



RURAL DEVELOPMENT STRATEGY FOR GREATER TZANEEN MUNICIPALITY

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List of Abbreviations

- ABET – Adult Basic Education and Training
- AH – Agri-Hub
- CBNRM - Community Based Natural Resource Management
- CBO - Community Based Organisation
- COGHSTA - Cooperative Governance, Human Settlement and Traditional Affairs
- CSIR - Council for Scientific and Industrial Research
- DAFF - Department of Agriculture, Forestry and Fisheries
- DBE - Department of Basic Education
- DEA - Department of Environmental Affairs
- DEDET - Department of Economic Development, Environment and Tourism
- DEPT - Department
- DHET - Department of Higher Education and Training
- DNS - Domain Name System
- DOE - Department of Energy
- DOL - Department of Labour
- DOT - Department of Transport
- DPW - Department of Public Works
- DRDLR - Department of Rural Development and Land Reform
- DSAC - Department of Sport, Arts and Culture
- DSBD - Department of Small Business Development

- DTI - Department of Trade and Industry
- DTPS - Department of Telecommunication and Postal Services
- DWA - Department of Water Affairs
- EDTP - Education Training and Development Practitioners
- EPWP - Extended Public Works Programme
- ESKOM - Electricity Supply Commission
- FET - Further Education and Training
- FPSU - Farmer Production Support Unit
- FR - Functional Region
- GTEDA - Greater Tzaneen Economic Development Agency
- GTM - Greater Tzaneen Municipality
- GTMREDF - Greater Tzaneen Municipality Rural Enterprise Development Forum
- ICT - Information Communication Technology
- IDA - International Development Agency
- IDP - Integrated Development Plan
- LEDET - Limpopo Economic Development, Environment and Tourism
- MDM - Mopani District Municipality
- MOU - Memorandum of Understanding
- NCTA - National Cable and Telecommunications Association
- NGO - Non - Governmental Organization
- NSDP - National Spatial Development Perspective
- REDF - Rural Enterprise Development Forum
- REID - Rural Enterprise Infrastructure Development
- RDP - Reconstruction and Development Programme
- RUMC - Rural Urban Market Centre
- SANBI - South African National Biodiversity Institute

- SDF - Spatial Development Framework
- SEDA - Small Enterprise Development Agency
- SMME - Small Micro and Medium Enterprises
- SRSA - Sport and Recreation South Africa
- TOD - Transport Orientated Development
- TVET - Technical and Vocational Education and Training
- UNESCO - United Nations Education and Cultural Organization
- UNILIMP - University of Limpopo
- UNIVEN - University of Venda
- WESSA - Wildlife and Environment Society of South Africa
- WWTW - Waste Water Treatment Works

1. INTRODUCTION

The Rural Development strategy has been prepared in conjunction with GTM's Spatial Development Framework 2017-2022 and should be read together with other development policies, be they at national, provincial, district and at local municipal level. It is aimed at addressing and complying with the National Rural Developmental Framework as envisioned in the National Development Plan Vision 2030.

2. STRUCTURE OF THE REPORT

The Tzaneen Rural Development Strategy consists of the following:

Part A: Analysis

- ❖ Policy Context and Vision Directives
 - Understanding of Rural Development
 - Policy context

- ❖ Context, Role and Issues
 - Issues for Rural Development
 - Social
 - Economic
 - Spatial
 - Environmental
 - Engineering
 - Institutional
 - Financial
 - Development objectives
 - SWOT Analysis

Part B: Development Proposals

- ❖ Strategy Development
- ❖ Implementation Plan

- ❖ Capital Investment Plan
- ❖ Coordination of the Implementation of the Strategy
- ❖ Monitoring and Evaluation

PART A: ANALYSIS

3. POLICY CONTEXT AND VISION DIRECTIVES

3.1. Understanding of Rural Development

Many countries have attempted understanding the concept of rural development and how it differs from any other kind of development, such as urban development and regional development. It will be observed from the different approaches hereunder that there is no uniform understanding of the subject.

Mexico

Mexico has adopted the integrated rural development strategy and has designed a programme for implementation. The program was initiated in the 1970's, its focus is on the activities of government agencies on selected rural areas (micro-regions) which have substantial productive potential, but whose populations lack the resources necessary to tap this potential. The program includes investment in the following activities:

Productive Components

- a) Small-scale irrigation
- b) Soil and water conservation
- c) Crop and livestock
- d) Bookkeeping development programs
- e) Reforestation
- f) Fisheries
- g) Rural industries
- h) Medium-term development credit

Productive Support Components

- a) Extension services
- b) Applied research in support of the extension program
- c) Rural marketing facilities

- d) Organization of farmer groups and support of land titling programs
- e) Construction, rehabilitation, and maintenance of rural roads
- f) Rural electrification
- g) A program to generate productive employment opportunities for rural women
- h) Feasibility studies for productive investments.

Social Infrastructure

- a) Primary schools and boarding facilities
- b) Rural health clinics
- c) A pilot nutrition program
- d) Village water supply systems
- e) Village self-help programs for community improvement

Management

Monitoring, evaluation and staff development

The overall program has the following objectives;

- i. Substantially increased food crop and livestock production
- ii. Generation of employment and income opportunities through agricultural diversification
- iii. Increased fish production and consumption, and increase poor fishermen's income
- iv. Improved living and working conditions of the target population through improvements in health, infrastructure and service provision
- v. Protection of natural resource base through soil conservation.

The projects within this program aim to benefit small farmer families or the poorest of the poor, mostly indigenous people falling within specified average annual income. In view of the diversity of the proposed activities a given group of a rural population may be expected to benefit from more than one project activity. It is reported that some 1.2 million families or approximately 80 percent of the target population would benefit from project activities over a three-year period, either through increased income and employment opportunities generated or from the use of the infrastructure built.

Beneficiary participation begins at the planning stage in each locality. Communities gather together to discuss their investment needs with representatives of line agencies, state representatives and local governments. Beneficiaries are also responsible for contributing part of the cost of investment under some components. Such contributions may be in the form of labour, draft power, machinery, or materials. The proportion of sub-project cost to be borne by beneficiaries is agreed upon by beneficiary groups and implementing agencies.

Settlement development in Mexico is used to develop the inhabitants rather than for residential purposes with clearly articulated development objectives.

It would be observed that the Mexican experience adopts a business approach which targets income generation and the increase in the wealth of the communities.

Africa

Africa, has on the main, adopted a villagisation programme where members of communities previously located in distant and dispersed areas were relocated into denser villages. Examples cited hereunder show that villagisation is much more complicated than a simply physical process of shifting people. Its rationale may be social, political, environmental, agricultural, militaristic, administrative, or a mix of several of these. The motivation for and methods of villagisation have differed between countries.

In Ethiopia, villagisation was intended to regroup the scattered homesteads, small hamlets and traditional villages of the entire countryside into a completely new pattern of grid-plan villages, laid out in accordance with central directives (De Waal 1991). By August 1988, 12 million people had been villagised.

The programme was intended to improve agricultural production, facilitate the delivery of services such as health and education to populations which were difficult to reach in their scattered homesteads, and to improve the land use of the peasants. Transport was used as the main factor in creating villages.

It would appear that Ethiopia's programme was based on social development.

In Mozambique, the new government inherited an impoverished and crippled country (Hanlon 1991). Its leaders felt that the setting up of communal villages would be an efficient way to manage its redistribution to the peasantry of scarce resources and services, such as marketing services, health care, and education, by communalising peasants rather than allowing them to stay in highly dispersed traditional family units (Vines 1991: 114). The communal villages were called 'the backbone of rural development'. Villagisation was a way to 'urbanise' and 'modernise' the countryside ('cities born in the forest': Frelimo 1976), as well as a way to enable people to take

political control of their own lives. Villagisation represented a sort of social contract (West 1997). It was also seen as a useful response to internal insecurity.

It would appear that Mocambican's model is used for social development and security.



(Settlement in Mocambique)

Tanzania's villagisation process took place in a far less conflict-ridden environment than Ethiopia's or Mozambique's. With the Arusha Declaration of 1967, President Julius Nyerere and TANU (the Tanganyika African National Union) set a path for Tanzania towards socialism and self-reliance, with villagisation as an important component. In his 1968 policy statement, *Socialism and Rural Development*, Nyerere expanded on the objective of building socialism in Tanzania based on the traditional family values of mutual respect, sharing of basic goods and services held in common, and the obligation of everybody to work (Komba 1995: 38). His famous concept of *ujamaa* (which means 'family hood' in Swahili) refers to 'socialism in the villages'. The villages would be "rural economic and social communities where people live together and work together for the good of all" (Nyerere 1968: 348)

The problems arising from villagisation can be divided into those derived from the way villagisation was implemented and those arising from the actual experience of living in the new villages. In the first category, there is use of force which fostered resentment among rural populations, the lack of adequate planning, the lack of consultation with people involved, the speed with which villagisation was often carried out, and the lack of services which felt to people like broken promises. The second category includes problems relating to the physical location of the villages, especially the distance from the fields, and lack of water and fuel wood. It also includes adverse effects on the environment and particularly on the land used for farming or grazing, the increased risk of communicable diseases, and adverse effects on social equity or community harmony.

Rural development in Mexico is for economic development purposes whilst in Africa it has been used for social cohesion, service delivery and for political purposes.

South Africa has learned from the experiences of countries before it as well as through the experience of apartheid that rural development be used for total human development including rural land reform, where rural areas become major contributors to the economy of the country as well as areas of choice for human livelihood.

3.2. Policy Context

National Development Plan: Vision 2030

The NDP envisions that South Africa's rural communities should by 2030 have greater opportunities to participate fully in the economic, social and political life of the country where people will be able to access high quality basic services. Rural economies will be supported by agriculture and where possible by mining, tourism, agro-processing and fisheries.

The vision includes better integration of rural areas achieved through successful land reform, job creation and poverty alleviation, access to basic and social infrastructural services and focusing on developing rural economic opportunities.

National Rural Development Framework

The Rural Development Framework identifies the following main focus points phased as follows:

- ❖ Phase 1: Meeting basic human needs (shelter, energy, food, water and sanitation)
- ❖ Phase 2: Rural enterprise development, and
- ❖ Phase 3: Rural industries, markets and credit facilities.

The phasing is not necessarily exclusive as all of the phases can be undertaken simultaneously depending on what has been achieved by the communities.

Meeting basic human needs (shelter, energy, food, water and sanitation)

Meeting the basic human needs entails building the person, the household and the community. The focus is primarily on dealing with basic human needs and providing the required social infrastructure for improved access to services, including access to clean water,

energy, decent housing, proper sanitation, education, etc. Understanding of the basic human needs leads to proper identification of the needs and how they should be satisfied. If basic human needs are satisfied, the community is better able to address further needs which may include economic development and related issues.

Rural enterprise development

At this stage the entrepreneurial development focuses on the establishment of enterprises, including all sizes and forms of business initiatives such as cultural ware and artefact, tourism, cooperatives and arts and crafts initiatives. This phase is driven largely by the revitalization of old and revamping of new social, economic and Information and Communication Technology infrastructure which is aimed at facilitating the generation of vibrant local markets and credit facilities. Linked to the above, communities will be encouraged to participate in livestock and cropping and value chain development.

Rural industries, market and credit facilities.

At this stage, focus is on the development of different sizes and forms of rural industries, anchored by rural enterprises, investment, markets credits facilities. Given the anticipated growth and investment in the area which envisages involvement of the financial sector institutions. Co-ordination between government and private sector is crucial to ensure that maximum benefits accrue to rural communities.

Rural-Urban Interdependency

The National policy acknowledges the interdependence between rural and urban which is ordinarily recognised as the continuum.

It is now widely accepted that there exists an economic, social and environmental interdependency between urban and rural areas; and, that there is a need for a balanced and mutually supportive developmental approach to the two areas. Rural-urban dependency refers to the growing flow of public and private capital, people (migration and commuting) and goods (trade) between urban and rural areas.

Through the Community Rural Development Programme (CRDP) and other rural development initiatives of government, infrastructure such as transportation, communication, energy and basic services is expected to strengthen rural-urban connection to ultimately become the backbone of integrated rural development.

Migratory labour practices still persist with generally urbanised provinces such as Gauteng and Western Cape experiencing huge net in-flows of people from typically rural provinces. These migratory patterns are usually based on prospect for employment opportunities and services. Rural areas therefore still tend to be the labour reserves of big cities. The scaling up of rural development seeks to improve economic, social and governance in rural areas and the need for rural areas to contribute to national economic growth through increased agricultural and non-agricultural productivity and decrease dependency on social grant which has become the mainstay of rural economy.

Limpopo Development Plan (LDP) 2015 – 2019

The Limpopo provincial government has adopted and adapted the National Policy by further developing its own development plan with the following focused objectives.

Comprehensive Rural Development

Limpopo Province estimates that by 2030 agriculture in the province will create close to 100,000 new job opportunities, contributing significantly to reducing overall unemployment.

The Plan requires leadership on land reform, communal tenure security, financial and technical support to farmers, and the provision of social and physical infrastructure for successful implementation. It also requires capacity building to enable state institutions and private industries to implement these interventions. Improved co-ordination and integration in the planning and implementation of area-based and differentiated rural development plans over the medium-term to achieve the vision of an inclusive rural economy.

The Plan focuses on the following objectives:

- ❖ Improved land administration and spatial planning for integrated development with a bias towards rural areas;
- ❖ Up-scaled rural development as a result of coordinated and integrated planning, resource allocation and implementation by all stakeholders;
- ❖ Sustainable land reform (agrarian transformation);
- ❖ Improved food security;
- ❖ Smallholder farmer development and support for agrarian transformation;
- ❖ Increased access to quality basic infrastructure and services, particularly in education, healthcare and public transport in rural areas; and

- ❖ Growth of sustainable rural enterprises and industries characterised by strong rural-urban linkages, increased investment in agro-processing, trade development and access to markets and financial services- resulting in rural job-creation.

A priority development focus area of the LDP for this planning period is to achieve higher levels of production and greater contributions to food security from state and communal land.

Both National and Provincial Policies require that growth of human settlements into areas with high agricultural potential and sensitive environment be prohibited and that such areas be used as part and parcel of integrated rural development. This approach is supported by the GTM 2017-2022 Spatial Development Framework.

4. CONTEXT, ROLE AND ISSUES

4.1. Issues for Rural Development

The Status Quo Analysis report which was used as a basis for the GTM SDF 2017-2022 indicates the following issues.

4.2. Social

- Insufficient health and educational facilities
- Illiteracy and low levels of education
- Limited numbers of people with information and technology skills.
- Inward migration of foreign nationals
- Ineffective mentoring and extension services
- Lack of scientific knowledge of production and processing of agricultural resources
- Lack of housing

4.3. Economic

- Limited beneficiation of agricultural resources.
- Weak manufacturing base.
- Weak business development in rural areas
- Undeveloped mining sector.

- Underdeveloped tourism potential.
- Limited Local Economic Development initiatives.

4.4. Spatial

- Lack of control of land-use on restituted land
- Slow land reform process
- Unprocessed and slow pace to deal with land claims
- Beneficiaries of land reform use productive land for non - productive uses
- Encroachment of settlement on agricultural land
- Scattered and small settlements that make provision of infrastructure expensive
- Tension between Traditional Leaders and the Municipalities on control of land

4.5. Environmental

- Extreme temperatures due to climate change.
- Bad farming methods that incentivise soil infertility
- Indiscriminate felling of trees thereby influencing soil erosion
- Environmental and land degradation.
- The effect of drought on crops and water supply.

4.6. Engineering Services

- Poor sanitation, especially in rural areas.
- Contamination of underground water due to the use of pit latrines.
- Insufficient and no portable water infrastructure in some rural areas.
- Limited to no electricity supply of electricity in some rural villages.
- Poorly maintained road infrastructure which becomes impassable in rainy weather.
- Limited and aging infrastructure.

4.7. Institutional

- Limited involvement in terms of research with Institutions of higher learning.
- Ineffective collaboration among tiers of government.

- Limited numbers of professionals at municipal level that affects project implementation and management.
- Bureaucracy in project management.
- Corrupt tendencies both in government and in the public arena.

4.8. Financial

- Lack of cooperatives that unite communities in developing common interests and programmes for self help.
- Limited funding opportunities for projects.
- Limited funding from Government
- Limited funding and mentoring for land reform projects.
- Limited borrowing powers for the municipality
- Limited cooperation agreements between the municipality and foreign countries
- Lack of twinning agreements between the municipality and other municipality elsewhere.

4.9. Rural Development Objectives

A set of rural development objectives were distilled from the identified issues. The objectives reflect the main goal to be achieved. Each objective has sub objectives that describes the objective in greater detail. The following objectives are formulated for the GTM Rural Development Strategy.

- To prepare a settlement planning strategy for the municipality
- To enhance agriculture as a lead sector in fostering rural development and fighting poverty.
- To promote tourism by developing existing sites and identifying new ones;
- To provide all communities with engineering infrastructure, housing, roads and social facilities;
- To develop and promote small, medium and micro enterprises;
- To build capacity of communities through training and skills development;
- To improve literacy rate of GTM communities;
- To grow the economy thereby creating jobs and reducing unemployment;
- To establish an Agri Park;
- To protect and conserve the natural environment.
- To explore and exploit mineral resources to the benefit of the communities.

4.10. SWOT ANALYSIS.

PHASE 1: Meeting basic human needs (shelter, energy, food, water and sanitation)

OBJECTIVE 1: To prepare a settlement planning strategy for the municipality.

<p>Strengths</p> <ul style="list-style-type: none"> • A strong planning department at the municipality. • Planning is assigned as a municipal function. • Participation of traditional leaders in many forums of the municipality. • Availability of aerial photos. • Presence of GIS officials. • Nodes surrounded by densely populated settlements thereby creating market for goods and services. 	<p>Weaknesses</p> <ul style="list-style-type: none"> • Unresolved feud on who allocates land for settlement purposes between municipality and traditional leadership. • Unwillingness of land owners to sell their land
<p>Opportunities</p> <ul style="list-style-type: none"> • Presence of legislation that directs how planning should be done. • Many studies that are conducted are pointing and to the bad effects of poor planning. • Unplanned settlements. • Nodes serviced by a number of Provincial roads e.g. R36, R71, R81 and R528. • Development of a nodal policy and plan • Choice of GTM as an Agri-Hub of Mopani District. • Location of Agri Park in Tzaneen • Department of Trade and Industry’s study to resuscitate Homeland Era industrial complexes. 	<p>Threats</p> <ul style="list-style-type: none"> • Inability of National Government to resolve the impasse on land allocation. • Continual encroachment of settlement on agricultural and environmentally sensitive areas. • Competition with other nodes outside the municipality. • Expensive land in Tzaneen.

OBJECTIVE 2: To provide all communities with engineering infrastructure, housing, roads and social facilities;

<p>Strengths</p> <ul style="list-style-type: none"> • Government has programmes to fund infrastructure albeit 	<p>Weaknesses</p> <ul style="list-style-type: none"> • Corrupt tendencies
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<p>limited</p> <ul style="list-style-type: none"> • Some areas have already been serviced • Municipality that is geared towards proving that service 	<ul style="list-style-type: none"> • Scramble for tenders resulting in underquoting and thus not finishing jobs • Projects not being finished because tender owners not paying their employees • Social unrests • Scattered small settlement which makes the cost too exorbitant • Vastness of the rural areas. • Politicizing service delivery
<p>Opportunities</p> <ul style="list-style-type: none"> • Provision for a budget assured 	<p>Threats</p> <ul style="list-style-type: none"> • Budgetary constraints • Cooperative government system not working well. • Limited borrowing powers of municipality

OBJECTIVE 3: To improve literacy rate of Greater Tzaneen Municipality communities;

<p>Strengths</p> <ul style="list-style-type: none"> • Communities taking literacy seriously 	<p>Weaknesses</p> <ul style="list-style-type: none"> • Literacy not linked to skills development • Shortage of learning material
<p>Opportunities</p> <ul style="list-style-type: none"> • Government ABET programme already rolled out. • A sizeable number of illiterate people 	<p>Threats</p> <ul style="list-style-type: none"> • Limited funding

OBJECTIVE 4: To Protect and conserve the natural environment.

<p>Strengths</p> <ul style="list-style-type: none"> • Resilient natural environment • Unique, natural environment; • Existing environmentally based economic activities are on-going; • Remoteness with a unique sense of place 	<p>Weaknesses</p> <ul style="list-style-type: none"> • Bad farming methods • Overgrazing • Overstocking • Indiscriminate felling of trees • Weak implementation of conservation measures
<p>Opportunities</p> <ul style="list-style-type: none"> • Beautiful scenery 	<p>Threats</p> <ul style="list-style-type: none"> • Encroachment of alien species

<ul style="list-style-type: none"> • Prevalence of historic sites in GTM • Existence of perennial rivers. • Implementation and strengthening of new and current land management programs to reclaim and preserve degraded land; • Harnessing local environmental features. • Greater development of eco-based tourism enterprises; • Combination of environmental, cultural and historical features of the municipality. 	<ul style="list-style-type: none"> • Land degradation • Soil erosion • Climate change • Traditional farming methods • Veld fires
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PHASE 2: Rural Enterprise Development

OBJECTIVE 5: To enhance agriculture as a lead sector and fighting poverty;

<p>Strengths</p> <ul style="list-style-type: none"> • Prevalence of National Department of Agriculture in GTM. • Wealth of experience on agriculture due to existing schemes along Groot Letaba river. • Existence of structures like the Agriculture Forum to advice on matters related to agriculture. • Unemployed people who can be skilled in agricultural production. 	<p>Weaknesses</p> <ul style="list-style-type: none"> • Limited skills • Communities not organized into cooperatives. • Subsistence farming. • Limited beneficiation of agricultural products • Perception that the Agriculture sector is inferior to other sectors. • Lack of nerve to test unchartered territories
<p>Opportunities</p> <ul style="list-style-type: none"> • Fertile soils • Conducive climate • Government support in terms of funding and extension services • Proclamation of GTM as an Agri-Hub of Mopani District • Establishment of Agri-Park in Tzaneen • Presence of work force to work in Agricultural related programmes and projects. 	<p>Threats</p> <ul style="list-style-type: none"> • Weak exchange rates • Climate change • The use of agricultural land for non- agricultural purposes • Influx of foreign nationals into the municipality • Inaccessible foreign markets • Drought • Dual allocation of land by Municipality and Traditional Leadership

<ul style="list-style-type: none"> • Stable and decentralized government. • Radio and Television programmes that teach people on good practices in agriculture. • Two universities in the Province that have Agricultural Economics Departments. • Possibility of Twinning with other municipalities elsewhere 	<ul style="list-style-type: none"> • Slow processing of Land Reform applications • Limited and aging infrastructure • Type of education that does not support agriculture • Limited planning especially in rural areas • Outward migration • Drying up of funding form Government
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OBJECTIVE 6: To promote tourism by developing existing sites and identifying new ones;

<p>Strengths</p> <ul style="list-style-type: none"> • Existence of structures to giving advice on tourism • Existence of tourism places 	<p>Weaknesses</p> <ul style="list-style-type: none"> • Looking down at tourism as an economic sector • Ineffective ways of advertising tourism • Limited research and documentation of historical occurrences • Destruction of tourism places due to sporadic settlement tendencies. <p>Veld fires</p>
<p>Opportunities</p> <ul style="list-style-type: none"> • Support from the Provincial Department of Economic Development, Environment and Tourism as well as the Tourism desk at the Municipality • Prevalence of scenic and historical endowments. 	<p>Threats</p> <ul style="list-style-type: none"> • Limited funding

OBJECTIVE 7: To develop and promote small, medium, and micro enterprises;

<p>Strengths</p> <ul style="list-style-type: none"> • Communities who are doing something on their own • Availability of raw materials 	<p>Weaknesses</p> <ul style="list-style-type: none"> • Appointment of officials without required skills • The programme implemented as a dead- end activity • Weak collaborations within organs of State. • Indulgence in petty politics • Wrong mindset
<p>Opportunities</p> <ul style="list-style-type: none"> • Structures to implement SMME available e.g Local 	<p>Threats</p> <ul style="list-style-type: none"> • Limited funding

<p>Economic Development.</p> <ul style="list-style-type: none"> • Unemployed individuals amenable to accepting SMME notion • Empty industrial buildings in Nkowankowa 	<ul style="list-style-type: none"> • Limited collaboration with Institutions of Higher Learning on research • Unfriendly markets • Quality assurance standards
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OBJECTIVE 8: To build capacity of communities through training and skills development;

<p>Strengths</p> <ul style="list-style-type: none"> • Large number of people without skills 	<p>Weaknesses</p> <ul style="list-style-type: none"> • Reliance on white collar jobs • Limited training facilities and equipment • Limited number of trainers
<p>Opportunities</p> <ul style="list-style-type: none"> • Government skills development programme has been initiated • Presence of FET colleges and Universities in Limpopo • Economy that requires skilled labour force 	<p>Threats</p> <ul style="list-style-type: none"> • Limited funding • Absorption capacity of the economy • Downswing of economic performance

PHASE 3: Rural Industries, Markets And Credit Facilities

OBJECTIVE 9: To grow the economy thereby creating jobs and reducing unemployment;

<p>Strengths</p> <ul style="list-style-type: none"> • Availability of raw materials • Reasonably cheaper labour force 	<p>Weaknesses</p> <ul style="list-style-type: none"> • Limited beneficiation • Weak Local Economic Development inertia Failing to promote informality • Limited skills • Growing population • Reliance on government for livelihood • Education system that produces more consumers and very few producers • Blaming our demise on the past
<p>Opportunities</p> <ul style="list-style-type: none"> • Cheaper land in rural areas 	<p>Threats</p> <ul style="list-style-type: none"> • Expensive land in and around Tzaneen town

	<ul style="list-style-type: none"> • Some areas do not have infrastructure • Innovation in doing things has been minimal • Unemployment • Development that is not research based • Limited access to markets • Weak exchange rates • Influx of foreign nationals who are supposed to be provided for as well.
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OBJECTIVE 10: To establish an Agri Park

The Department of Rural Development and Land Reform has identified a site for the Agri-Park on the Farm Boerderstroomdrift 534 LT about seven kilometres outside Tzaneen town. Not much has taken place as yet. Its contribution will only be known in future. The information will be incorporated in future SDF's.

<p>Strengths</p> <ul style="list-style-type: none"> • There are officials whose it is to implement a project like this. e.g. LED units in GTM and Mopani District Municipality. • Willingness to make the project a success • Stable government 	<p>Weaknesses</p> <ul style="list-style-type: none"> • Taking time in finalizing the requirements of the park • Indecision
<p>Opportunities</p> <ul style="list-style-type: none"> • Fertile soils and conducive climate • Funding • National and provincial assistance • Poor communities • Presence of basic infrastructure • Beneficiation has already taken place in some cases albeit in a small way 	<p>Threats</p> <ul style="list-style-type: none"> • Land invasion • Drying up of funds to other programmes • Bureaucracy • Land tenure problems • Distances from functional regions • Location of the park vs the location of settlements • Extension of Infrastructure to service the park

OBJECTIVE 11: To explore and exploit mineral resources to the benefit of the communities;

There is a proposed mine at Mohlaba Location along R36 road at Lefara and Zangoma. Tivani Mining Company has been given prospecting rights. Minerals to be mined are Iron, Vanadium and Titanium. The life span of the mine is 26 years. No further information is available. The project will have an economic impact in GTM. The benefits and impact hereof should be used in the compilation of future SDF's.

PART B: DEVELOPMENT PROPOSALS

5. STRATEGY DEVELOPMENT

Rural development, requires a multiplicity of actions to be accomplished. Hereunder are activities towards realizing Rural Development. These comprise of, the main objectives, sub objectives and strategic direction meant to ameliorate the underdevelopment situation in Greater Tzaneen Local Municipality.

PHASE 1:

OBJECTIVE 1: TO PREPARE A SETTLEMENT STRATEGY FOR THE MUNICIPALITY.

GTM is finalizing a Nodal Plan that identifies areas for development of nodes.

The nodal development plan identified the following nodes divided into Primary, Secondary, Tertiary, Satellite, and Smaller rural settlements. The plan provides a rationale for such classification and proposes settlements that fall in such categories. The following has been proposed:

- Primary Node – Tzaneen
- Secondary Node – NkowaNkowa/Dan Village/Mokgolobotho
- Tertiary Node – Rita, Burgersdorp and Maake to also serve Shiluvane, Parare and Makhudibong.
- Tertiary Node- inclusive of Relela, Moleketla and Mothupa
- Tertiary Node- inclusive of Mandlakazi and Nwamitwa
- Satellite – Mavele

SUB-OBJECTIVE 1: To adopt a hierarchical classification of settlements based on population figures, function and level of services i.e. Nodal concept.

Nodal concept is a classification of settlements based on their functions with regards to the supply and consumption of goods services. It is based on the Central Place Theory as propounded by Walter Christaller and Losch. The underlying principle of this theory is that towns and cities are main centres that supply the immediate settlements with high order goods and employment. As the distance from the Central Places increases, there is less and less incentive to travel to these centres as transport costs increase. This therefore warrants the creation of other centres (Nodes) of a lower order that cater for lower order goods than what the main centre provides. The same principle recurs up to the level of a smallest settlement. The implication of this theory is that people will be prepared to travel long

distances to consume goods and services that are not available in their immediate Central Places. Based on this theory, it is therefore ideal to have a hierarchy of settlements that will provide different types of goods and services.

In GTM, Tzaneen is the Central Place. For it to perform its functions well, it will need other centres that will provide the outlying communities with lower order goods and services. Hereunder is a strategy for the creation of a nodal concept.

Strategy 1: Formulate nodal precinct plans for all major existing nodes of the Municipality. 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 Municipality'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.

SUB-OBJECTIVE 2: To Contain and Consolidate Development within a Defined Nodal Boundary.

The GTM nodes, namely Tzaneen, Nkowankowa and Lenyenye 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.

SUB-OBJECTIVE 3: 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 Municipality 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.

SUB-OBJECTIVE 4: 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 GTM is an area of concern. Interactions between urban areas and outlying rural areas of the GTM will therefore have to be strengthened. Additionally, the R36 provides good connectivity to the primary economic centres of the Municipality as well as those of the Province at large. Other important regional roads in the area are R71, R528 and R529. They connect GTM to towns Road outside the Municipality. Other major roads that need attention are Jubilee Road and Letaba main road. They connect Tzaneen with other economic centres within and outside the municipality. All these roads are economic spines of GTM that convey goods and services to and from Tzaneen. They also carry traders, workers and buyers a phenomenon that makes Tzaneen tick.

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).

SUB-OBJECTIVE 5: To conduct land suitability maps for the municipality to determine thresholds and direction of growth of settlements.

One of the main land use challenges in GTM is the encroachment of settlements on land that is suitable for agricultural development. When such settlements emerge, no land suitability maps are prepared. The Provincial Department of Cooperative Governance, Human

Settlements and Traditional Affairs once ran a programme known as Site Demarcation whose aim was to conventionally plan extensions of new villages and the planning of new ones. The programme succeeded in controlling the encroachment challenge. Its resurrection in Tzaneen could go a long way in solving the problem.

For rural development to take shape in GTM, more land should be set aside for village agricultural schemes. The preparation of land suitability maps would provide evidence on which decisions on land use could be based. This effort talks to spatial efficiency and sustainability.

Strategy 1 : Get Traditional leaders and communities to buy into the plan.

Strategy 2: Set up a campaign to spread the information – radio talk shows could be ideal.

SUB -OBJECTIVE 6: To prepare layout plans for villages and high order settlements.

Except for Tzaneen that is surrounded by intensive agricultural development, both secondary and tertiary nodes are surrounded by informal settlements and villages that are not planned. Parks and open spaces within the town boundary have been taken over by informality. In Lenyenye for example structures have been built at the banks of a sewer dam. These settlements need services and infrastructure. The inhabitants are driven into doing illegal connections by the need to consume the services. This results in revenue leakages. The new inhabitants use social facilities that were not meant for them resulting in overcrowding and over use of some of the facilities.

Strategy 1: Apply GTM SDF to produce layout plans for the supply of infrastructure and services to a wider area.

Strategy 2: Canvass the idea with residents, community and Traditional Leaders.

Strategy 3: Supply services and infrastructure based on a regional context.

Strategy 4: Create a united front among municipality, community and Traditional Leaders to fight with land invasions.

Strategy 5: Streamline finalization of plans with implementation.

Strategy 6: Solicit buy in of traditional leaders.

OBJECTIVE 2: PROVIDING ALL COMMUNITIES WITH ENGINEERING INFRASTRUCTURE, HOUSING, ROADS AND SOCIAL FACILITIES.

The Status Quo Report in the SDF document alludes to the fact that the municipality is under provided with the infrastructure elements depicted in the objective. (for more detail refer to the Status Quo Report)

SUB-OBJECTIVE 1: To adopt nodal development policy in the supply of services.

The Nodal plan proposal makes provision for the stratification of settlements in terms function and level of infrastructure and services and as follows: Primary, Secondary, Tertiary, Dense Villages and Small Villages. It would make more sense to begin to deal with infrastructure provision in terms of the Nodal Development categories. However, there could be instances where such is not followed due to either emergency or National Departments wanting to do Presidential projects like the Agri-Park.

Strategy 1: Adoption of Nodal development plan as a rational for infrastructure provision.

Strategy 2: Divide the Infrastructure budget into normal and emergency

OBJECTIVE 3: IMPROVING LITERACY RATE OF GREATER TZANEEN MUNICIPALITY COMMUNITIES

Tzaneen and Motupa Educational Circuits administer schools within the Greater Tzaneen Municipality. Lesedi, Runnymede and Bulamahlo Clusters fall within Tzaneen Circuit and Relela Cluster falls into Motupa Circuit respectively. Relela has 23 primary schools and 14 secondary schools on one hand Lesedi has 42 primary schools, 14 secondary schools and 8 Intermediate schools, Runnymede has 35 primary schools and 19 secondary schools and Bulamahlo has 40 primary schools, 25 secondary schools, 1 combined school and 4 intermediate schools. The spatial distribution of primary to secondary schools indicates the following ratios. Relela has 1, 6:1, Lesedi 3:1, Runnymede 1,8:1 and Bulamahlo 1,8:1 respectively. Runnymede and Bulamahlo enjoy a similar ration of 1, 8:1 whilst Lesedi demonstrates a skew distribution of 3:1 with Relela showing a favourable ratio of 1, 6:1. Tzaneen, Haernetsburg, Lenyenye, Nkowankowa and Litsetele demonstrate a high number with matric. The urban settlements account for the favourable ratios. The spatial distribution of schools in Lesedi has experienced an unfavourable ratio more so to the west where the ratio is less favourable. The distribution pattern of this area reflects its nature that of big commercial farms. 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. 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-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.

SUB OBJECTIVE 1: To Improve Access to Schools

There are enough schools in the area. The challenge is the distribution factor. Outlying areas and small villages are the areas heavily affected by shortage of schools. This is by and large caused by smaller population numbers. 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 Municipality has a significant number of illiterate adult population. This programme is not yielding anticipated results; it needs strengthening. 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.

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. Some

recent studies have concluded (such as Taylor 2008) that 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 learner

OBJECTIVE 4: PROTECTING AND CONSERVING THE NATURAL ENVIRONMENT

SUB-OBJECTIVE 1: To Sustain Water Resource Management

The Magoebaskloof mountain which is part of the Drakensberg Escarpment is a fountain of Groot Letaba River which is joined at a higher level by a number of rivers that flow past GTM. Such rivers are Broederstroom, Politsi, Debengeni, Letsetele, and Thabina rivers. There are 20 major dams built in the Letaba catchment area of which the following are within the GTM, namely the Tzaneen dam, Ebenezer dam, Magoebaskloof dam and Modjadji dam. Water courses and dams are susceptible to silting and pollution. Their basins need conservation.

Strategy 1: Develop International Water Resources Management (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.

SUB-OBJECTIVE 2: To Implement an Environmental Management Framework

The natural environment is prone to destruction as a result of air and water pollution, land degradation, cutting down of vegetation, drought, strong winds, climate change, farming and ploughing methods, to mention but a few. A framework to deal with the challenges is required.

Strategy 1: Implement the provisions of the National Environmental Management Framework which talks of rehabilitation of excavation sites, 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: Align the Environmental Management Framework according to a schedule that will facilitate environmental inputs into the IDP and SDF planning cycles.

SUB-OBJECTIVE 3: 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 GTM is faced with high levels of poverty due to high unemployment and lack of education and skills. The GTM is faced with a number of developmental issues that require immediate attention. The following issues represent the main challenges:

Low Employment levels, lack of access to employment activities, low levels of education, dispersed settlements, shortage of infrastructure, low levels of development, land degradation and infrastructure backlogs.

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.

To deal with the above the following strategy is proposed;

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: GTM needs to identify CBNRM projects and source funding and partners with the DEA and other conservation entities for implementation of these.

SUB-OBJECTIVE 4: To Implement an Alien Invasive Clearing Programme

Alien plant invasion has become a common phenomenon in many places and is having a negative impact on the environment and people alike. Alien plants threaten 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.

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.

PHASE 2:

OBJECTIVE 5: TO ENHANCE AGRICULTURE AND RURAL DEVELOPMENT AS MEANS TO FIGHT HUNGER AND POVERTY

Community, Social and Personal Services dominate the economy contributing 31,7% followed by Finance, Insurance and Real Estates at 23,8%, followed by Wholesale and Retail Trade at 10,2%, with Agriculture at 7,6% and lastly Manufacturing at 3,7% respectively. The domination of the economy by community, social and personal services has limited multiplier effect while agriculture and manufacturing have a bigger multiplier effect.

Should the current scenario continue in the short-medium term Greater Tzaneen will be unable to create requisite quantum of job opportunities which will perpetuate the existing unemployment situation.

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 GTM 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.

Strategy 6 : Explore the creation of village agricultural schemes to promote food security.

SUB-OBJECTIVE 2: To Ensure Sustainable Management of Natural Resources in Rural Areas

The emphasis in the rural areas of GTM 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 CRDS, 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 GTM, 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).

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.

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 GTM 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.

OBJECTIVE 6: PROMOTING TOURISM THROUGH REVIVING EXISTING SITES AND IDENTIFYING NEW ONES

The Greater Tzaneen Local Municipality is located within the Kruger to Canyons Biosphere Region with the Kruger National Park to the east and the Modjadjiskloof/Duiwelskloof mountain range to the west. The area is characterised by Nature Conservation areas namely, Wolkberg Wilderness, Lekgalameetse Nature Reserve, Modjadji Nature Reserve, Tzaneen Dam Nature Reserve and Ebenzer Dam Nature Reserve.

SUB-OBJECTIVE 1: To Develop Existing and New/Dormant Tourism Attractions Sites

Tucked in the Magoebaskloof mountains and the Groot Letaba river valley of GTM boasts of some of the most beautiful sceneries in the Province. There are a number of tourism attractions that range from nature based tourism like Debengeni Waterfall to cultural tourism for example Ga-Modjadji Rain Queen. The tourism sites compare with some of the best in the country and could offer unique opportunities that can developed to infiltrate a niche tourism market. Although GTM has unique and important tourism attractions, they are underutilised and some are in poor condition. The development and maintenance of tourism infrastructure and supporting elements such as aesthetic qualities plays an important part in the luring of tourism attractions for tourists.

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 as routine.

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 aesthetically pleasing nature of the Municipality.

Strategy 7: Develop a hiking trail for the GTM. This could take start at Haenertsburg and go all the way to the Rain Queen's place. This could create a ripple effect on the way resulting in more benefits accruing. This could be coupled with bird watching.

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 any other effort that shall have preceded it.

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;
- Constant updating of the Limpopo Tourism Agency website with new tourism activities in the area;
- Market local accommodation within GTM and neighbouring towns 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 GTM 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.

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 the Municipality. It further aims to increase communities' social and economic benefits while reducing the negative effects that have an impact on the poor. Source: (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 needed 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 GTM 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 through donations from tourists, or community earnings from joint ventures.

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 GTM 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.

SUB-OBJECTIVE 4: To Develop a Multi-Functional Tourist Centre

While the need to have a Multi-Functional Centre may seem redundant given the digital ethos that have overtaken manual labour, some tourists still cherish the word of mouth as a means of communication. Through this facility linkage can be forged with other tourism entities elsewhere thereby benefiting from agglomeration economies.

Strategy 1: Establish a Multi-Functional Tourism Centre within GTM.

OBJECTIVE 7: DEVELOPING AND PROMOTING SMALL MEDIUM MICRO ENTERPRISES

Small, Medium and Micro Enterprises SMME have been incorporated in the bigger scheme of economic ventures leading to development.

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 GTM.

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 GTM 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 Rural Enterprise Infrastructure Development.

Strategy 6: Adopt relevant policies by relevant Councils.

Strategy 7: Implementation of the revised SMME Policy.

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 alternative solutions or parallel solutions to creating jobs and economic growth. The further training of existing entrepreneurs within the Municipality will also help in the growing of 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.

OBJECTIVE 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. There is a strong correlation between poor level of skills and poverty; similarly, the opposite could also be true. 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 Municipality is mostly driven by its urban centres. As a result of this, most of the existing 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 taught at the two Institutions of Higher Learning Viz University of Limpopo and University of Venda. None of the new FET/TVET colleges in the province offer courses in agricultural science. Only Tompi Seleka and Madzivhandila colleges offer agricultural science courses. However, since the collapse of the old irrigation schemes of the past, these institutions have not been able to produce the skills that could resuscitate the schemes. It will be the unavailability of adequate human skills in the rural areas which affect the economic output of the rural areas. Therefore, rural economy centric skill development eventually may programmes need to be introduced in the district.

Another area of concern is the existing level of facilities in the training institutes. A recent EDTP-SETA 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.

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 Municipality and the District's current and emerging economic activities.

Strategy 1: Develop new training centres in the un/underserved areas. In developing new centres, emphasis must be given to 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.

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 both MDM and GTM. Despite the thrust and demand for skilled resources, the both the MDM and GTM do 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.

SUB OBJECTIVE 3: To Provide Demand Oriented Skills Development Programmes

Various economic sectors are already present in the Municipality. 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. Currently the economic activities in the Municipality are dominated by agriculture. 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 and forestry. It does look like agriculture will remain the Municipality'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 in particular and in other sectors in general.

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.

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 vulnerable sections of the society. Youths are usually more energetic and have the urge to venture into new businesses.

Strategy 2: Empower Rural Entrepreneurs. Empower these entrepreneurs by providing training on decision making, negotiation and marketing. Ensuring access to capital and 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 provided to encourage rural enterprises.

PHASE 3:

OBJECTIVE 9: GROWING THE LOCAL ECONOMY AND CREATING JOBS AND REDUCING UNEMPLOYMENT

According to the Bureau of Market Research Report 407, 2011, income is classified as low which ranges from R0 – R50 000 per annum, middle which is further divided into three categories, namely low emerging R50 000 – R100 000, emerging ranging from R100 000 – R300 000 and upper middle ranging from R300 000 – R750 000, and the affluent consisting of emerging affluent which ranges from R750 000 – R1 000 000 and the affluent which is in excess of R1 000 000. 88,5% of the economically active population is within the low income range whilst 11% occupies the middle range and only 0,9% of the population is affluent. It would appear that 88,5% of the population is very poor and therefore constitute dependency either on family members and/or government for social

support. Only 11,9% of the economically active population is self-supporting. It is therefore imperative to turn the economy of the municipality around so that more people could be economically self-supporting through creation of jobs and reduction of unemployment.

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 GTM 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 agriculture, manufacturing etc. GTM has compiled a skills audit for its area of jurisdiction.

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, GTM is heavily dependent upon the primary economic sector for employment opportunities and skills 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.

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 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. This 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 Municipality's LED or 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. Rural communities can be asked to register and help target specific skills development for economic growth within the Municipal or District economy. The skills audit database should be done on a continuous basis and be used as a barometer to monitor the effectiveness of the effort.

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 GTM. This has to a large extent been initiated by the EPWP projects in the Municipality. However, more is needed in order to fast track employment levels in the area. GTM still has to carry out infrastructure development, the replacement ageing infrastructure and/or the maintenance of existing stock. This exercise will need varying skills to sustain it.

While skills production is an inescapable requirement, it should be balanced with cost effectiveness, quality of work and the necessary timeframes needed to adequately complete the project.

Strategy 1: Infrastructure improvement and development; GTM is faced with the need to supply infrastructure on a sustainable basis to support the rural economy. The delivery of such a mandate has to have skills development as one of the objectives. This will make local communities proud of being part of the construction of their own living environment.

Strategy 2: 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 from just acting as temporary employment schemes.

SUB-OBJECTIVE 3: Creation of an enabling environment.

Development takes place in an environment that is highly regulated and so does rural development. Participants throughout the world need to gear themselves up for hard choices which sometimes could be a source of conflicts. However, development practitioners need to create that conducive environment for success. This could mean relaxing some of the stringent regulations that are there.

Strategy 1: Promote 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: Provide 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: Develop within the parameters of a 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: Set norms, standards, regulations and service levels 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: Conduct research and development on a continuous basis. 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 GTM where certain industries would like to locate and develop.

Strategy 6: Prepare 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: Regulate the way 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: Adoption of 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: Establish 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.

SUB-OBJECTIVE 5: To Establish Rural Economic Development Forum

The creation of a Rural Enterprise and Infrastructure Development (REID) Forum 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), Provincial Growth and Development Strategy (PGDS), District development strategies 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 GTM Rural Enterprise Infrastructure Development Forum (GTMREIDF). 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 in the Municipality and especially the areas that are suffering the highest poverty levels. This is needed in order to determine the core members and develop a specific mandate. The mandate of the Forum will be to discuss key interventions, while smaller units within the forum will meet more regularly to facilitate the implementation of specific interventions.

The REID Forum can be constituted much the same way as the IDP Representative Forum. The difference will be that it will not be a statutory body. The Forum could include representatives from the rural communities, traditional leaders, government, civil society and the private sector, but the members can be extended as the process develops.

Strategy 2: Collaborate with various stakeholders. The GTMREIDF 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; between local government and the business community and between municipality and Institutions of Higher Learning. 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.

OBJECTIVE 10: ESTABLISHING AN AGRI PARK IN TZANEEN AND ASSOCIATED FUNCTIONAL REGIONS AND FARMER PRODUCTION SUPPORT UNITS THROUGHOUT THE MUNICIPALITY

DRDLR, Mopani District and GTM have chosen Broederstroomsdrift 534 LT farm as a site for the establishment of an Agri-Park. See map attached for location.



Proposed Agri-Park site

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 take 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;
 - i. Linking and contracting rural, urban and international markets through contracts.

- ii. Acts as a holding-facility, releasing produce to urban markets based on seasonal trends.
- iii. 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 and establishment of project objectives,
- **Stage 2 - Concept and Viability / Preliminary Design**
Prepare and finalise the project concept in accordance with the brief, including project scope, scale, character, form and function, preliminary programme and viability of the project.
- **Stage 3 - Design Development / Detail Design**
Develop the approved concept to finalise the design, outline specifications, cost plan, financial viability and programme for the project.
- **Stage 4 - Documentation and Procurement**
Prepare procurement and construction documentation,
Confirm and implement the procurement strategies and procedures for effective and timeous procurement of necessary resources for execution of the project.
- **Stage 5 - Contract Administration and Inspection.**
Manage, administer and monitor the construction contracts and processes, including preparation and coordination of procedures and documentation to facilitate practical completion of the works.
- **Stage 6 - Close-Out**
Fulfil and complete the project close-out,
Necessary documentation to facilitate effective completion,
Handover and operation of the project.

The Agri-Park will be developed in terms of the figure below as set out by the Department of Rural Development and Land Reform.

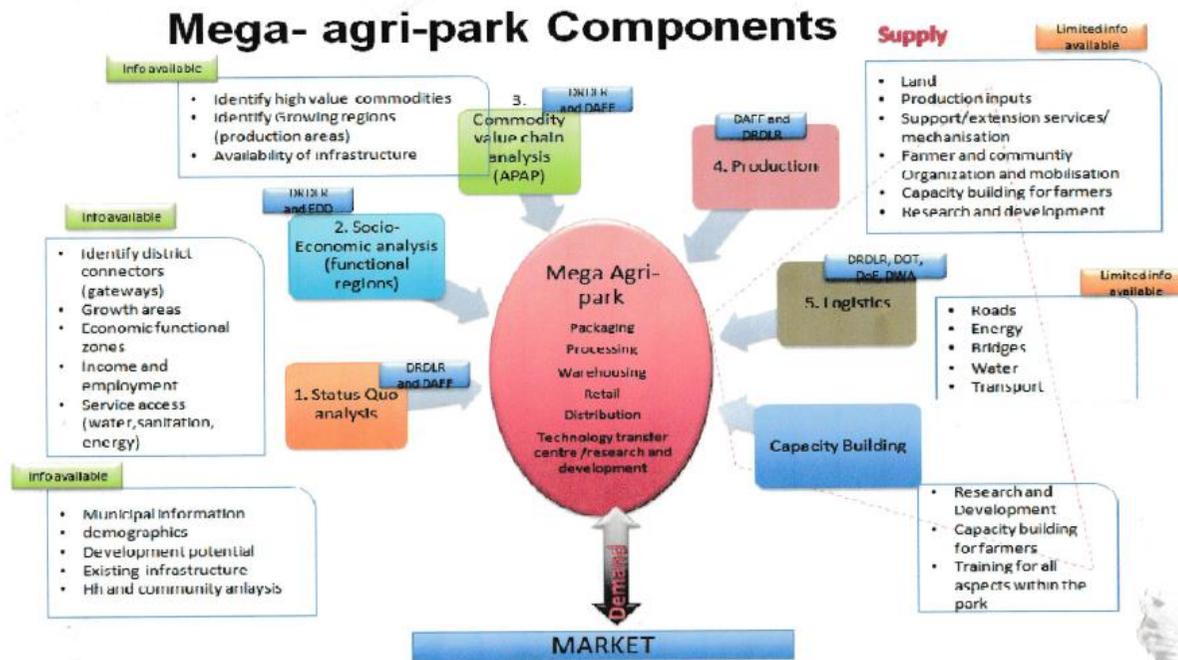


Figure 1: Example of Agri-Park

The Agri-Park will have linkages with Functional Regions in other municipalities to ensure full utilisation of resources. The linkages will be as follows:

- Tzaneen – Greater Giyani, the linkage will be through R81
- Tzaneen – Ba-Phalaborwa, the linkage will be through R71
- Tzaneen – Greater Letaba, the linkage will be through R36
- Tzaneen – Polokwane, the linkage will be through R71 and R81
- Tzaneen – Greater Tzaneen, the linkage is through R36 and R555
- Tzaneen – Makhado, the linkage is through R36

The implication of the linkages above is that once the Agri-Park is established, for raw materials, goods and services to be transported to the Agri-Park the above mentioned regional roads will have to be upgraded to deal with expected traffic. These roads will determine the location of Farmer Production Support Units (FPSU). The upgrading of the above-mentioned roads will have to be made part of the IDPs of adjacent districts and local municipalities.

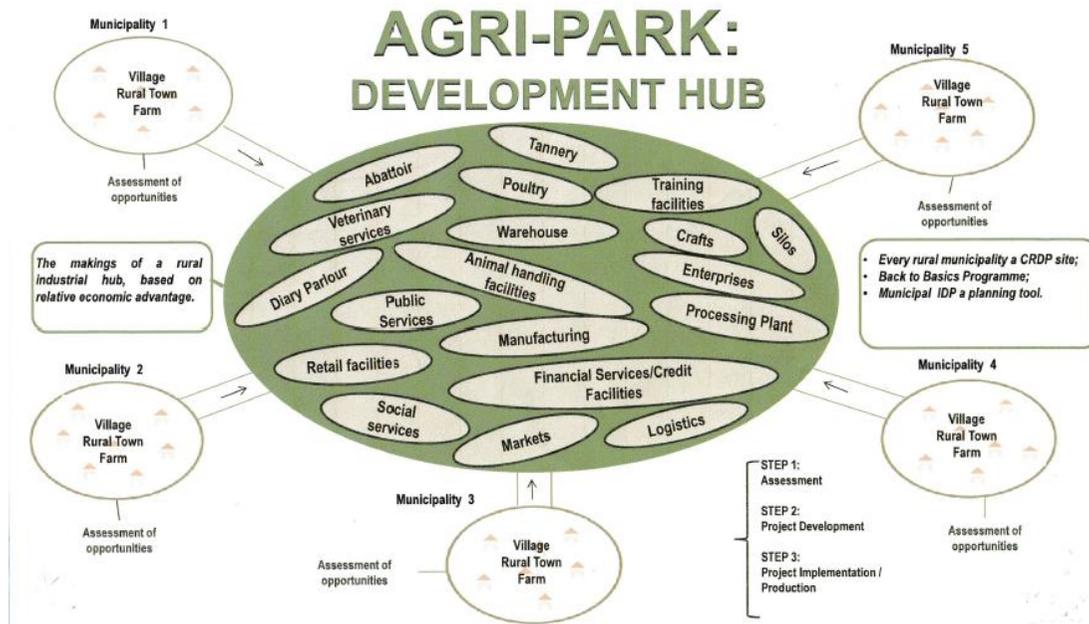


Figure 2: Agri-Park: Development Hub

OBJECTIVE 11: EXPLORING AND EXPLOITING MINERAL RESOURCES TO THE BENEFIT OF THE COMMUNITIES

There is no existing mine in the Municipality; however, at Lefara and Zangoma along R36 there is a proposed mine the exploration rights of which have been given to Tivani Mining. While it is common course that the mine will be developed in terms of the Mining Charter and the provisions of National Environmental Management Act, 1998, there are reports of non-compliance. Mines have also been accused of not doing enough as far as their social responsibilities and empowerment of local communities are concerned.

SUB-OBJECTIVE 1: To negotiate with the mine to abide by the rules and play their part in social responsibility.

Strategy 1: Create initiatives for mineral beneficiation.

Strategy 2: Conduct in-depth research and consultation on mineral beneficiation.

Strategy 3: Research on the full basket of social responsibility.

6. IMPLEMENTATION PLAN

PHASE 1

OBJECTIVE 1: TO PREPARE A SETTLEMENT PLANNING STRATEGY FOR THE MUNICIPALITY

Sub-objective	Activities	Programmes/Project	KPI	Indicative Costs	Lead Role	Support Role	Timelines			
							2018/19	2019/20	2020/21	2021+
1. To adopt a hierarchical classification of settlements based on population figures, function and level of services i.e. Nodal concept.	Council approval of the Nodal policy	Nodal Policy/ Hierarchy of settlements	Nodal policy approved	Recurrent Budget	GTM	MDM	X			
	Organize Nodal Concept Indaba	Nodal indaba	Nodal concept explained to stakeholders	Recurrent Budget	GTM	MDM	X			
	Identify priority areas	Priority areas identification	List of priority areas compiled and approved	Recurrent Budget	GTM		X			
	Identify sources of funds	Funds for nodal planning	Report detailing sources of funds contacted is compiled	Recurrent Budget	GTM	MDM	X			
	Review the policy	Nodal Policy Review	Reviewed Nodal Policy	R500 000	GTM	MDM	R500 000			
2. To contain and consolidate development within a defined nodal boundary	Adoption of Densification Policy by Council.	Densification Policy	Densification Policy approved	Recurrent Budget	GTM	COGHSTA	X			
	Negotiation of urban edges	Urban edges negotiations	Minutes of decisions taken at the meetings are compiled and availed.	Recurrent Budget	GTM	MDM	X			
	Preparation of precinct plans for nodes in terms of Densification Policy	Precinct plans and densification policy	A report and plans of precinct plans compiled and made available	R6 000 000	GTM	COGHSTA and MDM	R1 200 000	R1 200 000	R1 200 000	R1 200 000
3. To Promote Transit Orientated Development(TOD)	Densification of settlements along major routes	Transport Oriented Development (TOD)	Major transport corridors planned to	R500 000	GTM, MDM, DoT,	COGHSTA	R500 000			

Sub-objective	Activities	Programmes/Project	KPI	Indicative Costs	Lead Role	Support Role	Timelines			
							2018/19	2019/20	2020/21	2021+
along Major Public Transport Corridors and Appropriately managing land uses			support corridor development		RAL,					
	Establish bus and taxi stops at convenient places	TOD facilities in transport corridors	Approved maps and plans kept for record purposes	R500 000	GTM	MDM	R500 000	X	X	X
	Link bus and taxi stations with shopping facilities (bus and taxi stops be linked with commercial activities)	TOD facilities linkage with commercial activities	All commercial activities linked with public transport	Recurrent budget	GTM	MDM	X	X	X	X
4. To Provide a Full Range of Transportation Services along Development Corridors	Explore other means of transport linking nodes with settlements	TOD study	Report on the findings compiled and made available	R300 000	GTM	MDM	R300 000	X	X	X
5. To conduct land suitability maps for the municipality to determine thresholds and direction of growth of settlements	Solicit implementation buy - in with communities and Traditional Leaders	Decisions on land suitability mapping in villages	Decisions compiled and published	Recurrent budget	GTM	MDM and COGHSTA	X			
	Compile land suitability maps	Village land suitability maps	Suitability maps prepared for settlements	R6 000 000	GTM	MDM COGHSTA	R1 500 000	R1 500 000	R1 500 000	R1 500 000
	Conduct study to determine cheaper ways of doing layout plans for villages e.g using either Google Maps or aerial photos	Cost cutting measures for village layout planning	A list of cost cutting measures compiled	R500 000	GTM	MDM and COGHSTA	R500 000			

Sub-objective	Activities	Programmes/Project	KPI	Indicative Costs	Lead Role	Support Role	Timelines			
							2018/19	2019/20	2020/21	2021+
	Determine appropriate funding structure for the programme	Funding structure for village layout plans	Funding structure for village layout plans approved	Recurrent budget	GTM	MDM and COGHSTA	X			
	Appoint service providers	Appointment of service providers for village layout plans	A list of appointed service providers compiled together with work that can be done by GIS officials	Recurrent budget	GTM	MDM and COGHSTA	X	X	X	X
	Produce layout plans for Villages	Village Lay out plans	Settlements planned	R7 000 000	GTM	MDM and COGHSTA	R1 700 000	R1 700 000	R1 700 000	R1 700 000
Total				R14 300 000			R4 550 000	R3 200 000	R3 200 000	R3 200 000

Objective 4 - Providing all communities with engineering infrastructure, housing, roads and social facilities

Sub-objective	Activities	Programmes/Project	KPI	Indicative Costs	Lead Role	Support Role	Timelines			
							2018/19	2019/20	2020/21	2021+
1. To provide electricity in communities	Maintain electrical Installations	Electricity Supply	Electricity installed in areas where there is none	R 1 091 000	ESKOM & DRDLR	MDM & DPW	R272 750	R272 750	R272 750	R272 750
	Develop a Master Plan for Electricity supply	Electricity master plan	Electricity master plan compiled	R1 700 000	ESKOM & DRDLR	MDM & DPW	R425 000	R425 000	R425 000	R425 000
	Upgrade Electrical Networks	Electrical Networks Upgrade	Electrical network upgraded	R17 267 000	ESKOM & DRDLR	MDM & DPW	R4 316 750	R4 316 750	R4 316 750	R4 316 750

Sub-objective	Activities	Programmes/Project	KPI	Indicative Costs	Lead Role	Support Role	Timelines			
							2018/19	2019/20	2020/21	2021+
	Implement smart electrical metering	Smart Electrical Metering Installation	Electricity supplied to communities and number of smart electrical metering implemented	R 9 650 000.	ESKOM & DRDLR	MDM & DPW	R2 412 500	R2 412 500	R2 412 500	R2 412 500
	Develop new electrical house connections	Electrical house connections	Number of houses supplied with electricity	R 500 000	ESKOM & DRDLR	MDM & DPW	R125 000	R125 000	R125 000	R125 000
	Develop electrification of boreholes	Electrification of boreholes	Number of boreholes supplied with electricity	R2 500 000	ESKOM & DRDLR	MDM & DPW	R625 000	R625 000	R625 000	R625 000
	Establish Programme to connect electricity to RDP Houses	RDP Houses Electricity Connection	Number of RDP Houses supplied with electricity	R5 000 000	ESKOM & DRDLR	MDM & DPW	R1 250 000	R1 250 000	R1 250 000	R1 250 000
2. To provide water in local communities	Ensure maintenance of water pipes	Water Supply	Number of pipes replaced and fixed	R 1 800 000	MDM, DWS & DRDLR	MDM	R450 000	R450 000	R450 000	R450 000
	Supply Water to needy communities	Water supply to needy communities	Number of Needy communities supplied with Water	R 14 883 000	MDM, DWS & DRDLR	DRDLR	R3 720 750	R3 720 750	R3 720 750	R3 720 750
	Drill new boreholes and refurbish old	Refurbishment and Drilling of Boreholes	Number of Boreholes Drilled and	R 16 000 000	DWS & MDM	DRDLR	R4 000 000	R4 000 000	R4 000 000	R4 000 000

Sub-objective	Activities	Programmes/Project	KPI	Indicative Costs	Lead Role	Support Role	Timelines			
							2018/19	2019/20	2020/21	2021+
	boreholes in various settlements		Refurbished							
	Institute water saving methods to provide water in times of need	Water saving methods	Number of Water saving methods implemented	R 4 000 000	MDM & DWS	DRDLR & GTM	R1 000 000	R1 000 000	R1 000 000	R1 000 000
	Replace old leaking asbestos pipes with steel pipes	Replacement of leaking asbestos pipes	Number of leaking asbestos pipes replaced	R5 000 000	MDM & DWS	DRDLR & GTM	R1 250 000	R1 250 000	R1 250 000	R1 250 000
	Upgrade bulk water lines and reticulation networks	Bulk Water Lines and Reticulation networks programme	Number of bulk water lines and reticulation networks upgraded	R 10 000 000	MDM & DWS	DRDLR & GTM	R2 500 000	R2 500 000	R2 500 000	R2 500 000
	Protect natural water sources	Natural Water Sources Protection Plan	Number of Natural Water Sources protected	R5 000 000	MDM & DWS	DRDLR & GTM	R1 250 000	R1 250 000	R1 250 000	R1 250 000
3. To construct sewer in all Nodal settlements and toilets for rural villages	Provide Bulk Sewer for settlements abutting proclaimed towns	Sanitation at nodal settlements	Bulk sewer provided	R 7 396 000	MDM & DWS	DRDLR & GTM	R1 849 000	R1 849 000	R1 849 000	R1 849 000
	Upgrade oxidation ponds in proclaimed towns	Oxidation ponds upgrading	Number of Oxidation ponds upgraded	R10 000 000	DRDLR	MDM & DWS	R2 500 000	R2 500 000	R2 500 000	R2 500 000

Sub-objective	Activities	Programmes/Project	KPI	Indicative Costs	Lead Role	Support Role	Timelines			
							2018/19	2019/20	2020/21	2021+
	Construct toilets for communities in rural villages	Toilets Construction	WWTW upgraded	R 34 237 000	DWS	MDM & DRDLR	R8 559 250	R8 559 250	R8 559 250	R8 559 250
	Implement a regional sanitation scheme for the rural villages	Regional Sanitation Scheme	Regional sanitation scheme implemented for the rural villages	R5 000 000	DWS	MDM & DRDLR	R1 250 000	R1 250 000	R1 250 000	R1 250 000
	Upgrade Waste Water Treatment Works (WWTW)	Waste Water Treatment Works upgrading	Number of Oxidation ponds upgraded	R21 409 000	DWS	MDM & DRDLR	R5 352 250	R5 352 250	R5 352 250	R5 352 250
4. To construct roads in local villages	Upgrading of internal roads to interlocking block paved roads	Road Construction and Maintenance	Internal roads upgraded to interlocking block paved roads	R32 148 000	DPW, GTM & MDM	DRDLR	R8 037 000	R8 037 000	R8 037 000	R8 037 000
	Upgrading of gravel road to double seal	Gravel Road upgrading	Number of gravel roads upgraded	R15 000 000	DPW, MDM & GTM	DRDLR	R3 750 000	R3 750 000	R3 750 000	R3 750 000
	Storm water management Gravelling of roads	Gravel Roads Storm Water Management	Number of gravel roads provided with Storm Water drainages	R3 000 000	DPW	DRDLR	R750 000	R750 000	R750 000	R750 000

Sub-objective	Activities	Programmes/Project	KPI	Indicative Costs	Lead Role	Support Role	Timelines			
							2018/19	2019/20	2020/21	2021+
	Upgrade internal roads to concrete block paved roads	Internal Roads Upgrading	Number of Internal Roads Upgraded	R25 450 500	GTM & DPW	MDM	R6 362 625	R6 362 625	R6 362 625	R6 362 625
Total				R248 031 500			R62 007 875	R62 007 875	R62 007 875	R62 007 875

Objective 7 - Improving Literacy Rate of Communities

Sub-objective	Activities	Programmes/Project	KPI	Indicative Costs	Lead Role	Support Role	Timelines			
							2018/19	2019/20	2020/21	2021+
1. Improve Access to	Identify areas with low school enrolment rate	School Enrolment Investigation	A list of Schools with low enrolment compiled	Recurrent budget	DBE, GTM & Education Circuit offices		X	X	X	X

Sub-objective	Activities	Programmes/Project	KPI	Indicative Costs	Lead Role	Support Role	Timelines			
							2018/19	2019/20	2020/21	2021+
Schools	Identify areas unserved/underserved by schools	Unserved/underserved Schools	List of Unserved/underserved Schools compiled	Recurrent budget	DBE, GTM & Education Circuit offices		X	X	X	X
	Involve NGOs and CBOs in literacy improvement programme	Literacy improvement programme	Number of NGOs/CBOs who participated	Recurrent budget	DBE, GTM & Education Circuit offices		X	X	X	X
	Rehabilitate degraded schools	Rehabilitation of Schools	Number of dilapidated schools upgraded	R5 000 000	DPW	DBE	R1 250 000	R1 250 000	R1 250 000	R1 250 000
	Build New Schools and Early Childhood Development Centres	Building of Schools and Early Childhood Development Centres	Number of new Schools and Early Childhood Development Centres Established	R20 000 000	DPW	DBE & MDM	R5 000 000	R5 000 000	R5 000 000	R5 000 000
	Build Community Libraries	Construction of Community Libraries at Lesedi and Bulamahlo and operationalization of Motupa and Runnymede Libraries	Number of Community Libraries built	R18 000 000	Rand Water Foundation	Education Circuit Office, DBE, DSAC	R8 000 000	R10 000 000	X	X
	Expand existing learner transport services	Learner Transport	Number of learner transport service for GTM provided	R2 000 000	DBE	DoT	R500 000	R500 000	R500 000	R500 000
2. Improve Quality of Education	Identify areas with high dropout rate and low matric pass rate	High drop-out and low matric pass rate schools report	A list of high drop-out and low matric pass rate schools report compiled and acted upon	Recurrent budget	DBE, GTM & Education Circuit offices		X	X	X	X
	Assess condition of schools	Assessment of condition of Schools report	Assessment of condition of Schools report compiled	R500 000	DPW	GTM & Education Circuit offices	R500 000	X	X	X
	Upgrade school infrastructure	School infrastructure Upgrading Programme	Number of Schools requiring Infrastructure	R600 000	DPW	GTM & Education	R300 000	R300 000	X	X

Sub-objective	Activities	Programmes/Project	KPI	Indicative Costs	Lead Role	Support Role	Timelines			
							2018/19	2019/20	2020/21	2021+
			upgrading compiled			Circuit offices				
	Train teachers	In-service training for teachers	Number of teachers who attended the training programme compiled and results acted upon	Recurrent budget	DBE	GTM & Education Circuit offices	X	X	X	X
	Engage CBOs and parents in education process	Participation of CBOs and parents in Education	List of CBOs and parents involved in education compiled	Recurrent budget	DBE	GTM & Education Circuit offices	X	X	X	X
	Extend ABET to all corners of GTM	ABET for illiterate parents	Number of illiterate parents attending ABET sessions	R3 000 000	DBE	GTM & Education Circuit offices	R750 000	R750 000	R750 000	R750 000
3. Improve Access to learning	Organize for the building of New Schools and Early Childhood Development Centres	Building of New Schools and Early Childhood Development Centres	A list of new schools and early childhood learning centres	R32 000 000	DBE	GTM & Education Circuit offices	R8 000 000	R8 000 000	R8 000 000	R8 000 000
	Ensure that there are enough well equipped schools in the municipality	School building programme	A list of schools in the municipality judged against CSIR guidelines for the provision of social services together with an inventory of equipment are compiled	Recurrent budget	DBE	GTM & Education Circuit offices	X	X	X	X
	Provide learner transport in outlying areas	Learner transport	All outlying areas provided with learner transport	Recurrent budget	DBE	GTM & Education Circuit offices	X	X	X	X
	Ensure that there are well trained and enough tutors at schools	Schools and qualifications of tutors	A list of a number of tutors and their qualifications per school is compiled.	Recurrent budget	DBE	GTM & Education Circuit offices	X	X	X	X
	Conduct education profile of the	Education profile of the population of GTM	A report showing the educational profile of	R 1 000 000	DBE	MDM, GTM &	R250 000	R250 000	R250 000	R250 000

Sub-objective	Activities	Programmes/Project	KPI	Indicative Costs	Lead Role	Support Role	Timelines			
							2018/19	2019/20	2020/21	2021+
	population of GTM		GTM population is prepared			NGOs/ CBOs				
	Conduct a need analysis based on employability	Expand existing learner transport services	A need analysis based on employability is compiled	R600 000	DBE	MDM, GTM & NGOs/ CBOs	R150 000	R150 000	R150 000	R150 000
	Identify intervention measures required for different levels	Intervention measures needed at different levels	Intervention measures needed at different levels report compiled	R500 000	DBE	MDM, GTM & NGOs/ CBOs	R250 000	R250 000	X	X
	Identify service providers including NGOs and international bodies	Service providers for teaching at GTM schools	A list of service providers, NGOs and international bodies compiled	Recurrent budget	DBE	MDM, GTM & NGOs/ CBOs	X	X	X	X
	Conduct training	Learner teaching	A list of sessions held is prepared and published	Recurrent budget	DoL	MDM, GTM & NGOs/ CBOs	X	X	X	X
	Monitor and evaluate the training process	Monitoring and evaluation of training	Reports on monitoring and evaluation training compiled	Recurrent budget	DoL	MDM, GTM & NGOs/ CBOs	X	X	X	X
4. To provide education that will equip locals with better skills	Organize bursaries for learners	Bursaries for learners	A list of learners who have been awarded bursaries is compiled and published	R5 000 000	DBE	MDM, GTM & NGOs/ CBOs	R1 250 000	R1 250 000	R1 250 000	R1 250 000
	Organise exchange programmes with other countries	Overseas exchange programmes	A list of learners who underwent exchange programme is compiled and published	Recurrent budget	DBE	MDM, GTM & NGOs/ CBOs	X	X	X	X

Sub-objective	Activities	Programmes/Project	KPI	Indicative Costs	Lead Role	Support Role	Timelines			
							2018/19	2019/20	2020/21	2021+
	Organise for the building of special schools	Special schools building programme	New special schools built in GTM are listed and published	R50 000 000	DBE	MDM, GTM & NGOs/CBOs	R12 500 000	R12 500 000	R12 500 000	R12 500 000
	Introduce technical subjects at public schools	Introduction of technical subjects in private schools at GTM	A list of schools where technical subjects have been introduced is compiled and published	R15 000 000	DBE	MDM, GTM & NGOs/CBOs	R3 750 000	R3 750 000	R3 750 000	R3 750 000
	Promote on the job training	On the job training	A number of people who underwent on the job training is compiled and published	Recurrent budget	DBE, DHET, DoL	MDM, GTM & NGOs/CBOs	X	X	X	X
	Encourage specialization	Specialization in education	A report showing learners who have specialised in different fields is compiled and published	Recurrent budget	DBE	MDM, GTM & NGOs/CBOs	X	X	X	X
	Organize mentoring	Mentoring programme	A report detailing mentoring process over time is compiled and published	R7 000 000	DoL, LG & SETA	MDM NGOs/CBOs	R1 750 000	R1 750 000	R1 750 000	R1 750 000
				R160 200 000			R44 200 000	R45 700 000	R35 150 000	R35 150 000

Objective 10 - Protecting and Conserving the Natural Environment

Sub-objective	Activities	Programmes/Project	KPI	Indicative Costs	Lead Role	Support Role	Timelines			
							2018/19	2019/20	2020/21	2021+

Sub-objective	Activities	Programmes/Project	KPI	Indicative Costs	Lead Role	Support Role	Timelines			
							2018/19	2019/20	2020/21	2021+
1. Sustaining Water Resource Management	Develop Integrated Water Resource Management (IWRM) plans to balance economic, social and environmental needs	Integrated Water Resource Management	IWRM plan developed and implemented	R 3 000 000	DWS	DEA, Water Research Commission WESSA, Catchment Management Agency & SANBI	R750 000	R750 000	R750 000	R750 000
	Implement water efficiency measures to control demand	Water conservation and demand management strategy project	Water conservation and demand management strategy developed and implemented	R 3 000 000	DWS	DEA, Water Research Commission WESSA, Catchment Management Agency & SANBI	R 750 000	R 750 000	R 750 000	R 750 000
	Restore and protect freshwater habitats	Freshwater habitats restoration and protection	Freshwater habitats restored and protected	R 2 000 000	DWS	DEA, Water Research Commission WESSA, Catchment Management Agency & SANBI	R 500 000	R 500 000	R 500 000	R 500 000
	Rehabilitate Wetlands	Wetlands Rehabilitation programme	Number of wetlands rehabilitated	R 3 000 000	DWS	DEA, Water Research Commission WESSA, Catchment Management	R1 000 000	R1 000 000	R1 000 000	X

Sub-objective	Activities	Programmes/Project	KPI	Indicative Costs	Lead Role	Support Role	Timelines			
							2018/19	2019/20	2020/21	2021+
						Agency & SANBI				
	Prepare a Water conservation and Demand Management Strategy	Water conservation and Demand Management Strategy	Water conservation and Demand Management Strategy prepared and actioned	R1 000 000	DWS	DEA, Water Research Commission WESSA, Catchment Management Agency & SANBI	R250 000	R250 000	R250 000	R250 000
	Conserve natural wetlands and flood lines	Natural wetlands and flood lines	Natural wetlands and flood lines conserved	R6 000 000	DWS	DEA, Water Research Commission WESSA, Catchment Management Agency & SANBI	R1 500 000	R1 500 000	R1 500 000	R1 500 000
2. Implement an Environmental Management Framework (EMF)	1. Implement Environment Management Framework	Implementation of the EMF projects	EMF implemented	R 1 500 000	DEA	MDM, DAFF & DEDET	R375 000	R375 000	R375 000	R375 000
	2. Implement the Green initiatives programme	Green initiatives programme	Green initiatives programme implemented	Recurrent budget	DEA	MDM, DAFF & DEDET				

Sub-objective	Activities	Programmes/Project	KPI	Indicative Costs	Lead Role	Support Role	Timelines			
							2018/19	2019/20	2020/21	2021+
	3. Conserve the eco-system	Eco-system conservation	A number of projects on conservation of the eco-system undertaken	Recurrent budget	DEA	MDM, DAFF & DEDET	X	X	X	X
3. Implement Community Based Natural Resource Management (CBNRM)	1. Identify and implement CBNRM projects	CBNRM projects	A number of CBNRM projects identified	R1 000 000	DEA	SETA, Conservation Agency & DEDET	R 500 000	R 500 000	X	X
	2. Train community members on CBNRM	CBNRM capacity building	Number of community members trained	Recurrent budget	DEA	SETA, Conservation Agency & DEDET	X	X	X	X
4. Implement an Alien Invasive Clearing Programme	1. Identify areas affected by alien evasive species	Areas affected by alien evasive species	A list of areas cleared of alien evasive species	Recurrent budget	DEA	CSIR & DWA	X	X	X	X
	2. Establish a unit to clear alien evasive species	Alien invasive species management unit	Management for alien invasive species unit established	Recurrent budget	DEA	CSIR & DWA	X	X	X	X
	2. Solicit the participation of community members to clear alien invasive species	Participation of community members to clear alien invasive	Number of trained community members	Recurrent budget	DEA	CSIR & DWA	X	X	X	X

Sub-objective	Activities	Programmes/Project	KPI	Indicative Costs	Lead Role	Support Role	Timelines			
							2018/19	2019/20	2020/21	2021+
		species								
	3. Apply preventative measures to stop the emergence of alien evasive species	Preventative measures to stop the emergence of alien evasive species	A list of options developed to combat alien evasive species	Recurrent budget	DEA	CSIR & DWA	X	X	X	X
	4. Monitor and evaluate the efficacy of the clearance effort	Monitoring and evaluation report on the efficacy of the clearance of alien evasive species	Reports prepared on the success or failure of the clearance effort	Recurrent budget	DEA	CSIR & DWA	X	X	X	X
Total				R20 500 000			R5 625 000	R5 625 000	R5 125 000	R4 125 000

PHASE 2

Objective 2 - Enhancing Agriculture as a lead sector in fostering rural development and fighting poverty

Sub-objective	Activities	Programmes/Project	KPI	Indicative Costs	Lead Role	Support Role	Timelines			
							2018/19	2019/20	2020/21	2021+
1. To release land for agricultural development	Speed up land reform activities in the municipality	Land reform	Land reform projects finalized quickly	To be determined on case by case basis	DRDLR, DAFF	MDM and GTM	X	X	X	X

	Prepare local land suitability maps for GTM	Same as objective 1 sub objective 2	Land suitability maps prepared and land suitable for different agricultural use identified	See objective 1 sub objective 2	DRDLR, DAFF, COGHST A	MDM and GTM	X	X	X	X
	Apply zoning schemes to prevent agricultural land being used for non-agricultural purposes	Rural Zoning Schemes	Rural zoning schemes prepared and land reserved	R1 500 000	GTM, MDM COGHST A	DRDLR, DAFF	R1 500 000	X	X	X
	Solicit support of both communities and their Traditional Leadership.	MOU between GTM and Traditional Leadership	Signed MOU's	Recurrent budget	GTM, MDM and COGHST A	DRDLR, DAFF	X	X	X	X
2. Unleash agricultural potential of GTM	Resuscitate and establish new irrigation schemes for both food security and commercial purposes	Resuscitation and Establishment of new irrigation schemes programme	Old agricultural schemes resuscitated and new ones established	R10 000 000	DAFF, DRDLR	GTM, MDM	R1 000 000	R3 000 000	R3 000 000	R3 000 000
	Identify and support new and existing horticulture and crop farming activities.	New and existing horticulture and crop farming activities	New and existing horticulture and crop farming activities identified and supported	R3 000 000	DAFF, DRDLR	GTM, MDM	R750 000	R750 000	R750 000	R750 000
	Establish a programme for the training of extension officers	Training of extension officers	Extension officers trained	Recurrent budget	DAFF, DRDLR		X	X	X	X

Identify and support students who should do Agricultural Economics and Engineering	Agricultural economics and engineering students	Students to do Agricultural Economics and Engineering courses selected and awarded bursaries	R2 280 000	GTM, MDM	DAFF, DRDLR Chamber of commerce, Agriculture Union	R570 000	R570 000	R570 000	R570 000
Identify and support new and existing stock farming and animal husbandry initiatives in GTM	New and existing stock farming and animal husbandry initiatives	New and existing stock farming and animal husbandry initiatives identified and supported	Recurrent budget	DAFF, DRDLR	DAFF, DRDLR Chamber of commerce, Agriculture Union	X	X	X	X
Jerk up veterinary services to improve the quality of stock.	Improvement of veterinary services	State of Veterinary services improved	Recurrent budget	DAFF, DRDLR	DAFF, DRDLR Chamber of commerce, Agriculture Union	X	X	X	X
Breed stock to produce quality products	Stock Breeding	New breeds produced	R15 000 000	DAFF, DRDLR, Farmers Union	DAFF, DRDLR Chamber of commerce, Agriculture Union	R3 750 000	R3 750 000	R3 750 000	R3 750 000
Conduct research on the embetterment of booth seeds and stock continuously to enter and stay in the market	Improved seeds and stock research	Improved seeds and stock research conducted and results Availed.	Recurrent budget	GTM, Unilimp, Univen, DAFF, DRDLR, IDA, NGO's	GTEDA, Agriculture Union, Tompi Seleka, Madzivhan dila College	X	X	X	X

	Collaborate with local institutions like Unilimp, Univen, Tompi Seleka, Madzivhandila Agricultural College, CSIR and elsewhere on matters of mutual interest	Collaboration efforts	MOU signed with institutions who want to collaborate with GTM	Recurrent budget	GTM and MDM	CSIR, Madzivhandila Agriculture Collge, Tompi Seleka, Unilimp & Univen	X	X	X	X
3. To improve the rural economy	Identify and support small scale farmers	Small Farmers Identification	Small scale farmers identified and supported	Recurrent budget	DAFF & DRDLR	MDM & GTM	X	X	X	X
	Ensure spatial interconnectdness of rural areas	Road Connection Programme	New connectivity roads constructed or rehabilitated	See objective 4 sub objective 4	DoT & DPW	DRDLR, MDM & GTM	X	X	X	X
	Establish cooperatives of small farmers, contract farming and other forms of cooperation with the private sector	Cooperatives Establishment	Cooperatives formed	R3 000 000	DSBD & DAFF	DRDLR, GTM & MDM	R750 000	R750 000	R750 000	R750 000
	Organise support for competitive SMME's	Competitive SMME Identification	Competitive SMME's identified and supported	R8 000 000	DSBD & DAFF	DEDET, DRDLR, MDM & GTM	R2 000 000	R2 000 000	R2 000 000	R2 000 000
	Create and nurture useful environments for business and investment to	Conducive Business Environment	Enabling Environment introduced	Recurrent budget	DAFF	MDM, DEDET, DRDLR & DSBD	X	X	X	X

	take place									
	Develop Agricultural Skills and training programmes	Skills Development	Skills and Training Programmes Developed and offered	R1 000 000	DAFF & DoL	DRDLR, MDM & GTM	R250 000	R250 000	R250 000	R250 000
	Initiate Transport infrastructure programme	Transport Infrastructure	Transport Infrastructure Programme Developed	Recurrent budget	DoT & DPW	DRDLR, MDM & GTM	X	X	X	X
	Establish farming and Economic advisory forum e.g Rural Enterprise Infrastructure Development (REID)	Farming and Economic Advisory Project	Advisory Forum Created	Recurrent budget	DEDET	MDM & GTM	X	X	X	X
	Institute Training programmes for entrepreneurs	Training Programmes for Entrepreneurs	Training Programmes Developed	Recurrent budget	DEDET & DoL	MDM & GTM	X	X	X	X
	Create Financial Sources and insurance to support rural enterprises	Rural Financial and Insurance	Rural Financial Sources and Insurance Established	Recurrent budget	DEDET & GTEDA	DRDLR, MDM & GTM	X	X	X	X

4.To ensure sustainable natural resource management in rural areas	Implement effective management of water resources and pasture land plans	Management of water resources and pastureland Plan	Management of water resources and pastureland Plan Implemented	R 500 000	DWS	DAFF, MDM & DRDLR	R125 000	R125 000	R125 000	R125 000
	Institute Water saving Programme	Water saving Programme	Water saving Programme Implemented	Recurrent budget	DWS	DRDLR & MDM	X	X	X	X
	Promote the development, utilisation and long-term conservation of resources	Development, Utilization and Conservation of Resources	Resources Conservation plan	R 500 000	DEDET	DAFF	R500 000	X	X	X
	Support integrated natural resource management at farm, community and watershed level	Integrated natural Resource Management Programme	Integrated natural Resource Management Plan compiled and Implemented	Recurrent budget	DEDET & DWS	MDM	X	X	X	X
	Establish and Implement erosion limiting programmes	Erosion limiting programmes	Erosion limiting programmes Established and Implemented	Recurrent budget	DEDET, DWS & DAFF	DRDLR	X	X	X	X
	Implement the conservation of biodiversity sites Programme	Conservation of biodiversity Sites	Biodiversity Sites Protected	Recurrent budget	DEDET & DAFF	DRDLR	X	X	X	X
5.Strengthen rural institutional capacity	Provide financial resources and opportunities for enterprises establishment in rural areas	Financial resources and opportunities for Rural Enterprises Programme	Financial Assistance for Rural Enterprises Established in Rural Areas	Recurrent budget	DEDET, DRDLR, LEDET, GTEDA & Land Develop	MDM GTM	X	X	X	X

					ment Bank					
	Decentralise institutional services from cities to rural towns and villages	Decentralisation of Institutional Services	Funding and Administrative Institutions Established in Rural Towns	R5 200 000	DEDET, DTI & GTEDA	MDM GTM	R1 300 000	R1 300 000	R1 300 000	R1 300 000
	Empower women to participate in the economy	Women empowerment project	Participation of Women in the Economy Implemented	Recurrent budget	DAFF	DRDLR & MDM	X	X	X	X
	Augment Participation of Traditional Authorities in Municipal Activities and Plans	Participation of Traditional Authorities in Municipal Activities and Plans	Traditional authorities participation in municipal activities improved	Recurrent budget	COGHST A	MDM	X	X	X	X
6. Providing rural areas with social services and technical infrastructure	Provide electrical connections, transport infrastructure, health facilities, schools and access to markets to Rural Communities	Infrastructure and Social Services for Rural Communities	Rural communities supplied with infrastructure and social services	Budget covered under Objective 4	Eskom, MDM, DTPS, DoT, DPW, DWS, DSD, DBE, SRSA, DoJ and CD & COGHST A	MDM	X	X	X	X
	Facilitate the Provision of Social security for poor population groups in rural	Provision of Social Security for the poor	Deserving cases being provided with Social Security Grants	Recurrent budget	DSD	MDM	X	X	X	X

	areas									
	Promote school feeding programmes to ensure learners have access to food	Feeding Scheme	Feeding Schemes Extended to all deserving learners	Recurrent budget	DBE	MDM & GTM	X	X	X	X
	Provide modern information and communication technology such as internet and media support provide access to relevant economic information outside urban centres	Information and Communication Technologies (ICT)	Rural Areas having access to ICT	R10 000 000	DTPS	MDM & GTM	R2 500 000	R2 500 000	R2 500 000	R2 500 000
Total				R59 980 000			R14 995 000	R14 995 000	R14 995 000	R14 995 000

Objective 3 - Promoting tourism by developing existing sites and identifying new ones

Sub-objective	Activities	Programmes/Project	KPI	Indicative Costs	Lead Role	Support Role	Timelines			
							2018/19	2019/20	2020/21	2021+

Sub-objective	Activities	Programmes/Project	KPI	Indicative Costs	Lead Role	Support Role	Timelines			
							2018/19	2019/20	2020/21	2021+
1. To develop existing and new/dormant tourism attraction sites	Upgrade/develop tourism plans	Upgrading/development of tourism plans	Tourism sites upgraded and aesthetic characteristics enhanced	R 1 000 000	DEDET	Tourism Limpopo, MDM & DRDLR	R1 000 000	X	X	X
	Development of new tourist attractions	Development of new Tourist sites	New Tourist Sites developed	R1 500 000	DEDET	MDM & GTM	R375 000	R375 000	R375 000	R375 000
	Develop niche tourist markets	Niche Market Tourism Plan	Tourism Niche developed and marketed	Recurrent budget	DEDET	MDM & GTM	X	X	X	X
	Promote bird watching adventure and eco-based tourism e.g. Forest routes, bird sanctuary, hiking trails	ECO-Tourism	Bird watching and ECO –Tourism Sites developed and marketed	R1 200 000	DEDET	MDM & GTM	R300 000	R300 000	R300 000	R300 000
	Increase game farm and hunting development	Game hunting	List of farm owners ready for Game farming compiled and advertised	Recurrent budget	DEDET	MDM & GTM	X	X	X	X
	Develop Women and youth in tourism programmes	Women and youth tourism programme	Women and youth tourism programmes developed and implemented	Recurrent budget	DEDET	MDM & GTM	X	X	X	X

Sub-objective	Activities	Programmes/Project	KPI	Indicative Costs	Lead Role	Support Role	Timelines			
							2018/19	2019/20	2020/21	2021+
	Utilize Tourism to create jobs	Tourism Jobs	Number of jobs created	Recurrent budget	DEDET	MDM & GTM	X	X	X	X
2. Promote Tourism Marketing	Develop a Strategic Marketing Plan	Tourism Marketing programmes	Tourism Marketing plan compiled and implemented	R 400 000	DEDET	MDM & GTM	R400 000	X	X	X
	Establish linkages with NCTA in order to promote brand awareness and identify key rural products	Linkages with NCTA	Tourism plan posted in National Cable and Telecommunication Association's website	Recurrent budget	DEDET and NCTA	MDM & GTM	X	X	X	X
	Development of tourism packages for internet marketing	Tourism Marketing	Tourism Marketing Posted on Websites	R 100 000	DEDET & NCTA	MDM & GTM	R100 000	X	X	X
	Identify tourism target markets and consumer segments in order to ensure best returns on investment	Tourism Marketing Segmentation	Rural Tourism Marketing products identified and Markets established	Recurrent budget	DEDET & NCTA	MDM & GTM	X	X	X	X

Sub-objective	Activities	Programmes/Project	KPI	Indicative Costs	Lead Role	Support Role	Timelines			
							2018/19	2019/20	2020/21	2021+
3. To introduce Pro-Poor Tourism	Identify revenue avenues and benefits of tourism for poor communities	Pro-Poor Tourism	Communities from poor backgrounds participating in tourism	R 500 000	DEDET	DRDLR	R500 000	X	X	X
	Influence the Establishment of Tourism policy reform	Tourism Policy Reform	Existing Policy reformed to include Pro-poor participation	R 220 000	DEDET	DRDLR	R220 000	x	X	x
	Support rural participation within the tourism sector	Rural Participation in Tourism	Rural Participation in Tourism ensured	Recurrent budget	DEDET	DRDLR	X	X	X	X
	Address social and cultural impacts of tourism	Social and cultural impacts of tourism	Social and cultural impacts of tourism known to Rural Communities	Recurrent budget	DEDET	DRDLR	X	X	X	X
	Increase economic benefits for Rural People	Tourism Economic Benefits for Rural Communities	Tourism Economic Benefits outlined and enjoyed by rural poor.	Recurrent budget	DEA	DRDLR & MDM	X	X	X	X
	Establish private sector pro poor partnership	Private Sector Rural Community Tourism Partnership	Partnerships formed	Recurrent budget	REDF	MDM	X	X	X	X
4. To develop a multi-functional	Establish a multi-functional tourist centre in Tzaneen	Multi-functional tourist centre	Multi-functional Tourism Centre established	R1 500 000	DEDET	MDM & GTM	R750 000	R750 000	X	X

Sub-objective	Activities	Programmes/Project	KPI	Indicative Costs	Lead Role	Support Role	Timelines			
							2018/19	2019/20	2020/21	2021+
tourist centre	Develop tourism attractions database and bookings	Tourism Data base and bookings	Tourism Data base and booking developed	R1 000 000	DEDET	MDM & GTM	R250 000	R250 000	R250 000	R250 000
Total				R7 420 000			R3 895 000	R1 675 000	R925 000	R925 000

Objective 5 - Developing and promoting Small Medium Micro Enterprises

Sub-objective	Activities	Programmes/Project	KPI	Indicative Costs	Lead Role	Support Role	Timelines			
							2018/19	2019/20	2020/21	2021+
1. Develop SMME Support Systems and Policy	Establish and increase support of SMMEs	Support for SMMEs	Number of SMME supported	R 2 200 000	DEDET & GTEDA	DSBD	R550 000	R550 000	R550 000	R550 000
	Identify areas where policy can be addressed to streamline SMME development	SMMEs Policy Framework linkage with Rural Development	SMMEs Policy Framework upgraded	R200 000	DEDET & GTEDA	DSBD	R200 000	X	X	X
	Link SMME's with supporting services and funding sources	SMME linkage with support services	Number of SMMEs linked with support services	Recurrent budget	DEDET & GTEDA	DSBD	X	X	X	X

Sub-objective	Activities	Programmes/Project	KPI	Indicative Costs	Lead Role	Support Role	Timelines			
							2018/19	2019/20	2020/21	2021+
	Establish specific objectives for SMME development that have a rural bias	Objectives for SMME development	SMME Objectives crafted, approved and operationalized	Recurrent budget	DEDET & GTEDA	DSBD	X	X	X	X
	Develop a Business management skills programme	Business Management skills for SMMEs	Business Management skills programme developed and knowledge imparted to SMMEs	R1 000 000	DEDET & GTEDA	DSBD	R250 000	R250 000	R250 000	R250 000
	Train SMMEs on Financial education and support programmes	Training of SMMEs on Financial education and support programmes	Number of SMMEs trained	R1 200 000	DEDET & GTEDA	DSBD	R300 000	R300 000	R300 000	R300 000
2.Training and Development of Entrepreneurial Skills	Introduce new innovative business concepts and ideas.	New Business Concepts for entrepreneurs	Number of training sessions held	R 500 000	DEDET & GTEDA	DSBD	R125 000	R125 000	R125 000	R125 000
	Incorporate youth in the entrepreneur industry	Youth Entrepreneurial programme	Youth Entrepreneurial programme implemented	Recurrent budget	DEDET & GTEDA	DSBD	X	X	X	X
	Diversify businesses within the local community	Business diversification for Rural Communities	Business diversification courses prepared and implemented	Recurrent budget	DEDET	DSBD	X	X	X	X

Sub-objective	Activities	Programmes/Project	KPI	Indicative Costs	Lead Role	Support Role	Timelines			
							2018/19	2019/20	2020/21	2021+
	Encourage more entrepreneurs to take part in rural economy	Entrepreneur drive for Rural Economy	Number of entrepreneurs contacted who are ready to impart skills to rural communities	Recurrent budget	DEDET	DSBD	X	X	X	X
	Increase competition to improve the quality of services and products produced	Best practice on quality products for Rural Manufacturing	Number of competitions held with regard to Rural Manufacturing	R800 000	DEDET	DSBD	R200 000	R200 000	R200 000	R200 000
	Conduct Training and entrepreneur programmes	Training of Entrepreneurs for Rural Development	Number of Community members who attended such training	R2 800 000	DSBD & DEDET	GTEDA & SEDA	R700 000	R700 000	R700 000	R700 000
	Relax Regulatory system for informal trading programme	Regulatory System for Rural Development	Regulations Encouraging Rural Development Compiled, approved and operationalised	R200 000	DSBD & DEDET	GTEDA & SEDA	R200 000	X	X	X

Sub-objective	Activities	Programmes/Project	KPI	Indicative Costs	Lead Role	Support Role	Timelines			
							2018/19	2019/20	2020/21	2021+
	Orientate Community on Tourism development programmes	Community Tourism development	Number of Community members who attended such training	R500 000	DSBD & DEDET	GTEDA & SEDA	R125 000	R125 000	R125 000	R125 000
	Establish Economic advisory programmes	Economic Advisory Forum	Economic Advisory Forum established and operational	Recurrent budget	DSBD & DEDET	GTEDA & SEDA	X	X	X	X
	Establish Women and youth empowerment programmes	Women and youth empowerment programmes	Women and youth empowerment programmes established and operational	Recurrent budget	DSBD & DEDET	GTEDA & SEDA	X	X	X	X
3. To encourage Sustainable Informal Businesses and their inclusion in the Local Economy of GTM	Organise Stakeholder Participation Forums	Stakeholder participation Forums for rural development	Number of Stakeholder Participation Forums created	Recurrent budget	DSBD & DEDET	GTEDA & SEDA	X	X	X	X
	Conduct an Economic study for GTM	GTM Economic Study	Research conducted and the provisions implemented.	R1 200 000	DSBD & DEDET	GTEDA, SEDA, Institutions of Higher learning, NGO, CBO and IDA	R600 000	R600 000	X	X
	Identify Job creation programmes to complement EPWP	Job creation programme for Rural Development	Number of programmes arrived at and being implemented	Recurrent budget	DSBD, DEDET & DPW	GTEDA, SEDA, Institutions of Higher learning, NGO, CBO and IDA	X	X	X	X

Sub-objective	Activities	Programmes/Project	KPI	Indicative Costs	Lead Role	Support Role	Timelines			
							2018/19	2019/20	2020/21	2021+
	Institute Infrastructure and Urban Renewal projects	Infrastructure and Urban Renewal projects	Number of Projects recommended for implementation	R10 000 000	DSBD & DEDET	GTEDA, SEDA, Institutions of Higher learning, NGO, CBO and IDA	R2 500 000	R2 500 000	R2 500 000	R2 500 000
4. To attract Business and Industry Growth development	Institute Rehabilitation programmes for degraded land	Rehabilitation for degraded land	number of projects implemented	R5 000 000	DAFF & DPW	GTM	R1 250 000	R1 250 000	R1 250 000	R1 250 000
	Establish Agricultural Products Beneficiation Programme	Beneficiation of Agricultural Products	Number of beneficiated products produced	R600 000	DEDET & DAFF	DRDLR	R300 000	R300 000	X	X
	Develop Agro parks and Agro-processing plants	Agri-Park Development	Functional Agri-Park established	Detailed under Objective10	DRDLR	DEDET & DAFF	X	X	X	X
	Release Land for Intensive Agricultural Projects	Land Release for Agriculture	Number of pieces of land released	R10 000 000	DRDLR	DEDET & DAFF	R2 500 000	R2 500 000	R2 500 000	R2 500 000
5. To expand and encourage sustainable Agricultural	Organise Skills transfer Sessions	Skills Transfer	Number of sessions held	Recurrent budget	DoL	DEDET & DAFF	X	X	X	X
	Conduct Life Skills Training programmes	Life Skills Training	Number of training sessions held	Recurrent budget	DoL	DEDET & DAFF	X	X	X	X

Sub-objective	Activities	Programmes/Project	KPI	Indicative Costs	Lead Role	Support Role	Timelines			
							2018/19	2019/20	2020/21	2021+
activities	Rehabilitation of aging infrastructure	Rehabilitation of Infrastructure	Number of cases attended to	R30 000 000	DAFF	DRDLR	R7 500 000	R7 500 000	R7 500 000	R7 500 000
Total				R66 200 000			R17 300 000	R16 900 000	R16 000 000	R16 000 000

OBJECTIVE 6 - BUILDING CAPACITY OF COMMUNITIES THROUGH TRAINING AND SKILLS DEVELOPMENT

Sub-objective	Activities	Programmes/Project	KPI	Indicative Costs	Lead Role	Support Role	Timelines			
							2018/19	2019/20	2020/21	2021+
1.To ensure access to training facilities	Establish training needs	Training needs	Training needs reports compiled	R200 000	GTM, MDM & DoL	DRDLR & DAFF	R100 000	R100 000	X	X
	Identify training institutions	Training institutions	A list of training institutions compiled	Recurrent budget	GTM, MDM & DoL	DRDLR & DAFF	X	X	X	X
	Determine sources of funding	Skills sources of funding	A list of sources of funding compiled	Recurrent budget	GTM, MDM & DoL	DRDLR & DAFF	X	X	X	X
	Monitor and evaluate	Monitoring and evaluation	Monitoring and evaluation report compiled	Recurrent budget	GTM, MDM & DoL	DRDLR & DAFF	X	X	X	X
2.To train communities on	Identify the skills that are required	Agricultural scheme required	Required Agricultural skills report	Recurrent budget	GTM, MDM & DoL	DRDLR & DAFF	X	X	X	X

Sub-objective	Activities	Programmes/Project	KPI	Indicative Costs	Lead Role	Support Role	Timelines			
							2018/19	2019/20	2020/21	2021+
agricultural skills			produced							
	Identify training institutions	Training skills institutions	A list of training institutions compiled	Recurrent budget	GTM, MDM & DoL	DRDLR & DAFF	X	X	X	X
	Determine sources of funding	Sources of funding	A list of sources of funding compiled	Recurrent budget	GTM, MDM & DoL	DRDLR & DAFF	X	X	X	X
	Monitor and evaluate	Monitoring and evaluation	Monitoring and evaluation report compiled	Recurrent budget	GTM, MDM & DoL	DRDLR & DAFF	X	X	X	X
3.To continually update the 2011 Census audit of rural skills	Conduct new rural skills audit with 2011 Census information as a base	New rural skills audit for rural communities	New rural skills audit report compiled	R800 000	GTM, MDM & DoL	DRDLR & DAFF	R800 000	X	X	X
	Evaluate the results	Evaluation of results	Evaluation of results report published	Recurrent budget	GTM, MDM & DoL	DRDLR & DAFF	X	X	X	X
	Determine the trends	Trend determination	Trend report produced	Recurrent budget	GTM, MDM & DoL	DRDLR & DAFF	X	X	X	X
	Publish the results	Results of rural skills audit	Results of rural skills audit	Recurrent budget	GTM, MDM & DoL	DRDLR & DAFF	X	X	X	X

Sub-objective	Activities	Programmes/Project	KPI	Indicative Costs	Lead Role	Support Role	Timelines			
							2018/19	2019/20	2020/21	2021+
			published							
4.To provide demand orientated skills development programmes	Conduct a demand orientated skills needs	Demand oriented skills report	Demand oriented skills report produced	R500 000	GTM, MDM & DoL	DRDLR & DAFF	R500 000	X	X	X
	Match available skills with available jobs	Matching skills with available jobs	Matching skills with available jobs report produced	Recurrent budget	GTM, MDM & DoL	DRDLR & DAFF	X	X	X	X
	Provide prospective employers with information,	Information for prospective employers	Matching skills with available jobs report compiled	Recurrent budget	GTM, MDM & DoL	DRDLR & DAFF	X	X	X	X
	Monitor the implementation process	Implementation process monitoring	Monitoring of implementation process report compiled	Recurrent budget	GTM, MDM & DoL	DRDLR & DAFF	X	X	X	X
				R1 500 000			R1 400 000	R1000 000	X	X

PHASE 3

Objective 8 - Growing the Economy Thereby Creating Jobs and Reducing Unemployment

Sub-objective	Activities	Programmes/Project	KPI	Indicative Costs	Lead Role	Support Role	Timelines			
							2018/19	2019/20	2020/21	2021+

Sub-objective	Activities	Programmes/Project	KPI	Indicative Costs	Lead Role	Support Role	Timelines			
							2018/19	2019/20	2020/21	2021+
1.Comprehensive Rural Skills Audit & Local Business Linkages	Create rural skills database	GTM Skill Data base programme	A list of type of skills prevalent in GTM compiled	R1 000 000	DoL	MDM & GTM	R250 000	R250 000	R250 000	R250 000
	Link current job opportunities with available skills	Job Opportunities and available skills in GTM	A list of skills matched with available jobs	R700 000	DoL	MDM & GTM	R350 000	R350 000	X	X
	Identify future job opportunities and link it with required skills	Future opportunities skills required	A list of future job opportunities and skills that will be required compiled	R300 000	DoL	MDM & GTM	R75 000	R75 000	R75 000	R75 000
	Train rural communities to fill present local skill shortages	Training for present local skills shortages	A list of skills required relevant to the present skills shortages compiled	R2 000 000	DoL	MDM & GTM	R500 000	R500 000	R500 000	R500 000
2. Labour intensive job creation	Identify Labour Intensive undertakings	Skills transfer workshops and programmes	Increased of workers in public project	Recurrent budget	DoL	DEDET, MDM, Workers Unions, DPW	X	X	X	X
	Identify current projects where a higher labour participation rate can be achieved	Projects where higher labour participation is taking place	A list of such projects compiled and availed	Recurrent budget	DoL	GTM	X	X	X	X
	Apply proper project management and implementation plans	Project management and implementation plan	Report on Project management and implementation plan compiled and made	Recurrent budget	DoL	DRDLR, Workers Unions & MDM	X	X	X	X

Sub-objective	Activities	Programmes/Project	KPI	Indicative Costs	Lead Role	Support Role	Timelines			
							2018/19	2019/20	2020/21	2021+
			available							
3. Enabling Economic Environment	Prioritise enablers to find areas for improvement	Improvements of enablers	Suggestions by enablers compiled and availed	Recurrent budget	MDM	DEDET & DPE	X	X	X	X
	Address business constraints and needs	Business constraints	A list of constraints and needs raised by stakeholders compiled and addressed.	Recurrent budget	MDM	DEDET & DPE	X	X	X	X
	Provide land tenure and property rights for the communities	Land tenure rights for rural people	Rural people provided with secure tenure	R10 000 000	DRDLR	COGHSTA & GTM	R2 500 000	R2 500 000	R2 500 000	R2 500 000
4. Establish Rural Development Forum	Establish a GTM Rural Economic Development Forum (REDF)	Monitor and evaluate rural projects implemented	Official and operationalized REDF	R 250 000	DRDLR	MDM	R250 000	X	X	X
	Collaborate with various stakeholders	Stakeholder collaboration	Report on collaboration issues compiled and made available	Recurrent budget	REDF	DEDET	X	X	X	X

Sub-objective	Activities	Programmes/Project	KPI	Indicative Costs	Lead Role	Support Role	Timelines			
							2018/19	2019/20	2020/21	2021+
	Establish meetings to determine rural community leaders to form part of REDF	Formation of RDEF	A list of nominated community leaders compiled and published	Recurrent budget	GTM & MDM	DRDLR, DEDET & COGHSTA	X	X	X	X
	Create institutional framework and REDF operational model	Institutional framework and REDF operational model	Framework and model compiled and made available	Recurrent budget	GTM, MDM & COGHSTA	DPE	X	X	X	X
	Identify opportunities for rural participation in current and new projects	Opportunities for participation by rural communities	Opportunities for participation by rural people Information compiled and published	Recurrent budget	GTM, MDM & COGHSTA	DPE	X	X	X	X
Total				R14 250 000			R3 925 000	R3 675 000	R3 325 000	R3 325 000

Objective 9 – Establishing an Agri- Park in the Tzaneen and associated Functional regions and Farmer Production Support Units throughout the municipality

Sub-objective	Activities	Programmes/Project	KPI	Indicative Costs	Lead Role	Support Role	Timelines			
							2018/19	2019/20	2020/21	2021+
1. Inception Studies	Status Quo analysis 1. Municipal information 2. Demographics 3. Development potential 4. Existing infrastructure Household and community analysis	Status quo report	Status quo report prepared	R1 000 000	DRDLR & DAFF	MDM & GTM	X	X	X	X

Sub-objective	Activities	Programmes/Project	KPI	Indicative Costs	Lead Role	Support Role	Timelines			
							2018/19	2019/20	2020/21	2021+
	Economic analysis 1. Identify district connectors 2. Growth areas 3. Economic functional zones 4. Income and employment 5. Services access	Economic analysis report	Status quo report prepared		DRDLR, DAFF & DEDET	MDM & GTM	X	X	X	X
	Commodity value chain analysis 1. Identify high value commodities 2. Identify growing regions 3. Availability of infrastructure	Commodity value chain report	Commodity value chain report prepared		DRDLR, DAFF & DEDET	MDM & GTM	X	X	X	X
	Supply 1. Land 2. Production inputs 3. Support/extension services/mechanisation 4. Farmer and community organization and mobilisation	Supply report	Supply report prepared		DRDLR, DAFF & DEDET	MDM & GTM	R1 000 000			

Sub-objective	Activities	Programmes/Project	KPI	Indicative Costs	Lead Role	Support Role	Timelines			
							2018/19	2019/20	2020/21	2021+
	5. Capacity building for farmers 6. Research and development									
	Logistics 1. Roads 2. Energy 3. Bridges 4. Water 5. Transport		Logistics report prepared		DRDLR, DOT, DoE & DWA	MDM & GTM	X	X	X	X
	Capacity Building 1. Research and development 2. Capacity building for farmers 3. Training for all aspects within the park		Capacity Building report prepared				X	X	X	X
2. Marketing	1. Identify prospective investors	Investment drive	List of Investors drawn	R2 000 000	DRDLR, DEDET, DSBD, DTI, MDM & GTM	GTEDA & SEDA	R2 000 000	X	X	X
	2. Solicit buy-in from prospective investors	Agri-Park Memorandum of Understanding (MOU)	List of prospective investors signed Memorandum of Understanding (MOU)		DRDLR, DEDET, DSBD, DTI, MDM & GTM	GTEDA & SEDA	X	X	X	X

Sub-objective	Activities	Programmes/Project	KPI	Indicative Costs	Lead Role	Support Role	Timelines			
							2018/19	2019/20	2020/21	2021+
3. Planning	<ol style="list-style-type: none"> 1. Locate Agri- Park (AP) site on the ground; as well as the location of Farmer Production Support Unit, (FPSU), Rural Urban Market Centre (RUMC) and Agri-Hubs(AH) sites in each Functional Region (FR) 2. Application for township establishment 3. Registration 	Location of Agri-Park and its accessories.	Functional Regions Confirmed	R1 000 000	GTM, MDM, DRDLR & DAFF	COGHSTA	R1 000 000	X	X	X
4. Designs	<ol style="list-style-type: none"> 4. Designation of Site Development Plans 	Site Development Plans for Agri Park FPSU, RUMC and AH	Site Development Plans Designed	R4 000 000	DRDLR & DAFF	GTM & MDM	R4 000 000	X	X	X
5. Construction of Buildings	<ol style="list-style-type: none"> 5. Construction of buildings of the Agri-Park 	Construction of the Agri-Park	Agri-Park buildings completed and services installed	R25 000 000	DRDLR & DAFF	GTM & MDM		R12 500 000	R12 500 000	
6. Purchase of equipment	<ol style="list-style-type: none"> 1. Purchase of equipment 	Purchase of equipment	The required equipment purchased and installed	R35 000 000	DRDLR & DAFF	GTM & MDM				R35 000 000

Sub-objective	Activities	Programmes/Project	KPI	Indicative Costs	Lead Role	Support Role	Timelines			
							2018/19	2019/20	2020/21	2021+
7. Operation and Logistics	1. Signing of Contracts	Contracts for the Agri-Park	Contracts Signed	R7 000 000	DRDLR, DTI & DEDET	GTM & MDM				R7 000 000
	2. Production	Operations	Production Started		DRDLR, DTI & DEDET	GTM & MDM	X	X	X	X
	3. Distribution	Logistics	Agri-Park Products Sold		DRDLR, DAFF & DEDET	GTM & MDM	X	X	X	X
				R75 000 000			R8 000 000	R12 500 000	R12 500 000	R42 000 000

Objective 11 - To explore and exploit mineral resources to the benefit of the communities

Sub-objective	Activities	Programmes/Project	KPI	Indicative Costs	Lead Role	Support Role	Timelines			
							2018/19	2019/20	2020/21	2021+
1. To explore the possibility of beneficiation and social responsibility	Create initiatives for mineral beneficiation	Mineral Beneficiation	Minerals Beneficiated	R800 000	DMR	GTM ,MDM & DEDET	R400 000	R400 000	X	X
	Research on the full basket of social responsibility.	Basket of Social Responsibility	List of social responsibility items agreed upon	R300 000	GTM & DMR	DMR	R300 000	X	X	X
	Prepare affected communities for impact of mining	Mining community outreach	Communities briefed of impacts of mining	Recurrent budget	DMR	GTM & MDM	X	X	X	X
				R1 100 000			R700 000	R400 000	X	X

Total Agri-Park costs is estimated at about R75 000 000 which could be divided into studies, marketing, planning, design, construction, equipment, operations and logistics. Indicative costs are as follows: Studies R1 000 000, Marketing R2 000 000, Planning R1 000 000, Designs R4 000 000, Construction R25 000 000, Equipment R35 000 000, Operation and Logistics R7 000 000; Total R75 000 000

The implementation Plan above indicates strategic aspects that need to be undertaken to ensure that the RDS achieves its objective. The first column is the sub-objectives of the main objective. The sub objective portrays what is to be achieved at a more detail level. This is implemented by means of a number of activities that must be undertaken to arrive at the desired end. What needs to be done is expressed in mainly programmes and to a lesser extent projects. Programmes in a strategy are vital in that they become a source of direction out of which future IDP's are based. Programmes are mainly the different strategic thrusts that the three tiers of government desire to implement to achieve set goals. By and large these programmes appear to be stand-alone entities that bear no relations with one another causing disjointedness and siloistic tendencies that downplay the efforts of government. In this strategy, an attempt has been made to bring the programmes together in a way that seeks to ensure these programmes operate better by supplementing and complementing one another.

New Programmes can be added to the implementation framework when propounded by either National or Provincial Government. Such programmes should be fitted into this framework. Sometimes new programmes may change the course of events and or thinking; in that respect, it should be easier to adapt to the new ways of looking at things and adapt accordingly. Some of the existing programmes do become redundant with time and get discarded. This strategy can easily accommodate that.

The fourth column expresses the Key Performance Indicators (KPI) which is an indication/ measure of what has been achieved or a means of tracing whether a particular task has been implemented as anticipated. This gives effect to better monitoring and evaluation as well as accounting.

The fifth column deals with indicative costs of the programmes to be implemented. Indicative costs are defined by Investorwords financial company as a price which is a nominal quote for a security and is neither firm nor binding. The column gives an indication of the costs to be expected. The costs have been derived from people in the business, related studies done elsewhere and professionals' advice in respective fields. The actual cost will be known after the terms of reference have been compiled. However, the figures reflected in the Implementation Plan are vital for budgetary purposes and gives an idea of what the costs could be. The figures can change from time to time; however, such changes can easily be accommodated into the framework. There will always be a need to keep going back to the figures to ensure that they are in keeping with time.

The last column indicates timelines on which expected actions could take place. The timelines straddle over four time periods starting from 2018/2019 to 2021+ financial years. 2017/2018 financial year, which is the base year as well, has been set aside for negotiations and engagements as there are a number of both stakeholders and role players that should come on board. It will also be a period for the strategy to settle in while allowing for programmes/projects that are underway to progress unabated. The timelines are dependent on the speed at which the strategy is adopted by council, the speed at which partners are brought on board and the capacity of the official(s) who will be leading the implementation process.

7. CAPITAL INVESTMENT PLAN

The Capital Investment Plan summarizes the Implementation Plan. It provides for areas where implementation should take place, programmes/projects to be implemented, indication of time-frames in terms of short, medium and Long-term, budget and respective partnerships that need to be created. Of significant importance are the activities that project managers need to undertake over a certain period of time assisted by identified partners.

AREA	PROGRAMME/PROJECT	TIMEFRAME			BUDGET (R) AND SOURCE OF FUNDING	PARTNERSHIPS
		Short Term 2017-2019	Medium Term 2019-2021	Long Term 2021+		
GTM	Settlement Strategy	Approval, Planning	Implementation Monitoring and Evaluation	Monitoring and Evaluation Review and Update	R14 3000 000	GTM, MDM, COGHSTA, DoT & RAL
GTM	Enhancing Agriculture	Planning	Implementation Monitoring and Evaluation	Implementation Monitoring and Evaluation Research and Update	R59 980 000	DRDLR, DAFF, COGHSTA, DTM, MDM, Chamber of Commerce, Agriculture Union, UNILIMP, UNIVEN, IDA, NGO, Farmers Union, Tompi Seleka, Madzivhandila College, DOT, DPW, GTEDA, DBSD, DEDET, DWS, Land Development Bank, DTI, ESKOM, DTPS, DSD, DBE, SRSA, DOL and CD, Tourism Limpopo
GTM	Promotion of tourism	Planning	Implementation Monitoring and Evaluation	Implementation Monitoring and Evaluation Research, Review and Update	R7 420 000	DEA, REDF, DEDET, MDM, GTM, DRDLR, NCTA & Tourism Limpopo

GTM	Provision of engineering infrastructure	Planning	Implementation Monitoring and Evaluation	Implementation Monitoring and Evaluation Review and Update	R248 031 500	Eskom, DRDLR, MDM, GTM, DWS & DPW
GTM	SMME Development	Planning	Implementation Monitoring and Evaluation	Implementation Monitoring and Evaluation, Research Review and Update	R66 200 000	DEDET, GTEDA, DSBD, SEDA, Institutions of Higher Learning, NGO, CBO, IDA & DOL
GTM	Boost economies of major nodes	Planning	Implementation Monitoring and Evaluation	Monitoring and Evaluation Review and Update	R26 300 000	GTM, COGHSTA, DTI, DEDET, LEDET & GTEDA
GTM	Skills development	Planning	Implementation Monitoring and Evaluation	Monitoring and Evaluation Research Review and Update	R1 500 000	GTM, MDM, DOL, DRDRL & DAFF
GTM	Literacy improvement	Planning	Implementation Monitoring and Evaluation	Implementation Monitoring and Evaluation Review and Update	R160 200 000	Education Circuit Offices, DBE, GTM, DPW, Rand Water Foundation, DSAC, DHET, MDM, NGO, CBO, SETA LG & DoT
GTM	Growing the rural economy	Planning	Implementation Monitoring and Evaluation	Implementation Monitoring and Evaluation Research Review and Update	R14 250 000	DOL, MDM, GTM, Workers Union, DPW, DLDLR, DPE, REDEF & COGHSTA
GTM	Establishment of Agri-Park	Planning	Implementation Monitoring and Evaluation	Implementation Monitoring and Evaluation Research Review and Update	R75 000 000	DRDLR, DAFF, MDM, GTM, DEDET, DOT, DWA, DSBD, DTI, GTEDA, DOE & SEDA

GTM	Nature Conservation	Planning	Implementation Monitoring and Evaluation	Implementation Monitoring and Evaluation Review and Update	R20 500 000	DWS, DEA, WESSA, Catch Management Agency, SANBI, Conservation Agency & DWA
GTM	Mining beneficiation and Social Responsibility	Planning	Implementation Monitoring and Evaluation	Monitoring and Evaluation Research Review and Update	R1 100 000	DOM, GTM, MDM & DEDET

Table 13: Capital investment plan

8. COORDINATION OF THE IMPLEMENTATION OF THE RURAL DEVELOPMENT STRATEGY

The Implementation of the Rural Development Strategy is depended on a variety of factors that impinge on one another to produce the desired goal.

Community Participation

Participation is a cornerstone of the success of the RDS. 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 RDS:

- 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. They are a vital cog in the implementation process;
- Business – They are investors in the plans to be compiled. They have the technology and the funding to make the plans 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;
- International/Overseas Development Agencies – They are an important stakeholder in RDS. 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” farmer associations, and others. They are foot soldiers whose participation will determine the success or failure of the RDS;
- 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 RDS 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 strategy. They will be the main focus when it comes to plan making and 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:

Committee	Composition	Responsibility
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Political IGR	Council members, Traditional Leaders.	Interrogate progress made, resolve challenges being faced and give policy and political direction on RDS
Technical Inter Governmental Relations (IGR)	Planning and Development officials, IDP managers Community Infrastructure officials, Corporate Services, Community Services, Programme / Sector Departments of Provincial and National Departments.	Planning budgeting implementation of plans, Project Management Monitoring and Evaluation, Consultation
Technical Working Groups Technical groupings at NGO's, Institutions of Higher Learning, Research Institutions, International/Overseas Development Agencies e.g. JICA, GTZ, USAID, European Union etc.	NGO's working in the District, Institution of Higher Learning, International/Overseas Development Agencies in the Province	Planning, Budgeting Implementation, Capacity building, Research and Innovation, Monitoring and Evaluation
Community Working Groups	Technical IGR and identified representative structures of community Based Organization (CBO's), Representatives from Traditional Leadership	Identification of beneficiaries, Data Collection, Planning, Budgeting, Implementation, Conflict Resolution of Feedback, Communication, Supervision
Sectoral Working Groups	Project teams on specific programmes and projects	Planning, Budgeting Implementation, Progress Reporting, Project Management

Table 14: Participation Structures, Composition and their Roles

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.

Building on Existing Initiatives

The RDS 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, Community Library 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 RDS. These initiatives should be enhanced and supported albeit under the umbrella of Rural Development. Re-inventing the wheel will be an ill-informed prodigy. However, the strategy identifies those that may not have been identified before and have them added to existing ones so as to have a composite basket of ideas.

Other elements to consider will be the participation of other stakeholders like International/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 GTM. It will be the duty of the RDS 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 RDS.

Aligning Priorities with Policy Requirements

The strategy 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), Agri-Park

development, Community Library Programme to mention a few, have 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 strategy is that the plans 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.

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 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 Multi Regression Analysis Formula below shows that intricate relationship among sectors. Expressed statistically formula is as follows;

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3 \dots b_nX_n$$

Where Y = development

a = a multiplicity e of factors

$b_1X_1 - b_3X_3$ = interaction of factors

b_nX_n = 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. 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 approach involves co-operation of stakeholder's role players and partnerships. The main stakeholders in the RDS 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.

Stakeholders	Role
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Government	Policy, Planning, Funding, Monitoring and Evaluation, Research and Communication
Business	Funding and Implementation skills transfer
NGO's	Planning, Funding, Implementation, Capacity Building, Research
CBO's	Community Mobilization, Advocacy Communication, Conflict Resolution
International/Overseas Agencies	Planning, Funding, Implementation, Capacity Building, Research
Institutions of Higher Learning	Planning, Funding, Implementation, Capacity Building, Research
Research Institutions	Planning, Funding, Implementation, Capacity Building, Research

Table 15: Stakeholders and Roles

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.

The Lead Role of the GTM

The Constitution of the Republic of South Africa (1996) assigned the following responsibilities to Local Government.

- (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 RDS has been placed under the GTM which will need support and participation of the MDM. As such the District should play a coordinating role. 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 be an integral part of driving the RDS. Both the MD and GTM should portray the following abilities:

- 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.

Implementation

The Implementation of the RDS will require Leadership from the Municipality for it to have binding effects and impact; the RDS should shape the SDF and the IDP.

Management of the RDS

A dedicated office or official will be needed to co-ordinate the RDS. The Department of Cooperative Governance, Human Settlements and Traditional Affairs should support GTM to manage the implementation process. The Department will still have the responsibility to ensure that the goals of the RDS are realised. On continuous basis, the GTM will work with the project managers in Mopani District in so far as project management budgeting, monitoring and evaluation as well as reporting are concerned. It is also envisaged that the advent of the RDS could add additional responsibilities than is currently the case. To scientifically arrive at an institutional arrangement that will be able to implement the RDS, 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.

9. MONITORING AND EVALUATION SYSTEMS

The RDS is a programme that transcends the conventional organisational boundaries in planning, budgeting and implementation resulting in a number of departments/agencies/ministries being responsible for particular aspects of the strategy. Project management, operational and strategic leadership will therefore become key components in the implementation of the RDS. In playing its coordinating role, it is important that GTM recognises the principles of cooperative governance and the provisions of the Intergovernmental Relations Framework Act, 2005. Partnering protocols should also be initiated so that clear roles and responsibilities are defined. The protocols will also ensure joint accountability for the implementation of the RDS priorities.

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 should 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.

PREPARATION AND REVIEW OF DISTRICT DEVELOPMENT PLANS

The District has a major role in the implementation of the RDS. District development plans will be used as a tool for integrating specific RDS 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 RDS assessment report should 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.

ROLE OF LIMPOPO PROVINCIAL AND NATIONAL DEPARTMENTS

Limpopo Sector Departments have a key role in the implementation of the GTM RDS, particularly in respect to policy and legislation amendments, decentralisation of resources, and technical advice and training. The Departments will prepare annual RDS progress reports for submission to the GTM RDS Secretariat who in turn will compile a composite progress report outlining the successes and failures of the implementation accompanied by proposals on how to remedy the situation going forward.

ROLE OF THE PRIVATE SECTOR AND CIVIL SOCIETY

Both the private sector and civil society organisations (NGOs, CBOs, etc.) are expected to play a major role in the implementation of the RDS. As part of the Government's broader privatisation strategy, it is expected that they will make a significant contribution to the RDS both in terms of enhancing service delivery and creating employment through investment in the rural areas. Whilst the monitoring of the RDS is primarily a function that will be carried out by local government, monitoring data will be reviewed by the private sector and civil society.

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