventions with relevant spatial development plans, and sector plans  
• Strengthen the District’s relationships with external stakeholders                                                                 | Nodal precinct plan development projects  
Social housing and urban regeneration initiatives  
Policy and regulatory programmes  
Stakeholder engagement workshops and public outreach programmes | Nodal precinct plans formulated.  
Housing initiatives and urban regeneration projects implemented.  
Aligned nodal interventions to the spatial development plans and relevant sectorial plans.  
Partnerships formed and workshops held with stakeholders. | R500 000 | JTGDM  
R100 000 000 | Dept. of Human Settlements  
Function of Lead Role  
Modified municipal land use zoning regulations/scheme  
Formulated branding and marketing strategy | JTGDM  
DRDLR  
DRDLR  
JTGDM  
JTGDM  
JTGDM  
JTGDM | FR. 3  
FR. 3  
FR. 1  
FR. 4  
FR. 4  
FR. 2 |
| 2. To promote transit-orientated development (TOD) along major public transport corridors and appropriately managing land uses | • Modify current municipal land-use zoning regulations to encourage higher density developments along corridors  
• Provide incentives through municipal tax rebates in areas earmarked for higher density development  
• Develop a branding and marketing strategy to guide communities, development objectives along corridors                                                                 | TOD supportive zoning and policy programmes  
Tax rebates/incentives programmes.  
Branding and marketing programmes | TOD supportive zoning and policy programmes  
Modified municipal land use zoning regulations/scheme  
Tax rebates/incentives programmes initiated.  
Formulated branding and marketing strategy | R500 000 | JTGDM  
R200 000  
R200 000 | JTGDM  
JTGDM  
JTGDM | JTGDM  
JTGDM  
JTGDM | FR. 1  
FR. 1  
FR. 1  
FR. 2  
FR. 3  
FR. 4 |
3. To provide a full range of transport services and improve along development corridors.

- Construct and/or rehabilitate roads connecting to corridors
- Capacity building to plan, implement and maintain road infrastructure at District and Municipal level
- Encourage all new development proposals where possible to include an element of NMT
- Mobilise private sector and form public-private partnerships (PPPs) to leverage financial resources and technical skills

<table>
<thead>
<tr>
<th>FR. 1</th>
<th>FR. 2</th>
<th>FR. 3</th>
<th>FR. 4</th>
</tr>
</thead>
<tbody>
<tr>
<td>• New roads construction and rehabilitation projects</td>
<td>• New roads constructed and rehabilitated</td>
<td>• Dept. of Transport</td>
<td>• JTGDM</td>
</tr>
<tr>
<td>• Capacity building programmes</td>
<td>• Capacity building programmes initiated.</td>
<td>• JTGDM</td>
<td>• DRDLR</td>
</tr>
<tr>
<td>• Stakeholder workshops and public awareness programmes.</td>
<td>• Development applications with an element of NMT incorporated.</td>
<td>• JTGDM</td>
<td>• DRDLR</td>
</tr>
<tr>
<td>• Establishment of PPP</td>
<td>• PPPs formed.</td>
<td>• JTGDM</td>
<td>• National Treasury</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>• DRDLR</td>
</tr>
</tbody>
</table>

- New roads constructed and rehabilitated: R5 000 000
- Capacity building programmes initiated: R200 000
- Development applications: Function of Lead Role
- PPPs formed: Function of Lead Role
<table>
<thead>
<tr>
<th>Sub-objective</th>
<th>Activities</th>
<th>Programmes/Project</th>
<th>KPI</th>
<th>Indicative Costs</th>
<th>Lead Role</th>
<th>Support Role</th>
<th>Timelines</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Ensure Access to Education and Training Facilities</td>
<td>• Identify areas with limited or no access to training facilities</td>
<td>• Provide basic education to all</td>
<td>• New schools established for basic education</td>
<td>R120000000 (to be covered under objective 9)</td>
<td>• Dept. of Basic Education</td>
<td>• JTGDM</td>
<td>2016</td>
</tr>
<tr>
<td></td>
<td>• Identify training needs according to local economic potential sectors</td>
<td>• Develop new training centres in underserved areas</td>
<td>• Skills development and training needs identified</td>
<td>R500 000</td>
<td>• Dept. of Higher Education and Training</td>
<td>• SETA</td>
<td>2017-2019</td>
</tr>
<tr>
<td></td>
<td>• Assess capacity of existing training facilities</td>
<td>• Organize vocational training courses</td>
<td>• Private sectors/NGOs/CBOs involved in skills development</td>
<td>R500 000</td>
<td>• Dept. of Higher Education and Training</td>
<td>• Dept. of Economic Development</td>
<td>2020</td>
</tr>
<tr>
<td></td>
<td>• Develop new training centres in underserved areas</td>
<td></td>
<td>• New training facilities developed/ existing facilities upgraded</td>
<td>R90 000 000</td>
<td>• Dept. of Higher Education and Training</td>
<td>• SETA</td>
<td>FR. 1</td>
</tr>
<tr>
<td></td>
<td>• Encourage Private Sector to participate in Skills Development Programme</td>
<td></td>
<td></td>
<td></td>
<td>• JTGDM</td>
<td>• Private Sector/NGOs/CBOs</td>
<td>FR. 2</td>
</tr>
<tr>
<td>2. Train People on Agriculture</td>
<td>• Identify areas with high agriculture potential</td>
<td>• Establish Agricultural training centres</td>
<td>• Periodical skills upgrade courses conducted</td>
<td>R10 000 000</td>
<td>• Dept. of Higher Education and Training</td>
<td>• SETA</td>
<td>FR. 3</td>
</tr>
<tr>
<td></td>
<td>• Assess the gap</td>
<td>• Organize courses on Agriculture, Animal</td>
<td></td>
<td></td>
<td>• JTGDM</td>
<td>• Private Sector/NGOs/CBOs</td>
<td>FR. 4</td>
</tr>
</tbody>
</table>
3. Provide Demand Oriented Skills Development Programmes

<table>
<thead>
<tr>
<th>Action</th>
<th>Cost (R)</th>
<th>Funding Source(s)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Assess current level of skills of district population</td>
<td></td>
<td>Dept. of Higher Education and Training</td>
</tr>
<tr>
<td>Identify training needs according to demand</td>
<td></td>
<td>SETA, JTGDM, Dept. of Environmental Affairs, Dept. of Rural Development and Land Reform, Private Sector/NGOs/CBOs</td>
</tr>
<tr>
<td>Develop demand oriented skills development programmes</td>
<td></td>
<td>SETA, JTGDM, Dept. of Environmental Affairs, Dept. of Rural Development and Land Reform, Private Sector/NGOs/CBOs</td>
</tr>
<tr>
<td>Organize job fair/placement drive</td>
<td></td>
<td>SETA, JTGDM, Dept. of Environmental Affairs, Dept. of Rural Development and Land Reform, Private Sector/NGOs/CBOs</td>
</tr>
<tr>
<td>Skills development and training needs identified</td>
<td>R500 000</td>
<td>Dept. of Higher Education and Training</td>
</tr>
<tr>
<td></td>
<td></td>
<td>SETA, Dept. of Economic Development</td>
</tr>
<tr>
<td>Local economic potential sectors</td>
<td></td>
<td></td>
</tr>
<tr>
<td>----------------------------------</td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Assess capacity of existing training facilities</td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Develop new training centres in underserved areas</td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Engage local industries in skills development initiatives</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Programmes</th>
</tr>
</thead>
<tbody>
<tr>
<td>- Introduce new courses / modify existing courses</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Local industries involved in skills development</th>
</tr>
</thead>
<tbody>
<tr>
<td>- Dept. of Higher Education and Training/FET colleges</td>
</tr>
<tr>
<td>- SETA</td>
</tr>
<tr>
<td>- Dept. of Economic Development</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Training facilities</th>
</tr>
</thead>
<tbody>
<tr>
<td>- Existing training facilities upgraded/ New courses introduced</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Dept. of Higher Education and Training/FET colleges</th>
</tr>
</thead>
<tbody>
<tr>
<td>- SETA</td>
</tr>
<tr>
<td>- JTGDM</td>
</tr>
<tr>
<td>- Private Sector/NGOs/CBOs</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Potential rural entrepreneurs identified</th>
</tr>
</thead>
<tbody>
<tr>
<td>- Dept. of Economic Development</td>
</tr>
<tr>
<td>- Dept. of Social Development</td>
</tr>
<tr>
<td>- Dept. of Rural Development and Land Reform</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Rural entrepreneurs Trained</th>
</tr>
</thead>
<tbody>
<tr>
<td>- Dept. of Higher Education and Training/FET colleges</td>
</tr>
<tr>
<td>- Dept. of Social Development</td>
</tr>
<tr>
<td>- Dept. of Rural Development and Land Reform</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Rural enterprises supported through providing technical, financial and marketing assistance</th>
</tr>
</thead>
<tbody>
<tr>
<td>- Dept. of Rural Development and Land Reform</td>
</tr>
<tr>
<td>- Dept. of Social Development</td>
</tr>
<tr>
<td>- Dept. of Economic Development</td>
</tr>
<tr>
<td>- NYDA</td>
</tr>
</tbody>
</table>

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**4. Development of Rural Entrepreneurial Skills**

<table>
<thead>
<tr>
<th>Identify people with entrepreneurial skills</th>
</tr>
</thead>
<tbody>
<tr>
<td>- Dept. of Economic Development</td>
</tr>
<tr>
<td>- Dept. of Social Development</td>
</tr>
<tr>
<td>- Dept. of Rural Development and Land Reform</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Support rural entrepreneurs by providing financial and technical support</th>
</tr>
</thead>
<tbody>
<tr>
<td>- Dept. of Economic Development</td>
</tr>
<tr>
<td>- Dept. of Social Development</td>
</tr>
<tr>
<td>- Dept. of Rural Development and Land Reform</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Empower youths by providing training on decision making, negotiation and marketing.</th>
</tr>
</thead>
<tbody>
<tr>
<td>- Dept. of Economic Development</td>
</tr>
<tr>
<td>- Dept. of Social Development</td>
</tr>
<tr>
<td>- Dept. of Rural Development and Land Reform</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Create rural infrastructure conducive for carrying out business in rural areas</th>
</tr>
</thead>
<tbody>
<tr>
<td>- Dept. of Economic Development</td>
</tr>
<tr>
<td>- Dept. of Social Development</td>
</tr>
<tr>
<td>- Dept. of Rural Development and Land Reform</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Training programme for rural entrepreneurs -Provide technical, financial and marketing support to the rural enterprises</th>
</tr>
</thead>
<tbody>
<tr>
<td>- Dept. of Economic Development</td>
</tr>
<tr>
<td>- Dept. of Social Development</td>
</tr>
<tr>
<td>- Dept. of Rural Development and Land Reform</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Potential rural entrepreneurs identified</th>
</tr>
</thead>
<tbody>
<tr>
<td>- Dept. of Economic Development</td>
</tr>
<tr>
<td>- Dept. of Social Development</td>
</tr>
<tr>
<td>- Dept. of Rural Development and Land Reform</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Dept. of Higher Education and Training/FET colleges</th>
</tr>
</thead>
<tbody>
<tr>
<td>- SETA</td>
</tr>
<tr>
<td>- JTGDM</td>
</tr>
<tr>
<td>- Private Sector/NGOs/CBOs</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Rural entrepreneurs Trained</th>
</tr>
</thead>
<tbody>
<tr>
<td>- Dept. of Economic Development</td>
</tr>
<tr>
<td>- Dept. of Social Development</td>
</tr>
<tr>
<td>- Dept. of Rural Development and Land Reform</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Dept. of Rural Development and Land Reform</th>
</tr>
</thead>
<tbody>
<tr>
<td>- Dept. of Social Development</td>
</tr>
<tr>
<td>- Dept. of Economic Development</td>
</tr>
<tr>
<td>- NYDA</td>
</tr>
</tbody>
</table>

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**FR. 1**

**FR. 2**

**FR. 3**

**FR. 4**
### Table 54: Objective 9 - Improving Literacy Rate Of Communities

<table>
<thead>
<tr>
<th>Sub-objective</th>
<th>Activities</th>
<th>Programmes/Project</th>
<th>KPI</th>
<th>Indicative Costs</th>
<th>Lead Role</th>
<th>Support Role</th>
<th>Timelines</th>
</tr>
</thead>
</table>
| 1. Improve Access to Schools | • Identify areas with low school enrolment rate  
• Identify areas unserved/underserved by schools  
• Involve NGOs and CBOs in literacy improvement programme | Build New Schools and Early Childhood Development Centres  
Expand existing learner transport services  
Rehabilitation of degraded schools | New Schools and Early Childhood Development Centres Established | R 10 000 000.00 | Dept. of Basic Education  
JTGDM  
NGOs/CBOs |  | FR. 1  
FR. 1  
FR. 1 |
| | | Learner transport service for district provided | R 20 000 000.00 | Dept. of Transport  
Dept. of Basic Education  
JTGDM | | FR. 2  
FR. 2  
FR. 2 |
| | | Dilapidated schools upgraded | Function of Lead Role  
Dept. of Basic Education  
JTGDM  
NGOs/CBOs | | FR. 4  
FR. 4  
FR. 4 |
| 2. Improve Quality of Education | • - Identify areas with high dropout rate and low matric pass rate  
- Assess condition of schools  
- Upgrade school infrastructure  
- Train teachers  
- Engage CBOs and parents in education process | Teacher training workshops/programmes  
School Infrastructure development projects  
Literacy programme for illiterate parents | Teachers trained and overall improvement in Numeracy and Literacy Skills | R 56 000 000.00 | Dept. of Basic Education  
JTGDM  
NGOs/CBOs |  | FR. 1  
FR. 1  
FR. 1 |
| | | School infrastructure and facilities upgraded | R 70 000 000.00 | Dept. of Basic Education  
JTGDM  
NGOs/CBOs | | FR. 3  
FR. 3  
FR. 3 |
| | | Basic education provided to all illiterate parents | R 30 000 000.00 | Dept. of Basic Education  
JTGDM  
NGOs/CBOs | | FR. 4  
FR. 4  
FR. 4 |
Table 55: Objective 10 - Growing the Economy thereby Creating Jobs and Reducing Unemployment

<table>
<thead>
<tr>
<th>Sub-objective</th>
<th>Activities</th>
<th>Programmes/Project</th>
<th>KPI</th>
<th>Indicative Costs</th>
<th>Lead Role</th>
<th>Support Role</th>
<th>Timelines</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Comprehensive Rural Skills Audit &amp; Local Business Linkages</td>
<td>• Creating rural skills database&lt;br&gt;• Identifying prevalent rural skill base&lt;br&gt;• Interviewing businesses and stakeholders to determine skill shortages&lt;br&gt;• Create linkages between businesses and available skills in rural communities</td>
<td>• Linking current job shortages with job opportunities&lt;br&gt;• Training of rural communities to fill local skill shortages&lt;br&gt;• Conduct an independent skills audit&lt;br&gt;• Skills development programmes</td>
<td>• Enhanced skill levels per economic sector</td>
<td>R 220 000</td>
<td>• Dept. of Economic Development and Tourism&lt;br&gt;• JTGDM&lt;br&gt;• Dept. of Labour&lt;br&gt;• DRDLR</td>
<td></td>
<td>2016&lt;br&gt;FR. 3&lt;br&gt;FR. 4</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>• Increased employment rate</td>
<td>R 85 000</td>
<td>• JTGDM</td>
<td>• DRDLR&lt;br&gt;• Dept. of Economic Development and Tourism&lt;br&gt;• Dept. of Public Enterprises&lt;br&gt;• Regional and International Development Agencies&lt;br&gt;• Workers Unions</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>• Aligned training programmes with skill shortages</td>
<td>R 300 000</td>
<td>• Dept. of Economic Development and Tourism&lt;br&gt;• JTGDM&lt;br&gt;• DRDLR</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2. Labour intensive job creation</td>
<td>• Infrastructure improvement and development</td>
<td>• Skills transfer workshops and programmes</td>
<td>• Increased of workers in public project</td>
<td>Function of Lead Role</td>
<td>• Dept. of Labour</td>
<td>• Dept. of Economic Development</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Identify current projects where a higher labour participation rate can be achieved</td>
<td>• SIP 5 and mine extensions</td>
<td>• General infrastructure and bulk services projects</td>
<td></td>
<td></td>
<td>• JTGDM, Workers Unions, Dept. of Public Works</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Proper project management and implementation plan</td>
<td>• Job creation</td>
<td>• Labour intensive projects</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Increase in district labour participation rate</td>
<td>Function of Lead Role</td>
<td>• Dept. of Labour</td>
<td>• DRDLR, Workers Unions, JTGDM</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Long term job created and skills development implemented</td>
<td>Function of Lead Role</td>
<td>• JTGDM</td>
<td></td>
<td></td>
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</tr>
<tr>
<td></td>
<td>• Infrastructure and bulk services constructed or rehabilitated</td>
<td>Function of Lead Role</td>
<td>• JTGDM</td>
<td></td>
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</tbody>
</table>
### 3. Enabling Economic Environment

<table>
<thead>
<tr>
<th>Action</th>
<th>Funding</th>
<th>Lead Role</th>
</tr>
</thead>
<tbody>
<tr>
<td>Prioritise enablers to find areas for improvement</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Start addressing and incorporating these issues within policies and strategies</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Provide land tenure and property rights for the people</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Research and development</td>
<td>R 150 000</td>
<td>JTGDM</td>
</tr>
<tr>
<td>Financial services for businesses and industries</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Start creating enabling environment by addressing business constraints and needs</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Enabling policy formulated</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Increased economic investment</td>
<td>Function of Lead Role</td>
<td>Dept. of Economic Development</td>
</tr>
<tr>
<td>Official and operationalized REDF</td>
<td>R 250 000</td>
<td>DRDLR</td>
</tr>
<tr>
<td>Monitor and evaluate rural projects implemented</td>
<td></td>
<td></td>
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<tr>
<td>Identify opportunities for rural participation in current and new projects</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Establish a JTGDM Rural Economic Development Forum</td>
<td></td>
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<tr>
<td>Collaborate with various stakeholders</td>
<td></td>
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<tr>
<td>Establish meetings to determine rural community leaders to form part of REDF</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Create institutional framework and REDF operational model</td>
<td></td>
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<tr>
<td>Concerns and comments in REDF policy and strategy formulated</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cooperatives formed</td>
<td>R 100 000 p/a</td>
<td>Dept. of Economic Development</td>
</tr>
</tbody>
</table>
Table 56: Objective 11 - Establishing an Agri Park in the JTG district consisting of an Agri Hub in Kuruman and associated Farmer Production Support Units throughout the district

<table>
<thead>
<tr>
<th>Sub-objective</th>
<th>Activities</th>
<th>Programmes/Project</th>
<th>KPI</th>
<th>Indicative Costs</th>
<th>Lead Role</th>
<th>Support Role</th>
<th>Timelines</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.10ha Feedlot</td>
<td>• Inception • Concept and Viability / Preliminary Design • Determine influence on farmer production support units • Approval from Local Municipality and MPT’s • Design Development / Detail Design • Documentation and Procurement • Contract Administration and Inspection • Close-Out</td>
<td>• Handling Facilities • Holding facilities (Kraals) • Storeroom &amp; feed preparations • Office Building • Weighing Bridge/Cattle Scale • Roads &amp; earthworks • Collection pond • Water supply • Feeds • Operation • Workshop • Hospital / Post mortem</td>
<td>• Constructed and signed off Handling Facilities</td>
<td><strong>R 1 500 000</strong></td>
<td><strong>DRDLR</strong></td>
<td>• JTGDM • Local Municipality • Dept. of Agriculture</td>
<td><strong>2016</strong></td>
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<td><strong>2017-2019</strong></td>
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<td><strong>FR. 3</strong></td>
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<td><strong>FR. 3</strong></td>
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</tbody>
</table>

- **Handling Facilities**
- **Holding facilities (Kraals)**
- **Storeroom & feed preparations**
- **Office Building**
- **Weighing Bridge/Cattle Scale**
- **Roads & earthworks**
- **Collection pond**
- **Water supply**
- **Feeds**
- **Operation**
- **Workshop**
- **Hospital / Post mortem**

**Indicative Costs**: R 1 500 000

**FR. 3**

**Timelines**: 2016, 2017-2019, 2020 +
<table>
<thead>
<tr>
<th>Project</th>
<th>Description</th>
<th>Budget (R)</th>
<th>Implementing Agencies</th>
</tr>
</thead>
<tbody>
<tr>
<td>Water supply</td>
<td>Constructed and signed off</td>
<td>R 2 500 000</td>
<td>DRDLR, JTGDM, Local Municipality, Dept. of Agriculture</td>
</tr>
<tr>
<td>Feeds</td>
<td>Constructed and signed off</td>
<td>R19 000 000</td>
<td>DRDLR, JTGDM, Local Municipality, Dept. of Agriculture</td>
</tr>
<tr>
<td>Operation</td>
<td>Constructed and signed off</td>
<td>R10 000 000</td>
<td>DRDLR, JTGDM, Local Municipality, Dept. of Agriculture</td>
</tr>
<tr>
<td>Workshop</td>
<td>Constructed and signed off</td>
<td>R 2 000 000</td>
<td>DRDLR, JTGDM, Local Municipality, Dept. of Agriculture</td>
</tr>
<tr>
<td>Hospital / Post mortem</td>
<td>Constructed and signed off</td>
<td>R 1 000 000</td>
<td>DRDLR, JTGDM, Local Municipality, Dept. of Agriculture</td>
</tr>
</tbody>
</table>

2. Abattoir
- Inception
- Concept and Viability / Preliminary Design
- Determine influence on farmer production support units
- Approval from Local Municipality and MPT’s
- Design Development / Detail Design
- Documentation and
- Expand existing Abattoir
- Meat processing
- Ship and dip
- Existing abattoir expanded and signed off
- Meat processing facility constructed and signed off

<table>
<thead>
<tr>
<th>Project</th>
<th>Description</th>
<th>Budget (R)</th>
<th>Implementing Agencies</th>
</tr>
</thead>
<tbody>
<tr>
<td>Abattoir</td>
<td>Inception</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Concept and Viability / Preliminary Design</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Determine influence on farmer production support units</td>
<td></td>
<td></td>
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<tr>
<td></td>
<td>Approval from Local Municipality and MPT’s</td>
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<tr>
<td></td>
<td>Design Development / Detail Design</td>
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<tr>
<td></td>
<td>Documentation and</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Expand existing Abattoir</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Meat processing</td>
<td></td>
<td></td>
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<tr>
<td></td>
<td>Ship and dip</td>
<td></td>
<td></td>
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<tr>
<td></td>
<td>Existing abattoir expanded and signed off</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Meat processing facility constructed and signed off</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Procurement</td>
<td>Ship and dip facility constructed and signed off</td>
<td>R 3 000 000</td>
<td>DRDLR</td>
</tr>
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<td>-----------------------------</td>
<td>-------------------------------------------------</td>
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<tr>
<td>Contract Administration and Inspection</td>
<td>Close-Out</td>
<td></td>
<td></td>
</tr>
<tr>
<td>3. Auction Pens</td>
<td>• Inception• Concept and Viability / Preliminary Design• Determine influence on farmer production support units• Approval from Local Municipality and MPT’s• Design Development / Detail Design• Documentation and Procurement• Contract Administration and Inspection• Close-Out</td>
<td>• Upgrade existing auction pens</td>
<td>• Existing auction pens upgraded and signed off</td>
</tr>
<tr>
<td></td>
<td>• Supply to Petrusville (Pixley ka Seme District Municipality)</td>
<td>• Infrastructure constructed and signed off to supply to Petrusville (Pixley ka Seme District Municipality)</td>
<td>R 2 500 000</td>
</tr>
</tbody>
</table>
5. Charcoal production (Blackthorn & Prosopis)

<table>
<thead>
<tr>
<th>Stage</th>
<th>Activities</th>
</tr>
</thead>
<tbody>
<tr>
<td>Inception</td>
<td>Determine influence on farmer production support units</td>
</tr>
<tr>
<td>Concept and Viability / Preliminary Design</td>
<td>Approval from Local Municipality and MPT's</td>
</tr>
<tr>
<td>Design Development / Detail Design</td>
<td>Design Development / Detail Design</td>
</tr>
<tr>
<td>Documentation and Procurement</td>
<td>Documentation and Procurement</td>
</tr>
<tr>
<td>Contract Administration and Inspection</td>
<td>Contract Administration and Inspection</td>
</tr>
<tr>
<td>Close-Out</td>
<td>Close-Out</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Stage</th>
<th>Activities</th>
</tr>
</thead>
<tbody>
<tr>
<td>Investigate suitable charcoal production method</td>
<td>Identify suitable charcoal production method</td>
</tr>
<tr>
<td>Tree resources and harvest</td>
<td>Tree resources and harvest</td>
</tr>
<tr>
<td>Charcoal production</td>
<td>Charcoal production</td>
</tr>
<tr>
<td>Transport and trade</td>
<td>Transport and trade</td>
</tr>
<tr>
<td>End use</td>
<td>End use</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Stage</th>
<th>Activities</th>
</tr>
</thead>
<tbody>
<tr>
<td>Suitable charcoal production facility constructed and signed off</td>
<td>Suitable charcoal production facility constructed and signed off</td>
</tr>
<tr>
<td>Transport and trade infrastructure developed</td>
<td>Transport and trade infrastructure developed</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Cost</th>
<th>Parties</th>
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</thead>
<tbody>
<tr>
<td>R 6 000 000</td>
<td>DRDLR, JTGDM, Local Municipality, Dept. of Agriculture</td>
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6. Honey Bees

<table>
<thead>
<tr>
<th>Stage</th>
<th>Activities</th>
</tr>
</thead>
<tbody>
<tr>
<td>Inception</td>
<td>Bee hive location confirmed</td>
</tr>
<tr>
<td>Concept and Viability / Preliminary Design</td>
<td>Bee farming products obtained and installed</td>
</tr>
<tr>
<td>Determine influence on farmer production support units</td>
<td>Processing facility constructed and signed off</td>
</tr>
<tr>
<td>Approval from Local Municipality and MPT's</td>
<td>Trade infrastructure constructed and signed off</td>
</tr>
<tr>
<td>Design Development / Detail Design</td>
<td>Design Development / Detail Design</td>
</tr>
<tr>
<td>Documentation and Procurement</td>
<td>Documentation and Procurement</td>
</tr>
<tr>
<td>Contract Administration and Inspection</td>
<td>Contract Administration and Inspection</td>
</tr>
<tr>
<td>Close-Out</td>
<td>Close-Out</td>
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<table>
<thead>
<tr>
<th>Stage</th>
<th>Activities</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bee hive location</td>
<td>Bee hive location confirmed</td>
</tr>
<tr>
<td>Bee farming products</td>
<td>Bee farming products obtained and installed</td>
</tr>
<tr>
<td>Processing facility</td>
<td>Processing facility constructed and signed off</td>
</tr>
<tr>
<td>Trade</td>
<td>Trade</td>
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<table>
<thead>
<tr>
<th>Cost</th>
<th>Parties</th>
</tr>
</thead>
<tbody>
<tr>
<td>R 7 000 000</td>
<td>DRDLR, JTGDM, Local Municipality, Dept. of Agriculture</td>
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</table>

7. Skills Centre & Ecotourism

<table>
<thead>
<tr>
<th>Stage</th>
<th>Activities</th>
</tr>
</thead>
<tbody>
<tr>
<td>Inception</td>
<td>Investigate skills requirements</td>
</tr>
<tr>
<td>Concept and Viability / Preliminary Design</td>
<td>Investigate eco-tourism opportunities</td>
</tr>
<tr>
<td>Determine influence on farmer production support units</td>
<td>Determine influence on farmer production support units</td>
</tr>
<tr>
<td>Approval from Local Municipality and MPT's</td>
<td>Approval from Local Municipality and MPT's</td>
</tr>
<tr>
<td>Investigate skills requirements</td>
<td>Investigate skills requirements</td>
</tr>
<tr>
<td>Investigate eco-tourism opportunities</td>
<td>Investigate eco-tourism opportunities</td>
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<table>
<thead>
<tr>
<th>Stage</th>
<th>Activities</th>
</tr>
</thead>
<tbody>
<tr>
<td>Construction and signing off skills &amp; ecotourism centre</td>
<td>Construction and signing off skills &amp; ecotourism centre</td>
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<table>
<thead>
<tr>
<th>Cost</th>
<th>Parties</th>
</tr>
</thead>
<tbody>
<tr>
<td>R18 000 000</td>
<td>DRDLR, JTGDM, Local Municipality, Dept. of Agriculture, Dept. of Tourism</td>
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</tbody>
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| FR. 3 | FR. 3 |
8. Fencing

- Determine fencing requirements for farms
- Fencing of 450km border fence (18 Farms)
- Fencing of 648 km internal fence (18 Farms)
- Game farm border fencing 200km
- Fencing of 648 km internal fence (18 Farms) completed
- Fencing of 450km border fence (18 Farms) completed
- Game farm border fencing completed

<table>
<thead>
<tr>
<th>Item</th>
<th>Cost</th>
<th>DRDLR</th>
<th>JTGDM</th>
<th>Local Municipality</th>
<th>Dept. of Agriculture</th>
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<td>R18 000 000</td>
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<td>R25 920 000</td>
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<td>R12 000 000</td>
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9. Agri-Park Extension Service Programme

- To improve livestock quality of farmers
- To improve production efficiency of herd
- To improve production efficiency of herd
- To improve animal health of herd
- To improve and maintain farming infrastructure
- To improve organized farmer structures
- Training of EOs on Farmer focuses
- Training Feedlot management
- DALRRD LIP to be expanded
- Training of farmers
- Veterinary office to assist with services
- Training of farmers (farmer days, courses, individual contacts)
- An annual competition to identify the most efficient cattle herd/feedlot calf in JTG
- Enforcing CARA Act – Conservation of natural recourses
- Veterinary office to

<table>
<thead>
<tr>
<th>Item</th>
<th>Cost</th>
<th>DRDLR</th>
<th>JTGDM</th>
<th>Local Municipality</th>
<th>Dept. of Agriculture</th>
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<tr>
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<tr>
<td>R 800 000</td>
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<td>R 250 000</td>
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Farmers are trained in:-
- Concept of quality vs quantity,
- Cattle breeds and
<table>
<thead>
<tr>
<th>assistance</th>
<th>types for the feedlot / The ideal feedlot calf.</th>
<th>Agriculture</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Construction of water- &amp; fencing infrastructure and handling facilities by means of CASP, Illema/Letsima, etc.</td>
<td>Veterinary office assisted with services: • Annual bull testing for sexual diseases (trichomoniase) / fertility • Enforcing selling of contaminated bulls</td>
<td>R 750 000</td>
</tr>
<tr>
<td>• Implementing measures to ensure maintenance of infrastructure</td>
<td>Farmers were trained in: • Herd management for improved efficiency • Disease control (minimum health care), • Supplementary feeding, • Veld management (calculating livestock numbers, rotational grazing, annual rest of veldt, understanding plant succession, poisonous plants, etc.).</td>
<td>R 500 000</td>
</tr>
<tr>
<td>• Extension officers to assist</td>
<td>• Farmers to enter competition (where applicable) • JTG winner will be selected from Extension ward winners • Extension Ward - and over all winner to receive a worthy price.</td>
<td>R 1 000 000</td>
</tr>
</tbody>
</table>

*JTGDM* • Local Municipality • Dept. of Agriculture

*DRDLR* • JTGDM • Local Municipality • Dept. of Agriculture

*RDPLR* • JTGDM • Local Municipality • Dept. of Agriculture

*FR.* 3
<table>
<thead>
<tr>
<th>CARA Act enforced by:</th>
<th>Amount</th>
<th>Responsible Party</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Increase visibility of officials of Land Use and Soil Management</td>
<td>R 1 000 000</td>
<td>DRDLR</td>
</tr>
<tr>
<td>• Meeting with all JTG farmers re CARA act and implications</td>
<td></td>
<td>JTGDM, Local Municipality, Dept. of Agriculture</td>
</tr>
<tr>
<td>• Taking steps against farmers / responsible people disobeying act.</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Veterinary office assisted with:</th>
<th>Amount</th>
<th>Responsible Party</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Livestock identification (ear tags, brand mark, etc.)</td>
<td>R 500 000</td>
<td>DRDLR</td>
</tr>
<tr>
<td></td>
<td></td>
<td>JTGDM, Local Municipality, Dept. of Agriculture</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Farmers were trained in:</th>
<th>Amount</th>
<th>Responsible Party</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Focus on control of internal &amp; external parasites</td>
<td>R 500 000</td>
<td>DRDLR</td>
</tr>
<tr>
<td>• Focus on vaccination for prevention of diseases (minimum health care)</td>
<td></td>
<td>JTGDM, Local Municipality, Dept. of Agriculture</td>
</tr>
<tr>
<td>• Focus on treatment of diseases</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

| • Water- & fencing infrastructure and handling facilities constructed | R 10 000 000 | DRDLR |
| • Measures implemented to ensure maintenance of infrastructure | | JTGDM, Local Municipality, Dept. of Agriculture |
| 10. Acquire strategically located land | • Assess location of land  
• Negotiations to acquire land  
• Acquire land  
• Redistribute land  
• Recapitalization | • Approval from Local Municipality and MPT's | • Strategic located land  
• Negotiations to acquire land completed  
• Strategic located land acquired  
• Strategic located land redistributed | Extension officers assisted in:  
• Initiating custom feeding / feedlot study groups  
• Agri forums revived | In service training done:  
• EO’s trained on farmer focuses | Courses done by all EOs:  
• Feedlog management trained | | R 500 000 | R 500 000 | R 500 000 | • DRDLR | • DRDLR | • DRDLR | • DRDLR | • JTGDM  
• Local Municipality  
• Dept. of Agriculture  
• JTGDM  
• Local Municipality  
• Dept. of Agriculture  
• JTGDM  
• Local Municipality  
• Dept. of Agriculture  
• JTGDM  
• Local Municipality  
• Dept. of Agriculture  
• JTGDM  
• Local Municipality  
• Dept. of Agriculture |
| • Strategic located land recapitalized | • R 1000 000 | • DRDLR | • JTGDM
| DRDLR | Local Municipality |
| Local Municipality | Dept. of Agriculture |
### Table 57: Objective 12 - Protecting and Conserving the Natural Environment

<table>
<thead>
<tr>
<th>Sub-objective</th>
<th>Activities</th>
<th>Programmes/Project</th>
<th>KPI</th>
<th>Indicative Costs</th>
<th>Lead Role</th>
<th>Support Role</th>
<th>Timelines</th>
</tr>
</thead>
</table>
| 1. Sustaining Water Resource Management | • Develop Integrated Water Resource Management (IWRM) plans to balance economic, social and environmental needs  
• Implement water efficiency measures to control demand  
• Restore and project freshwater habitats | • IWRM Plans Development  
• Water conservation and Demand Management Strategy  
• Conservation of natural wetlands and flood line projects | • IWRM plan developed and implemented | R 3 000 000  
• Water conservation and demand management strategy developed and implemented | R 3 000 000  
• Rehabilitated wetlands | Department of Water and Sanitation  
• Department of Environmental Affairs  
• Water Research Commission  
• WESSA  
• Catchment Management Agency; SANBI  
• Department of Environmental Affairs  
• Water Research Commission  
• WESSA  
• Catchment Management Agency; SANBI  
• Department of Environmental Affairs  
• Water Research Commission  
• WESSA  
• Catchment Management Agency; SANBI | FR. 1  
FR. 2  
FR. 3  
FR. 4 | FR. 1  
FR. 2  
FR. 3  
FR. 4 |
### 2. Implement an Environmental Management Framework (EMF)

<table>
<thead>
<tr>
<th>Action</th>
<th>Lead Department/Agency</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revise according to IDP and SDF planning cycle</td>
<td>Department of Environmental Affairs, Dept. of Agriculture, Forestry and Fisheries, Dept of Economic Development</td>
</tr>
<tr>
<td>Implementation of EMF</td>
<td>JTGDM</td>
</tr>
<tr>
<td>Implementation of the EMF projects</td>
<td></td>
</tr>
<tr>
<td>Green initiatives programme</td>
<td></td>
</tr>
<tr>
<td>Conservation of the ecosystem project</td>
<td></td>
</tr>
<tr>
<td>EMF implemented</td>
<td>R 1,5 000 000</td>
</tr>
<tr>
<td>Assessed Environmental impact reports</td>
<td>Function of Lead role</td>
</tr>
<tr>
<td>Environment Management Plans implemented</td>
<td>Department of Environmental Affairs</td>
</tr>
<tr>
<td>Mine closure rehabilitation</td>
<td>JTGDM</td>
</tr>
<tr>
<td>Function of Lead role</td>
<td>Department of Mineral Resource</td>
</tr>
<tr>
<td>Department of Economic Development</td>
<td>South Africa Institute of Mining and Metallurgy</td>
</tr>
<tr>
<td>Department of Environmental Affairs</td>
<td></td>
</tr>
<tr>
<td>Dept. of Agriculture, Forestry and Fisheries</td>
<td></td>
</tr>
<tr>
<td>Dept of Economic Development</td>
<td></td>
</tr>
</tbody>
</table>

### 3. Regulate the Mining Industry

<table>
<thead>
<tr>
<th>Action</th>
<th>Lead Department/Agency</th>
</tr>
</thead>
<tbody>
<tr>
<td>The District to form partnership with the department of mineral resource ensures that mining companies operating within their jurisdiction comply with their license conditions and have permits</td>
<td>Department of Environmental Affairs, Dept. of Agriculture, Forestry and Fisheries, Dept of Economic Development</td>
</tr>
<tr>
<td>Mine closure rehabilitation</td>
<td>JTGDM</td>
</tr>
<tr>
<td>Environmental Management Plans implemented</td>
<td></td>
</tr>
<tr>
<td>Function of Lead role</td>
<td></td>
</tr>
<tr>
<td>Department of Mineral Resource</td>
<td></td>
</tr>
<tr>
<td>Department of Economic Development</td>
<td>South Africa Institute of Mining and Metallurgy</td>
</tr>
<tr>
<td>Department of Environmental Affairs</td>
<td></td>
</tr>
<tr>
<td>Dept. of Agriculture, Forestry and Fisheries</td>
<td></td>
</tr>
<tr>
<td>Dept of Economic Development</td>
<td></td>
</tr>
</tbody>
</table>
### 4. Implement Community Based Natural Resource Management (CBNRM) Programme

- **Skills Development projects**
- **Identification CBNRM projects and implementation**
- **Source funding and partnership**

- **Community based projects**
- **CBNRM projects**
- **Identify funding sources and potential partners**

- **Number of community members trained**
- **Function of Lead role**
- **Department of Environmental Affairs**

- **Small Enterprise Development Agency**
- **Conservation Agency**
- **Department of Tourism**
- **Northern Cape Tourism**

- **Number of people employed. Degree of eco-system protection**
- **Function of Lead role**
- **Department of Environmental Affairs**

- **Small Enterprise Development Agency**
- **Conservation Agency**
- **Department of Tourism**
- **Northern Cape Tourism**

- **Business plan developed**
- **Function of Lead role**
- **Department of Economic Development**

- **Small Enterprise Development Agency**
- **Conservation Agency**
- **Department of Tourism**

- **Alien invasive clearing programme in place implemented**
- **Function of Lead role**
- **JTGDM**

- **CSIR**
- **Department of Environmental Affairs**

- **M&E framework developed**
- **Function of Lead role**
- **Department of Environmental Affairs**

- **CSIR**
- **JTGDM**

### 5. Implement an Alien Invasive Clearing Programme

- **District to apply for Working for Water (WFW) programme**
- **Monitoring and Evaluation (M&E)**
- **Enhancing capacity and**

- **Business Plan developed**
- **M&E projects**
- **Skills development and training programme**
- **Management unit clearing programmes established**

- **Alien invasive clearing programme in place implemented**
- **Function of Lead role**
- **JTGDM**

- **CSIR**
- **Department of Environmental Affairs**

- **M&E framework developed**
- **Function of Lead role**
- **Department of Environmental Affairs**

- **CSIR**
- **JTGDM**
<table>
<thead>
<tr>
<th>Commitment to solve invasive alien plant problems</th>
<th>Number of trained community members</th>
<th>Management for alien invasive programme established</th>
<th>Function of Lead role</th>
<th>Function of Lead role</th>
<th>Department of Environmental Affairs</th>
<th>CSIR</th>
<th>Department of Environmental Affairs</th>
<th>CSIR</th>
<th>JTGDM</th>
</tr>
</thead>
</table>
SECTION ELEVEN: CONCLUSION

As indicated above, the significance of rural development in the JTGDM cannot be over-emphasised. This is particularly relevant considering that the District has been identified as a rural development node; and characterised by high levels of poverty and unemployment. Couple with this is the high rate of illiteracy among the economic active population. As consequence, this has manifested into wide spread poverty throughout the District.

There is also an absence of physical infrastructure to address the specific development needs of different rural localities. At the same time, there is a decline in agriculture outputs due to lack of maintenance and investment in agriculture infrastructure and production services. Other challenges affecting agriculture productivity in the District include land degradation and unsustainable mining practices.

Land degradation is a major feature of specific parts of the JTGDM. The main cause of land degradation is poor land use management. Poor land use management is ascribed to a number of factors including overgrazing, alien and invasive species, overstocking, uncontrolled grazing, injudicious use of fire, limited awareness and urban development.

The mining activity in the municipality also has a direct impact on vegetation by way of the physical destruction of vegetation within the mining footprint. The effects of dust particulate emissions from the plants as well as along the transport routes will also have an impact on the vegetation.

Given the underdevelopment nature of most rural areas in the country, the government in general has promulgated a number of policy, legislation and strategic documents focusing specifically on rural development. These set of policy and strategic documents are: National Development Plan (NDP), New Growth Path (NGP), Spatial Planning and Land Use Management Act (SPLUMA), Comprehensive Rural Development Programme (CRDP), Agriculture Policy Action Plan (APAP), Provincial Growth and Development Strategy (PGDS), Provincial Spatial Development Framework (PSDF), Northern Cape Rural Development Strategy (NCRDS) as well as the municipal documents like the Integrated Development Plan (IDP), Spatial Development Framework (SDF), and Local Economic Development Strategy. Together these policy, legislation and strategic documents seek to provide a basis for rural development and enhance coordination of activities to benefit the rural poor.

In terms of the overall JTGDM development needs and priorities, the following objectives have identified:

- Enhancing agriculture and rural development as a means to fight hunger and poverty;
- Exploring and exploiting mineral resources to the benefit of the communities;
- Promoting tourism by developing existing sites and identifying new ones;
• Providing all communities with engineering infrastructure, housing, roads and social facilities;
• Developing and promoting small medium micro enterprises;
• Reviving the economy of Kuruman and Kathu through attracting new businesses and investments;
• Promoting nodal and corridor oriented development;
• Building capacity of communities through training and skills development;
• Improving literacy rate of communities;
• Growing the economy thereby creating jobs and reducing unemployment;
• Establishing an Agi Park in the JTG district consisting of an Agri Hub in Kuruman and associated Farmer Production Support Units throughout the district; and
• Protecting and conserving the natural environment.

As such, the rural development in the JTGDM is regarded as a strategic intervention, which will drastically transform the underdevelopment in the rural areas. This Rural Development Plan in the JTGDM seeks to promote sustainable livelihoods, facilitate the co-coordinated implementation of sector policies and strategies and the socio-economic development of the three local municipalities. The net result of this RDP is to transform the JTGDM into vibrant, equitable and sustainable rural communities with emphasis on employment creation and food security for all. Above all, this RDP aims to focus on establishing rural business initiatives, agro-industries, cooperatives, cultural initiatives, rural settings; empowering rural people and communities (especially women and youth); and revitalising old and upgrading economic, social, information and communications infrastructure, public amenities and facilities in villages and small rural towns.
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South African Government. 2013. Spatial Planning and Land Use Management Act (SPLUMA). Department of Rural Development and Land Reform


