DISTRICT RURAL DEVELOPMENT PLAN

NGAKA MODIRI MOLEMA DISTRICT MUNICIPALITY

NORTH WEST PROVINCE

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<td>Agri-Hub</td>
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<tr>
<td>AP</td>
<td>Agri-Park</td>
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<tr>
<td>APAP</td>
<td>Agricultural Policy Action Plan</td>
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<tr>
<td>BBBEE</td>
<td>Broad-Based Black Economic Empowerment</td>
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<tr>
<td>BLNS</td>
<td>Botswana, Lesotho, Namibia, Swaziland</td>
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<td>CASP</td>
<td>Comprehensive Agricultural Support Programme</td>
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<tr>
<td>CRDP</td>
<td>Comprehensive Rural Development Programme</td>
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<tr>
<td>CSIR</td>
<td>Council for Scientific and Industrial Research</td>
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<tr>
<td>DAFF</td>
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<td>District Rural Development Plan</td>
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<td>Farmer Production Support Unit</td>
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<td>GVA</td>
<td>Gross Value Added</td>
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<td>IPAP</td>
<td>Industrial Policy Action Plan</td>
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<tr>
<td>LED</td>
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<tr>
<td>LRAD</td>
<td>Land Redistribution for Agricultural Development</td>
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<tr>
<td>Acronym</td>
<td>Full Form</td>
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<tr>
<td>M &amp; E</td>
<td>Monitoring and Evaluation</td>
</tr>
<tr>
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<td>Municipal Spatial Development Framework</td>
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<tr>
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<td>RUMC</td>
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<td>SDF</td>
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1 SECTION ONE – BACKGROUND

1.1 Introduction

The last decade has witnessed a shift in South Africa’s development planning policies and spatial planning processes and this shift has been characterised by a deliberate turn towards rural development. In other words, instead of focusing mostly on urban areas, the government is now investing a considerable amount of financial, technical and human capital in improving the lives of people residing in rural areas. As such, the Department of Rural Development and Land Reform (DRDLR) mandate of fostering rural development is premised on the realisation that the country can achieve significant socio-economic benefits by developing rural areas. As the DRDLR’s Comprehensive Rural Development Programme (CRDP) promises to address a number of the challenges with delivery from identification, initiation, planning and importantly implementation, the need for credible, well-thought-out and implementable DRDP’s becomes apparent.

The narrative on the everyday harsh realities faced by millions of people residing in South Africa’s rural areas is well documented in various policy documents and strategies. Apart from the CRDP, the National Development Plan (NDP) dedicates chapter 6 on the salience of reviving rural economies and in realizing these rural development aspirations, DRDPs must be formulated as a matter of urgency. These DRDPs are meant to complement existing strategic spatial plans located in all three spheres of government. Put succinctly, the DRDPs will render the needed ‘rural development component’ to the country’s existing intergovernmental and cross-sectoral strategic spatial planning system. DRDPs therefore, infuse well-targeted developmental thrusts to a family of spatial planning instruments namely, the National Development Plan (NDP), the Spatial Planning and Land-Use Management Act (SPLUMA), the envisioned National Spatial Framework (NSF), Provincial Growth and Development Strategies (PGDSs), Provincial Spatial Development Frameworks (PSDFs), Integrated Development Plans (IDPs), and Local Economic Development Plans (LEDPs) across all three spheres of government.

Staying true to the spirit of the Constitution, all the aforementioned development-oriented strategies and plans, attempt to promote optimal functioning of the State, as it progresses towards realising its development social contract. This means that all South Africans in urban, peri-urban and rural communities must get quality services from the State. The proposed
DRDPs therefore will transform the rural space economy towards promoting even and quality service delivery to all South Africans.

The inequality of the past is more vivid in rural areas since spatial planning had neglected these areas for quite a long time. Land use practices in these areas were in most cases done in an unsustainable manner with no proper plans in place to manage and guide development to maximise improvement of livelihoods of the rural communities, and as a result, these areas have been left displaced, segregated, underdeveloped and impoverished and in most instances people were left with no option but to travel long distances to places of better employment, access to services and economic opportunity.

Most of South Africa’s rural communities remain marginalised in socio-spatial and economic terms as a result of the outcomes of colonial and apartheid history. The three priority district municipalities, viz. Ngaka Modiri Molema, Bojanala and Dr. Ruth Segomotsi Mompati are among the areas that have been affected by those outcomes as they are characterised by socio-economic inequalities which result in high levels of poverty in the areas. However, the districts consist of highly potential agricultural land and tourism sites. There is also lack of access to basic needs such as portable water supply, which in turn affects the developmental objectives of the municipalities. Most of the rural areas in Ngaka Modiri Molema district municipality are still currently characterised by service delivery backlogs. In other words, the inability of communities to access these basic services will lead to constraints in improving the quality of life of the rural communities and also achieving economic development within those areas.

The compartmentalised spatial form of settlements and lack of economic opportunities in these districts results in community members depending on services located far from their places of living. Consequently, rural communities have to spend more money and time in order to access places of employment and other opportunities. The land development in these regions is scattered with an absence of a strong nodal hierarchy. There are certain factors that influence land use patterns currently which mainly include uneven topography and membership of the community and traditional land allocation practices. Furthermore, the current land use pattern has evolved in response to the economic trends, settlement patterns, rural character of the districts, applicable planning policies and land use management practices such as formal and customary.
Rural Development Plans must be prepared and integrated with existing national, provincial and municipal plans, processes and priorities, in terms of both the content of the various plans and the various structures involved in the management and alignment of planning processes, such as IDP forums etc. There is a critical need for alignment between sector departments, parastatals and the municipal development agenda in ensuring integrated and sustainable development.

As a result, DRDLR deemed it necessary to develop District Rural Development Plans that will assist in identifying and unlocking opportunities of these rural spaces of South Africa to ensure that they achieve their development potential.

1.2 Vision for Rural Development

This report forms part of the second and third phases of Ngaka Modiri Molema District Rural Development Plan (DRDP) formulation process. It provides a situational analysis that maps out the district’s economic, environmental and socio-spatial endowments. At the same time, barriers to rural economic transformation are outlined.

The Department of Rural Development and Land Reform (DRDLR) commissioned the formulation of Ngaka Modiri Molema DRDP in the 2013/2014 financial year. The DRDP aims to promote rural economic transformation through fostering agricultural development as well as other existing economic sectors such as mining, manufacturing and tourism. The envisaged transformational change is supposed to promote sustainable rural development i.e. improving the quality of life of communities in those areas. The DRDP therefore aims to:

- Improve competitiveness in the agriculture sector;
- Improve mining, manufacturing and tourism sectors;
- Target and invest and market non-agricultural economic activities;
- Promote the revitalisation of rural towns and villages;
- Promote competitive and sustainable rural businesses;
- Improve the connectivity of villages with surrounding service towns.

1.3 Vision for the Ngaka Modiri Molema District Plans

The shared vision for rural development in Ngaka Modiri Molema was articulated, through consultation, as follows:
“Harnessing communities’ sense of self-reliance for sustainable livelihoods”

Furthermore, the district municipality agreed on the following mission statement:

“Unleashing the potential of rural communities through spatial transformation and the development of agricultural, cultural, economic and human capital.”

In realising this vision, local municipalities in Ngaka Modiri Molema District Municipality would have to ensure that the DRDP is meaningfully aligned to existing district strategic spatial plans, notably the district Integrated Development Plans (IDPs). In the same vein, the DRDP should be viewed as complimenting existing district plans, at the same time anchoring rural development objectives as articulated at provincial and national levels of governance.

1.4 Methodology

The district rural development plan for Ngaka Modiri Molema is informed by a functional regional approach. The salience of this approach to rural development rests in its emphasis on the nodal-hinterland economic and socio-spatial linkages. In other words, the economic development of Ngaka Modiri Molema’s villages and rural townships is intrinsically dependent on these places’ linkages with established nodes. A functional region therefore would typically have established nodes as well as areas in need of various forms of intervention from a development perspective.

The market potential of a functional region is defined by its economic complexity i.e. the internal and external concentration of a range of economic activities within a functional space. The harnessing of the competitiveness of functional regions is dependent on the optimal utilisation of both internal and external market potential.

Formulated functional regions are defined as ‘a spatial economic system, which consist of a number of economically interdependent nodes (centres) of varying sizes and with varying geographical extensions’. From a regional economic development perspective, rural districts can be identified as salient platforms for the harnessing of inclusive and sustainable economic development. What renders districts their functionality is the existence and interplay of a range

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1 The crystallisation of North West rural development vision is informed by various vision statements embedded in a range of strategic spatial plans, notably district and local IDPs, SDFs and LED strategies.
of economic, demographic, infrastructural, cultural and technological flows and linkages. While administrative boundaries are important, the flow of goods, services, capital and people is not confined within these boundaries.

In addition, this plan was formulated through the distillation and synthesis of the following sources of information:

1. Existing strategic spatial planning instruments and initiatives located at provincial, district and local scales of government. These include the National Development Plan (NDP), Comprehensive Rural Development Programme (CRDP), North West PGDP, APAP, district and local Integrated Development Plans (IDPs), Local Economic Development (LED) strategies, Spatial Development Frameworks (SDFs) and other related sector plans.

2. Inputs and discussions from multi-stakeholder engagements. These included comments, concerns and insights from traditional leadership, political leadership, administrative leadership and officials from provincial and local spheres of government.

3. Using various data sets spatial maps were generated to determine the following:
   - Location of water, gas and electricity;
   - Location of ideal agricultural land;
   - Spatial layout of towns and villages across the province;
   - GVA contribution for mining and quarrying;
   - GVA contribution from manufacturing;
   - Accessibility index;
   - Traditional authority land with high land capability; and
   - State land with high land capability.

The analysis of strategic planning documents, maps and inputs from the stakeholders for each district was undertaken. This situational analysis will inform the strategic thrust as well as the implementation plan of the DRDPs.

1.5 DRDP’s as a National Directive for Rural Economic Transformation

From the discussions held with DRDLR as well as inputs emerging from multi-stakeholder engagements, it became apparent that DRDPs must put emphasis on agriculture as the cornerstone of rural economic transformation. The President of the country also echoed this
sentiment during his 2015 State of the Nation Address. Thus DRDPs must be characterised by the following:

a) Emphasis on agriculture as the most critical sector that can transform rural economies: the presence of a vibrant and competitive agricultural sector plays an important role in generating and/or stimulating additional economic activities such as, food processing, agro-tourism and trade.

b) Promoting agricultural businesses: agri-businesses contribute immensely to economic growth and food security.

c) Creation of sustainable jobs: agriculture is one of the key employers in all of North West’s three priority district municipalities. It is imperative therefore for the DRDP to ensure that all agriculturally based economic activities are optimally exploited.

d) Promoting sector-specific targeted funding and investment: sector specific strategies have a propensity of yielding high returns in investment. Leveraging the potential of agriculture therefore is likely to result in rural economic transformation.

1.6 Rural Development Priorities

The National Development Plan (NDP), the Comprehensive Rural Development Programme (CRDP) and Outcomes 7 drive rural development priorities in South Africa. Read together these aforementioned strategic documents aim to revitalise rural economic life primarily through agriculture by:

a) Fostering knowledge transfer and innovation in agriculture and forestry in rural areas
b) Enhancing competitiveness of all types of agriculture and enhancing farm viability
c) Promoting food security and risk management in agriculture
d) Restoring, preserving and enhancing ecosystems dependent on agriculture and forestry
e) Promoting the green economy through resource efficiency and supporting the shift towards a low carbon and climate resilient economy in agriculture, food and forestry sectors.

Rural development priorities are underscored by the realisation that in lagging regions, the agricultural sector is complimented by other primary industries such as mining, tourism, manufacturing and other labour intensive economic activities that have a potential of creating
employment for semi-skilled and unskilled population groups. The unlocking of rural economic potential will be done through:

a) Fostering knowledge transfer and beneficiation in mining, manufacturing and tourism
b) Mapping out the mining and manufacturing value chain
c) Harnessing the capacity of the energy sector through diversification of energy resources
d) Ensuring meaningful transformation and broad-based participation in the mining industry through empowering emergent black businesses in this sector
e) Ensuring that there is beneficiation within the mining and manufacturing sectors, leading to the improved quality of life for rural communities

The unlocking and/or harnessing of economic potential of these sectors is envisioned to promote social inclusion, poverty reduction and economic development in rural areas. The DRDPs for North West provide a unique platform and opportunity to support the sustainable management and optimal utilisation of natural resources; growth of rural business and, improvement of the well-being of rural communities. The DRDPs are designed to be innovative, adaptable and integrated with other strategic and sectoral spatial plans as a means of ensuring maximum value from investments.

The identification of agricultural business as a catalyst for revitalising rural economies does not neglect the vulnerability of this sector to climate change, drought as well as global market forces. To this end, DRDLR and other departments responsible for rural development will also focus on non-agricultural sectors. The DRDP for Ngaka Modiri Molema District Municipality West therefore will employ a targeted approach to key sunrise sectors, notably tourism, creative industries and the service sector. Such an approach will create opportunities for small businesses to collaborate with established ones and contribute to the growth of rural economies.

Investment in education as well as entrepreneurship also forms an integral part of the Ngaka Modiri Molema DRDP. The building of physical infrastructure such as road networks as well as the provision of decent housing, schools, hospitals and places of entertainment and socialisation has been identified by some participants in the DRDP formulation as pivotal in promoting rural development. Therefore, rural development is predicated not only on developing places, but also on developing people.
The DRDP therefore will act as a catalyst for transformational medium to long-term change, creating resilient rural economies based on sustainable development principles.

1.7 Purpose of District Rural Development Plans

1.7.1 DRDPs as an Instrument for Coordinating Rural Strategic Spatial Planning

DRDPs are envisioned to act as critical levers for coordinating strategic spatial planning, specifically in rural municipalities. From 2009 onwards, South Africa’s development planning praxis has been steered towards harnessing rural development. This deliberate focus on rural development stemmed from the state’s quest for transforming the apartheid space economy. While Integrated Development Plans (IDPs) still remain the fulcrum of strategic spatial planning within the local government sphere, DRDPs are aimed at reinforcing strategic planning alongside IDPs mainly in our rural spaces. Put succinctly, DRDPs will act as a platform for harnessing cross-sectoral development (see Figure 1 below). Existing sector-specific planning instruments such as Local Economic Development Plans (LED), Spatial Development Frameworks (SDFs) and Agricultural development plans for instance, will find a more nuanced expression within District RDPs.

1.7.2 DRDPs as Rural Economic Transformation Instruments

As articulated above, DRDPs are viewed as strategic instruments for transforming the apartheid space economy. Informing this transformation of the apartheid space economy is the identification of key levers of economic transformation, notably land reform and restitution and the identification of transformative economic sectors. In light of this, DRDPs have identified the agricultural sector as one of the key sectors with potential to unlock integrated and inclusive rural economic development. To this end, the Department of Rural Development & Land Reform (DRDLR) has identified strategic sites for Agricultural Parks (Agri-Parks). Moreover, in the interest of promoting economic diversity and complexity, the DRDP’s will attempt to unlock other sectors such as tourism, mining and manufacturing in North West Province.
1.7.3 Promoting Land Use Management & Productivity

Linked to DRDPs’ objective of rural economic transformation is the promotion of optimal utilisation of land in rural areas. This is tied to the application of sound land-use management principles in rural areas. DRDPs therefore are envisioned to assist the state as well as other stakeholders operating within Ngaka Modiri Molema’s development planning milieu to optimise land productivity. The optimal utilisation of land in rural areas takes into account a suite of other land uses i.e. economic, social and environmental as well as institutional factors.

1.7.4 Promoting Rural-Urban Functionality

District RDPs are meant to take into account existing as well as potential linkages and/or flows of an economic, social, institutional, cultural and environmental nature that promote regional (i.e. urban and rural) development. As the aforementioned factors coalesce and/or intersect, they result in the emergence of specific rural development trajectories. Thus, DRDPs take into account existing and potential development nodes emanating as a result of urban-rural linkages. Ngaka Modiri Molema’s geospatial positioning for instance (i.e. its proximity to Limpopo and Botswana), renders it as one of the most important sites for regional development.
1.8 Agri-Parks as an Anchor for Agrarian Reform

The Ngaka Modiri Molema DRDP is aimed at targeting specific sectors that will revitalise rural economies. As such, this plan is defined by sector-specific projects, thus acting as a platform for multi-sectoral programmes and projects. Some of the key areas of intervention that the DRDP will focus on are the setting up of Agri-Parks as a means of stimulating rural economic growth, in alignment with the Agri-Parks Business Plans that are currently being developed for the province.

An Agri-Park is defined as a networked innovation system of agro-production, processing, logistics, marketing, training and extension services located at district level. As a network it enables a market-driven combination and integration of various agricultural activities and rural transformation services. The AP comprises of three basic units:

a) The Farmer Production Support Unit (FPSU) – this a rural outreach unit connected with the Agri-hub. The FPSU does primary collection, storage, processing for the local market, and extension services including mechanisation;

b) Agri-Hub Unit (AH) – this is a production, equipment hire, processing, packaging, logistics and training unit;

c) The Rural Urban Market Centre Unit (RUMC) – the RUMC has three main purposes;

- Linking and contracting rural, urban and international markets through contracts;
- Acts as a holding-facility, releasing produce to urban markets based on seasonal trends;
- Provides market intelligence and information feedback, to the AH and FPSU, using latest Information and communication technologies.

Agri-Parks therefore are catalytic sites for agrarian reform. Responding to the National Development Plan’s (NDP) call for rural economic transformation, as well as Outcome 7 its emphasis on promoting food security through agrarian reform, Agri-Parks will act as agricultural industrial hubs. These hubs will be linked to existing rural villages and towns, providing key institutional, financial and spatial mechanisms for harnessing agro-related value chain belts and functional regions. The objectives of Agri-Parks can be articulated as follows:
a) Promote growth of the smallholder sector by contributing to the 300 000 new small-scale producers, as well as to the 145 000 new jobs in agro-processing by the year 2020 (as set out in the NGP);

b) Promote the skills of and support to small-holder farmers through the provision of capacity building, mentorship, farm infrastructure, extension services, production inputs and mechanization inputs;

c) Enable producer ownership of the majority of Agri-Parks equity (70%), with the state and commercial interests holding minority shares (30%);

d) Bring under-utilized land (especially in Communal Areas Land and land reform farms) into full production over the next three years, and expand irrigated agriculture; and

e) Contribute to achievement of the NDP’s objective of fostering an inclusive rural economy and target of 1 million jobs created in agriculture sector through creating higher demand for raw agricultural produce, primary and ancillary inputs, as well as generating increased downstream economic activities in the sector.

In Ngaka Modiri Molema district municipality, Springbokpan has been identified as the Agri-park site. This park will be supported by the FPSUs located in various parts of the district (refer to Map 9). Within this Agri-Park the following activities will take place:

a) **Knowledge Transfer & Innovation** – this will include development and training of farmers as well as people involved in agri-business, food and forestry sectors as well as agro-tourism. There will also be vertical and horizontal learning between emerging and established agri-business entrepreneurs. The Agri-Park will act as a hub for harnessing competitiveness, resource efficiency, and environmental consciousness of agricultural research centres and firms.

b) **Advisory Services** – The Agri-Park will be a centre of excellence where experts disseminate information related to markets, investments, funding and other agriculture-oriented modalities.

c) **Cooperation** – there will be incubation of small-scale farmers as well as cooperatives within Ngaka Modiri Molema DM. This will allow for small-scale agri-business operators to forge a critical mass that would enable them to compete in both local and global markets.

d) **Investment in Physical Assets** – the introduction of an Agri-Park in the district municipality will be accompanied by massive investments in existing and potential
physical infrastructure i.e. road, pack-houses, and other related supporting amenities. Tied to that is the provision of basic services such as water and electricity.

e) *Agri-Business Development* – The Agri-Park will act as critical hub for the identification and harnessing of agricultural belts as well as agricultural value-chains. The spin-offs from agri-business development will transform rural towns and villages into vibrant economies.
See Figure 2 below for the proposed concept of an agri-hub facility and its envisaged components.

Figure 2: Proposed Agri-Park Concept

Source: DRDLR Agri-Parks Draft Concept Model 2015
SECTION TWO – STUDY AREA

Ngaka Modiri Molema District Municipality (NMMDM) is one of 4 district municipalities in the North West province and is situated centrally in the province. The NMMDM is a category C municipality in terms of the Municipal Structures Act, Act No 58 of 1999 and also in terms of section 152 of the Constitution of the Republic of South Africa, Act No 108 of 1996.

Ngaka Modiri Molema DM is surrounded by the republic of Botswana to the north, Dr Ruth S Mompati District Municipality to the west, Dr. Kenneth Kaunda District Municipality to the south, Bojanala District Municipality to the east and Waterberg District Municipality (Limpopo) to the northeast, as illustrated on Map 1 below.

It has five local municipalities namely

- Ratlou Local Municipality;
- Tswaing Local Municipality;
- Mafikeng Local Municipality;
- Ditsobotla Local Municipality; and
- Ramotshere Moiloa Local Municipality

Refer to Map 2 below.
Map 2: Local Context
3 SECTION THREE – POLICY & LEGISLATIVE CONTEXT

There are national, provincial and municipal policy frameworks in place that will influence and guide rural development planning for the Ngaka Modiri Molema District municipality. The national policy framework includes principles that underpin the rural development agenda, whilst the provincial policy framework translates this into an agenda for North West Province.

Ngaka Modiri Molema District Municipality aligns with these policies at the municipal level and requires a District Rural Development Plan to further enable it to contribute to the achievement of targets and objectives outlined for the country and province, and to deal directly with economic development and job creation in the district.

3.1 National Context


The Constitution of the Republic of South Africa, 1996 (hereafter "the Constitution"), provides a binding framework for the planning, coordination and implementation of development (including rural development) as one of its key foundations of South Africa as a developmental state. Schedule 4 (Part A) of the Constitution provides that "regional planning and development" as well as "urban and rural development" is within the domain of the national and provincial spheres of government.

"Rural development" is a functional domain allocated to the Department of Rural Development and Land Reform (DRDLR). In relation to departmental priorities and functions relating to development, the DRDLR is responsible for rural development (a concurrent national and provincial functional domain) and land (an exclusive national functional domain).

Rural development in South Africa is characterised by three distinct phases:

- 1994-2000 (the Reconstruction and Development Programme and related documents and their implementation);
- 2000-April 2009 (the Integrated Sustainable Rural Development Strategy (ISRDS) and its implementation); and
- April 2009+ (the Comprehensive Rural Development Programme and related documents).
3.1.2 The National Development Plan (NDP), (2030)

The NDP (Vision 2030) recognizes progress made by the state to address issues such as poverty, inequality and underdevelopment, and acknowledges that many people still live below or close to poverty datum line. While fixing these problems will take time, the Vision 2030 advocates for a shift from passive citizenry to an approach where government works effectively to develop people’s capabilities to lead the lives they desire. It identifies drivers of change (both external and internal), and seeks to put the country on a development path that:

- Creates jobs and support livelihoods;
- Expands infrastructure;
- Supports transition to a low carbon economy;
- Transforms urban and rural spaces and building integrated rural economies;
- Improves education and training;
- Builds a capable state;
- Fights corruption and enhances accountability;
- Transforms society and unites the nation.

Through a Diagnostic Report, the National Development Plan identifies nine key challenges, viz:

- Too few people work;
- The standard of education for most black learners is of poor quality;
- Infrastructure is poorly located, under-maintained and insufficient to foster growth;
- Spatial patterns exclude the poor from the fruits of development;
- The economy is overly and unsustainably resource intensive;
- A widespread disease burden is compounded by a failing public health system;
- Public services are uneven and of poor quality;
- Corruption is widespread; and
- South Africa remains a divided society

The commission then identifies two challenges that are interrelated, those being, too few people work and the quality of education for the majority is poor. Basically the NDP contains proposals for tackling the problems of poverty, inequality and unemployment.
The key challenges identified in the National Development Plan are deeply rooted within the District and as such, the approach of the DRDP will seek to develop strategies that will tackle these challenges.

3.1.3 Comprehensive Rural Development Programme (CRDP), (2009)

Comprehensive Rural Development Programme (CRDP) promotes Rural Development in general. Rural development in general is regarded as the actions and initiatives taken to improve the standard of living of communities in non-urban areas. These areas are usually characterised by a low ratio of inhabitants in wide-open spaces where agricultural activities are prominent, while economic activities relate mainly to the production of food and raw materials.

The CRDP forms part of government's Medium Term Strategic Framework. It has a vision to create vibrant, equitable and sustainable rural communities, through:

- Coordinated and integrated broad-based agrarian transformation (with a focus on the establishment of rural business initiatives, local markets, co-operatives, etc.);
- Strategically increasing rural development (with a focus on empowering rural people);
- An improved land reform programme.

3.1.4 National Rural Tourism Strategy (NRTS) (2012)

The National Department of Tourism (NDT) has developed a National Rural Tourism Strategy, a strategy meant to ensure a developmental approach upon packaging rural tourism products and opportunities in South Africa. This approach is also meant to prioritise spatial nodes that have a growth potential in order to stimulate growth of the tourism industry in South Africa. The White Paper on the Development and Promotion of Tourism in South Africa (DEAT 1996) contends that prime tourism attractions are not located in the city centres but rather in rural areas. The Comprehensive Rural Development Programme (2009) (CRDP) of the Department of Rural Development and Land Reform states “between 10 – 15 million South Africans live in areas that are characterized by extreme poverty and underdevelopment.” In some of these poverty stricken areas, one can find world heritage sites and other major tourist attractions. This strategy therefore, further reviews product development, tourism marketing, human development, tourism infrastructure and tourism research and information for equal access of tourism opportunities in rural areas.
A number of problem areas have been identified in hampering rural tourism development, including:

- Tourism has been inadequately resourced and funded in rural areas;
- A number of key tourist attractions, such as National Parks and World Heritage Sites, are located in rural areas and are not receiving the benefits stemming from the tourism industry;
- The limited involvement of local communities has also been identified as a major constraint in developing tourism in rural areas.

Following from the above-mentioned problematic areas, a number of goals and aims were identified as part of the strategy. The strategy aims to address the following objectives:

- To create a platform to share knowledge of best practice, development opportunities and challenges in rural areas for tourism development;
- To facilitate the coordination of rural tourism development initiatives amongst relevant stakeholders;
- To create an enabling environment for rural tourism development to stimulate job creation;
- To identify and recommend strategic areas/nodes for tourism development in rural areas within the sector;
- To guide strategy development within key documentation generated for tourism development and management in South Africa.

Rural Tourism allows rural people to share in the benefits of tourism development, promoting more balanced and sustainable forms of development.

3.2 Provincial Context

3.2.1 Provincial Spatial Development Framework, 2008

The North West Provincial Spatial Development Framework has been developed in order to achieve the goals and objectives of the PDP in a targeted and spatial coordinated manner. The Provincial Spatial Development Framework includes amongst others the identification of competitive nodes and corridors as indicated in the NDP. Each of the identified zones should in future have an integrated programme of actions developed to help realise potential or deal with
problems. The outcome of these planning processes will be that a formal agreement should be reached amongst competing parties and other stakeholders, including relevant spheres of government, on the best optimisation model for a resource critical region. These agreements must become a spatial social contract binding on all spheres of government and relevant role-players.

Key actions are outlined for the spatial development framework, which must:

- Complement the urban and rural areas of the province and the interdependence between them. The framework must include intervention areas for spatial development to address apartheid geography;
- Translate municipal and provincial plans into spatial contracts that are binding across all spheres of government.

### 3.2.2 North West Provincial Growth and Development Strategy 2004-2014

The North West Provincial Growth and Development Strategy (PGDS) provides a framework for integrated and sustainable growth and economic development for the province and its people. It fully prescribes to balanced development of economic sectors and spatial localities in accordance with the demands and potential of the people. It is also aimed at targeted investments in the second economy to offer opportunities to the poor in skills development, employment and improving their quality of life.

The PGDS recognizes that there is pressure on the provincial government to become proactive in promoting growth and development and facilitating greater private sector participation and partnerships with special focus on the second economy, however the North West Province is faced with a number of challenges, with the greatest of these being job creation, poverty eradication, and a low level of expertise and skills. Other challenges include:

- The Province is mostly rural in nature;
- It has a low population density and relative inadequate infrastructure, especially in the remote rural areas;
- The Province has inherited an enormous backlog in basic service delivery and maintenance that will take time to eradicate;
- The population is predominantly poor with high levels of illiteracy and dependency that seriously affect their productivity and ability to compete for jobs;
• The Province is characterized by great inequalities between the rich and poor as well as disparities between urban and rural;
• The Province is faced with HIV/AIDS as a social and economic challenge;
• Available resources are unevenly distributed and offer limited potential for improved delivery of services and growth.

The primary goals of the North West PGDS are all aimed at addressing the challenges outlined above. The two-macro goals are as follows:

• The economic goal: requires an average growth rate of 6.6% per annum;
• The poverty eradication goal: to wipe out the basic needs backlog.

Five key pillars for growth and economic development were selected in the PGDS to drive these goals:

• Agriculture and rural development;
• Mining and energy;
• Manufacturing, trade and finance;
• Tourism;
• Infrastructure and construction.

3.2.3 North West Provincial Development Plan (PDP) 2030

The North West Provincial Development Plan (PDP) is predominantly based on the National Development Plan (NDP) in an attempt to align with the objectives and priorities it identifies as well as with the vision for 2030 of a united South Africa.

The PDP states that it will place particular focus on the rural economy (due to the predominant rural character of the province) as well as on the upgrading, the provisioning and the maintenance of economic infrastructure as the precondition of overall economic growth and development and for its significant potential to sustain employment.

The main purpose of this PGDP document is to begin the process of enabling the province to measure its progress in achieving the accepted growth and development goals. The chosen development priorities with which the North West intends to align to the National Development Plan (NDP) are the following:
• Economy and employment;
• Economic infrastructure;
• An integrated and inclusive rural economy;
• Human settlement and spatial transformation;
• Improving education, training and innovation;
• Building a capable and developmental state;
• Fighting corruption;
• Transforming society and uniting the province.

The PGP therefore translates the PGD strategy into a detailed implementation plan, inclusive of a detailed activity level framework with targets and responsibilities assigned to the appropriate government departments.

3.2.4 North West Environmental Outlook 2013

The North West Province recognises the dependence of the region on natural resources, and therefore reports on existing and potential threats to the ecosystems of the province and its natural environment in periodic environmental reports.

The North West Environmental Outlook report identifies a number of key themes or indicators that, when reviewed will reflect the environmental health of the province. These are as follows:\(^2\)

<table>
<thead>
<tr>
<th>Table 1: North West Environmental Outlook Indicators</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>2013 NW Environment Outlook Themes</strong></td>
</tr>
<tr>
<td>Land and Transformation</td>
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<tr>
<td>Air Quality and Atmosphere</td>
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</tbody>
</table>

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2 North West Environmental Outlook 2013
3.2.5 Setsokotsane Programme 2015

The report outlines the pressures on all of the themes mentioned above resulting from human activities. These include increases in population, urbanization, increasing consumption of materials and energy, and the nature of the economic activities taking place in the province.

Unfortunately, limited progress has been shown across the province in addressing the environmental themes mentioned, and this could directly impact economic growth of the province.

### 3.2.5 Setsokotsane Programme 2015

The Setsokotsane programme is an approach developed by the North West Provincial government aimed at fast tracking service delivery to communities in all municipalities across the province. The programme is aimed at making government more accountable to the communities they serve, as well as monitoring the performance of government against the KPA’s set out in the provincial, district and local municipality plans.

Implementation of the programme is based on 3 pillars, namely:
• Community and intergovernmental relations objectives
• Interventionist objectives
• Performance monitoring and evaluation objectives

These pillars are supported by a number of objectives for delivery, outlined as follows:

• Address the backlog of service delivery
• Obtain feedback from the public and present government plans to communities
• Promote partnerships
• Strengthen intergovernmental relations
• Strengthen corporate governance
• Promote and infuse activism across government
• Facilitate performance monitoring and evaluation by the premier’s office

The objectives of Setsokotsane will be achieved through outreach programs viz.

• Kago – with activities such as painting of schools and housing for the poor;
• Tlhaboloso – with activities such as planting of trees and revival of recreational facilities;
• Tlhokomelo – including registering children and senior citizens for grants as well as distributing sanitary products and toiletries to girls in disadvantaged schools;
• Botsalano – This program will promote the province through various musical plays and celebrate traditional music, drama and story-telling;
• Dikotla - Setsokotsane will operate a feeding and nutritional kitchen throughout the province. This feeding scheme will target homeless people, children, the elderly and affected groups as a result of being unemployed and will include activities such as training programs on food security and subsistence farming targeted at young people.

The Bojanala DM is earmarked for the fourth and final phase of the Setsokotsane programme.

The Setsokotsane programme is a partnership between government and business in the province, with a view to addressing some of the core issues facing the area.

3.2.6 North West Provincial Renewable Energy Strategy 2013

The introduction and adoption of the New Growth Path and the adoption of the white paper on Renewable Energy by Parliament has seen increased emphasis being made towards developing
and growing the green economy within the country. The North West Development strategy supports these policies by providing guidance to all stakeholders and also assigning roles and responsibilities for the development and production of renewable energy across the province.

The primary objectives of the plan are as follows:

- To promote and implement renewable energy technologies and energy resources in the North West Province;
- The strategy and plan need to aligned with National plans set out by Government and various stakeholders;
- The project will entail a study into the viability and potential of various renewable energy resources and technologies in the North West Province (taking into consideration existing bodies of work already conducted and available), as well as a review of renewable projects (existing and planned) in the province;
- To take aspects into consideration pertaining to, but not limited to, supply options, sustainability of impacts and system delivery, enabling environments, role-players and responsibilities, financial mechanisms, partnerships, infrastructure, environment, etc.; and
- Propose actual projects to consider for implementation.

3.3 District & Local Municipality Directives

3.3.1 Ngaka Modiri Molema District Municipality IDP 2014/15

The vision of the Ngaka Modiri Molema District Municipality is “Leaders in Integrated Municipal Governance”. This vision is supported by the deliverables of the Ngaka Modiri Molema District Integrated Development Plan.

- The Ngaka Modiri Molema DM IDP seeks to align and integrate with policies at the national and provincial level as well as with other spheres of government through the following key priorities areas:
  - Provision of water and sanitation;
  - Improve road infrastructure;
  - Local economic development and job creation;
  - Environmental Health Management;
  - Promote Integration of services;
• Promote intergovernmental coordination and relations;
• Support local municipalities.

Each priority is supported by strategic objectives that address developmental challenges and provide short, medium and long-term actions to successfully achieve the goals identified in the key priority areas for the District. These include:

• Local Economic Development: including the promotion and support of local economic development and agriculture;
• Spatial Rationale: including promoting spatial planning and enhancing integrated rural development; and
• Basic Services and Infrastructure Investment: Including the provision of Water, housing and sanitation.

The Ngaka Modiri Molema District IDP acts as a broad business plan for the Ngaka Modiri Molema District, and aims to tackle the challenges of dispersed settlement patterns, poor infrastructure, high cost of servicing settlements, poverty, skills shortages and the structure of the local economy amongst others that it faces. Emphasis in the financial year will be put on projects linked to budgets that support the objectives and priorities it outlines.

3.3.2 Ngaka Modiri Molema District Municipality SDF 2006

The Ngaka Modiri Molema District Municipality SDF indicates that the region is predominantly rural in character, and so in addition to its SDF (currently under review), it will develop a rural development strategy. The overall aim of these plans is to achieve planning outcomes that restructure spatially inefficient settlements so as to promote sustainable use of land resources in the DM.

• The Ngaka Modiri Molema SDF outlines the following spatial rationale:
  • Promote spatial planning;
  • Improve district transport planning;
  • Enhance integrated rural development;
  • Promote Economic development;
  • Promote intergovernmental relations.
Despite a clear spatial rationale, the DM is faced with a number of challenges in realising these goals, which it aims to mitigate these with short-term strategies. The challenges and strategies are shown in the table below:

Table 2: Key Challenges

<table>
<thead>
<tr>
<th>Key Challenges</th>
<th>Strategies</th>
</tr>
</thead>
</table>
| Out-dated SDF documents (District and Local)                       | • Review the SDFs  
• Support municipalities with the development of integrated land use management schemes |
| Poor environmental management programmes                           |                                                                            |
| Inadequate heritage management programmes                          |                                                                            |
| Local municipalities do not have integrated land use management schemes |                                                                            |

3.3.3 Ngaka Modiri Molema District Municipality LED Strategy

The Ngaka Modiri Molema District Municipality identifies local economic development (LED) as one of the key performance areas (KPAs), with its overarching objective to promote and support local economic development and agriculture.

The Ngaka Modiri Molema District Municipality is faced with a number of challenges in respect of local economic development, some of which are:

- Poor coordination of tourism opportunities,
- Lack of proper economic development and,
- Fragmented sectors.

The purpose of the LED review is to provide an up-to-date economic plan for the DM that will assist in identifying opportunities and guiding the district in achieving its economic development goals and objectives. These include the following:

3. Sourced from the Ngaka Modiri Molema IDP 2014/15
• Agricultural support for rural development: including supporting agricultural services and entrepreneurs in the district;
• Regeneration Strategy: including supporting municipalities in developing gateways, commercial hubs and cultural nodes;
• Sector and business cluster development: including training and empowering local suppliers;
• Promoting inward investments: including supporting local and/or district suppliers;
• Encourage local business growth and new enterprises: including developing assistance programmes for business.

3.3.4 Ngaka Modiri Molema District Municipality Growth and Development Strategy (DGDS Vision 2018) 2014

The development of Ngaka Modiri Molema District Growth and Development Strategy (Vision 2018) is based on the foundation laid by the North West Provincial Growth and Development Strategy (PGDS) that sought to provide a framework for the development of the province. The PGDS provides a common vision, goals and objectives of what should be achieved to influence provincial growth and development.

The Vision 2018 District Growth and Development Strategy (DGDS) which is expected to cover a 5-year period is aimed at establishing a common vision for growth and development within the Ngaka Modiri Molema District Municipality, which is aligned with National, Provincial and local development strategies. The DGDS is viewed as an on-going process, with the end product subjected to continual improvement and refinement by various role players in the district.

The vision of the DGDS is ‘Leaders in integrated growth and development that will ensure delivery and provision of basic services’. This is in line with the overarching district vision, and is driven through the following strategic priorities:

• Physical infrastructure development;
• Economic Development;
• Social Development;
• Environmental Management;

Delivery against these priorities is supported by the developmental agenda shown below in Figure 3 below:
3.3.5 Ngaka Modiri Molema Rural Development Strategy

The Ngaka Modiri Molema Rural Development strategy is intended to act as a guiding regional economic policy and implementation programme for various rural development initiatives within the DM. It aims to pull together various players in the public, private and civil sector domain so that their resources as a collective can effectively be used in the execution of the rural development strategy with a long term vision of benefiting the citizens of the rural areas within the municipality. This strategy provides a strong backdrop to the development of the DM’s rural development plan.

- The objectives of the Ngaka Modiri Molema Rural Development Strategy are:
  - To help rural people to set the priorities in their own communities;
  - To develop a sustainable rural economic base;
  - To address infrastructure backlog;
  - To promote sustainable livelihoods and social security;
  - To improve settlement and land use pattern;
  - To build social networks and cohesion;
  - Capacity building and training.

With the following key priorities for Agrarian transformation:
- Community Gardens - encourage and support the community in the development of gardens;
- Agro processing;
- Annual conference for SMME’s in Agriculture and non-agri sector;
- Assist in identifying opportunities, market access to technical and financial support, and generally generating new ideas for resolving administrative support to the SMME’s;
- Promote urban agriculture by supporting organic farming / tunnel production - Rural Development;
- Provide support for Enterprise Development (including SMME and Co-operative entities).

3.3.6 Tswaing Local Municipality

3.3.6.1 Tswaing Local Municipality IDP 2014/2015

The IDP indicates that the municipality has a turnaround strategy in place which is based on a long-term vision, “To be a leading municipality in the North West Province in sustainable service delivery by 2020”. It acknowledges the magnitude of the challenges that need to be addressed in the short to medium term and as such, the municipality has formulated key performance areas to act as guiding development areas for the purposes of creating a uniform yet differentiated approach to assessing the performance of the local municipality. These key performance areas are also in place to address the challenges facing the institution currently and include:

- Municipal Transformation and Institutional Development;
- Basic Service Delivery and Infrastructure Development;
- Local Economic Development;
- Financial Viability and Management;
- Good Governance, Public Participation and Ward Committee System;
- Spatial rationale.

In the short, medium and long term, the municipality has mapped these key performance areas to cover and deliver on its strategic objectives that have been set out in a 10-point plan as follows:

- Improve the quantity and quality of municipal basic services to the people in the areas of access to water, sanitation, electricity, waste management, roads and disaster management;
- Enhance the municipal contribution to job creation and sustainable livelihoods through Local Economic Development (LED);
- Ensure the development & adoption of reliable and credible Integrated Development Plans (IDPs);
- Deepen democracy through a refined Ward Committee model;
- Build and strengthen the administrative, institutional and financial capabilities of municipalities;
- Create a single window of coordination for the support, monitoring and intervention in municipalities;
- Uproot fraud, corruption, nepotism and all forms of maladministration affecting local government;
- Develop a coherent and cohesive system of governance and a more equitable intergovernmental fiscal system;
- Develop and strengthen a politically and administratively stable system of municipalities;
- Restore the institutional integrity of municipalities.

The local municipality will further initiate projects with clear targets and outputs towards the attainment of the 10-point plan.

3.3.6.2 Tswaing Local Municipality SDF 2010

The Tswaing Local Municipality developed its SDF in 2010. The SDF identifies spatial issues and trends in the LM for which spatial strategies are formulated. It also gives the localised spatial dimension to development principles, objectives and projects and forms the basis for the local government’s land use management system.

It is important to note that the Tswaing SDF is a component of the Tswaing Integrated Development Plan (IDP) and aims to create a spatial interpretation of the strategies and projects already contained within the IDP. It should not be seen a separate planning process, but only aims to assist in the prioritisation of resources towards implementing the IDP.

Spatial rationale is a key performance area for the LM, and this KPA relates directly to land use and space management, which form part of the cornerstone of the SDF. Tswaing is faced with some challenges and development trends which unless addressed will have direct impact on the
future spatial development of the settlements located within its area of jurisdiction. Key challenges are as follows:

- Fragmented land use schemes;
- Lack of town planning;
- Lack of building regulations and enforcement capacity;
- No land alienation policy;

3.3.6.3 Tswaing Local Municipality LED Strategy

The Tswaing Local Municipality LED states that the LM is highly dependent on agriculture, although the agricultural sector in the area has been on the decline for a number of years. Other possible opportunities to be explored in the area are the service sector and manufacturing sector.

The LED identifies key issues faced by the Local municipality with regard to local economic development, and outlines the strategies put in place to address these. These issues and strategies are outlined in Table 3 below:

Table 3: Key Challenges Tswaing LM

<table>
<thead>
<tr>
<th>Key issues</th>
<th>Strategies</th>
</tr>
</thead>
<tbody>
<tr>
<td>Low economic activity</td>
<td>Establish agriculture and land development directorate</td>
</tr>
<tr>
<td></td>
<td>Conduct land audit</td>
</tr>
<tr>
<td></td>
<td>Support agricultural initiatives</td>
</tr>
<tr>
<td></td>
<td>Implement land use management system</td>
</tr>
<tr>
<td></td>
<td>Market tourism destinations</td>
</tr>
<tr>
<td></td>
<td>Establish manufacturing centres</td>
</tr>
<tr>
<td>Shortage of infrastructure</td>
<td>Develop SMME support strategy</td>
</tr>
<tr>
<td></td>
<td>Implement economic infrastructure projects</td>
</tr>
<tr>
<td></td>
<td>Job creation through infrastructure investment</td>
</tr>
</tbody>
</table>

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4 Adapted from Tswaing Local Municipality IDP 2014/15
3.3.7 Ratlou Local Municipality

3.3.7.1 Ratlou Local Municipality Integrated Development Plan 2012 - 2017

The Ratlou Local Municipality IDP, 2014/15 indicated the key challenges which are currently municipality faces. The key challenges include:

Table 4: Key Challenges Ratlou LM

<table>
<thead>
<tr>
<th>Key performance area</th>
<th>Challenges</th>
</tr>
</thead>
<tbody>
<tr>
<td>Local Economic Development</td>
<td>Low economic activity</td>
</tr>
<tr>
<td></td>
<td>Shortage of infrastructure (roads) and low water table</td>
</tr>
<tr>
<td></td>
<td>Poor monitoring of LED projects</td>
</tr>
<tr>
<td>Social and Economic Development</td>
<td>High levels of unemployment</td>
</tr>
<tr>
<td></td>
<td>High levels of poverty</td>
</tr>
<tr>
<td></td>
<td>Lack of SMME support</td>
</tr>
<tr>
<td></td>
<td>Lack of skills</td>
</tr>
<tr>
<td>Spatial Rationale</td>
<td>Spatial development framework not completed</td>
</tr>
<tr>
<td></td>
<td>Land allocation in the municipality is not well coordinated and managed</td>
</tr>
</tbody>
</table>

The following are Ratlou Local Municipality IDP identified objectives:

- Promote accountable, efficient and transparent administration: including improving internal controls;
- Promote planning and performance management: including spatial development and land allocation;
- Improve technology efficiency: including development of an IT master plan;
• Achieve employment equity: attraction and retention of scarce skills;
• Promote innovation, learning and growth: including workplace skills development and training;
• Recruitment and retention of skilled employees: including addressing the high turnover of professionals.

3.3.7.2 Ratlou Local Municipality SDF

The main purpose of the Ratlou Local Municipality SDF is to guide the form and location of future physical development within the Ratlou Municipal Area. For rural areas within the LM, it will deal specifically with natural resource management issues, land rights and tenure arrangements, land capability, and the protection of agricultural land.

The Ratlou LM SDF will identify spatial issues and trends for which spatial strategies are formulated. Some of these strategies are set out below:

• Facilitate access to land for development;
• Ensure proper land use management.

3.3.7.3 Ratlou Local Municipality LED Plan

The Ratlou LED broadly defines Local Economic Development as being about efforts undertaken by local people using mainly local resources, skills and ideas to stimulate economic growth and development. They do so in order to create jobs, alleviate poverty and to redistribute resources and opportunities among local people. The LED has the following key outcomes:

• Building a conducive environment for a thriving and vibrant economy and neighbourhoods;
• Development of an employable, educated and skilled citizenry;
• Job creation and access to job opportunities;
• Continuous and positive interactions with all key economic anchors and actors.

______________________________

5 Adapted from Ratlou Local Municipality IDP 2012-2017

6 Ibid
The Ratlou LED states that agriculture is the lead and most important economic sector and is split between commercial and subsistence farming. Crop farming in the area is centred on maize, sunflower and peanuts; whilst livestock farming in centred on cattle, sheep and goats.

The main strategies that underpin the Ratlou LED include:

- Support for SMMEs, cooperatives and other LED initiatives
- Job creation through infrastructure investment
- Capacity development on LED matters
- Support agricultural initiatives

3.3.8 Ditsobotla Local Municipality

3.3.8.1 Ditsobotla Local Municipality IDP 2011/12 – 2015/16

The Ditsobotla IDP 2011/12 indicates that agriculture and mining play an important role in the local municipal economy, with some opportunity for further development of agriculture in the rural areas of the north eastern and central southern parts of the area. The vision of the LM is to be “A developmental municipality dedicated to the social and economic upliftment of its communities”. The key issues identified in the municipality and supported by its objectives drive this. These are indicated in Table 5 below:

Table 5: Objectives and Key Issues Ditsobotla LM

<table>
<thead>
<tr>
<th>Key Issue</th>
<th>Key Objectives</th>
</tr>
</thead>
<tbody>
<tr>
<td>The organizational design does not conform to service delivery challenges. There is no adequate capacity in technical functions of the municipality.</td>
<td>Capacitated institution structured in a way that enables efficient and effective service delivery.</td>
</tr>
<tr>
<td>High levels of poverty and unemployment, skills shortage, and inequalities within the Ditsobotla Local Municipality.</td>
<td>Create an environment conducive for economic growth, sustainable employment opportunities and growth in personal income levels of communities.</td>
</tr>
</tbody>
</table>
3.3.8.2  Ditsobotla Local Municipality SDF (2006)

In terms of land ownership, approximately 90% of municipal land is privately owned with roughly 4% owned by the state and a mere 2% belonging to the municipality. This implies that public owned land is limited to cater for future developments within the municipality.

The Ditsobotla spatial framework takes the approach of development clusters, which refers to a grouping of more than one distinctive settlement area within a specific geographical location. These clusters are as follows:

- Lichtenburg cluster that includes Lichtenburg, Boikhutso, and Blydeville.
- Coligny cluster includes Coligny and Tlhabologang.
- The Itsoseng cluster includes Sheila, Verdwaal 1 and 2, and Itsoseng.
- The Bodibe cluster includes Bodibe, Springbokpan, Welverdiend and Matile/Meetmekaar.

The municipal SDF further outlines it spatial development strategies that include:

- Urban integration: consolidation of the urban settlements located within each cluster;
- Bulk infrastructure development: To guide urban development;
- Equitable access to social services: making services available to rural communities through the development of service delivery centres;
- Land use and transportation integration: focus development around important transport routes.

3.3.8.3  Ditsobotla Local Municipality LED Strategy 2013

The Ditsobotla LED vision is “To ensure sustainable economic growth through maximum utilisation of urban and rural resources for community development”. This reflects the LM’s intent to progressively strive for the advancement of social and economic growth.
The Ditsobotla LED outlines options and opportunities for broadening the economic base of the region, thereby addressing the creation of employment opportunities and the eradication of poverty. However, it also acknowledges the key constraints for development which include:7

- Shortage of job opportunities and job creation;
- Natural resource base and economy can’t support the entire population;
- Low levels of buying power in the region;
- Availability of land for investors.

The Ditsobotla LED states that agriculture is the lead economic sector in the LM and has the highest employment share at 18%. This is followed by the retail, wholesale and trade sector providing 14% of the employment in the LM, with the manufacturing (8%), mining (6%) and construction (5%) sectors providing relatively small employment opportunities in the region. Tourism, although not outlined as a major employer in the LM has been identified as an important future sector for the area.

The main LED thrusts that underpin the Ditsobotla LED include:8

- Improve municipal economic governance processes;
- SMME and community business support;
- Agricultural beneficiation and value chain development;
- Maximise and enhance benefits from the LM’s strategic location.

The Ditsobotla LED outlines a number of economic opportunities that can address the challenges it faces, and that will help to unlock economic development in the LM through increasing employment and income levels and reducing poverty.

7 Ditsobotla Local Municipality Local Economic Development Strategy 2013
8 Ditsobotla Local Municipality Local Economic Development Strategy 2013
3.3.9 Mahikeng Local Municipality

3.3.9.1 Mahikeng Local Municipality IDP 2014/2015

The Mahikeng Local Municipality is situated 20 kilometers south of the Botswana Border, and is the Capital City of the North West Province. The municipality is a considerably larger than its four counterparts in the Ngaka Modiri Molema District namely Ramotshere Moiloa LM, Tswaing LM, Ditsobotla LM and Ratlou LM.

The Mahikeng LM has formulated strategic development objectives that are designed to guide the municipality in what they must do to achieve their vision and key priorities. These objectives are as follows:

Table 6: Development Objectives and Priority Areas Mahikeng LM

<table>
<thead>
<tr>
<th>Development Objective</th>
<th>Priority area</th>
</tr>
</thead>
<tbody>
<tr>
<td>To increase access to basic services and infrastructure development.</td>
<td>Roads</td>
</tr>
<tr>
<td></td>
<td>Water and sanitation</td>
</tr>
<tr>
<td></td>
<td>Refuse removal</td>
</tr>
<tr>
<td></td>
<td>Housing</td>
</tr>
<tr>
<td></td>
<td>Electricity</td>
</tr>
<tr>
<td>To create an environment that promotes development of the local economy and facilitates job creation</td>
<td>LED and job creation</td>
</tr>
<tr>
<td>To promote the culture of participation, effective governance and accountability</td>
<td></td>
</tr>
<tr>
<td>To improve financial viability and management</td>
<td></td>
</tr>
</tbody>
</table>

The local municipality further translated these objectives into a municipal programme of action that is aligned to the DM, provincial and national plans.
3.3.9.2 Mahikeng Local Municipality SDF

The geographical area of the Mahikeng LM is predominantly rural (approximately 75%) with the rural areas in the southern and western parts of the municipality. Tribal and Parks Board land surround Mahikeng, making expansion difficult.

3.3.9.3 Mahikeng Local Municipality LED strategy 2012

The municipal LED strategy was reviewed in 2012. Its purpose is to collate all economic information and investigate the coordinated and integrated options and opportunities available to broaden the economic base of the area. It addresses the creation of employment opportunities, investment and business development and the resultant positive spin-off effects throughout the district economy.

The Mahikeng LED strategy provides an analysis of the key development sectors within the Mahikeng economy. These include the following:

- Agriculture: An extremely important sector both to the Mahikeng and Provincial economies, with subsistence agriculture being practiced widely in the LM;
- Mining: The local mining sector in Mahikeng is not currently very active, however it should be noted that small-scale mining in certain areas within the LM has the potential to be a source of economic development and poverty reduction;
- Manufacturing: The Mahikeng manufacturing sector currently comprises mainly small-scale light industry with a diverse base. There is potential for agro processing and mineral beneficiation in the LM;
- Tourism: This sector has become increasingly important as an income and employment generator in South Africa, with tourism opportunities in Mahikeng focusing on game reserves and battlefields/heritage tours.

9 Adapted from Mahikeng Local Municipality IDP 2014/15
3.3.10 Ramotshere Moiloa Local Municipality

3.3.10.1 Ramotshere Moiloa Local Municipality IDP 2011/12

The Ramotshere Moiloa IDP indicates that the LM is a small contributor to the provincial economy and has a very small economic base. There are a number of challenges facing the LM, which include:

- Limited revenue base within the LM;
- Skills shortages;
- Aging infrastructure/maintenance of existing infrastructure.

The identified challenges identified were weighted according to their urgency and/or importance so that the LM could outline the priority issues it needs to address. These priorities are as follows:

- Bulk Water Infrastructure and Internal Reticulation;
- Tarring of main roads which connect different villages and tarring of Internal Roads;
- Electricity Connections and High Mast Lights;
- Installation of bulk infrastructure in the urban areas (Water and Sanitation);
- Upgrading of Electricity Infrastructure;
- Construction of Community Facilities, e.g. Community Halls and Multi-Purpose centres;
- Funding for Local Economic Development Projects.

The vision of the LM is to “Provide people orientated government that enables integrated social and economic development”. Achievement of this vision as well as addressing the priority issues is addressed through strategic development objectives some of which are as follows:
Table 7: Objectives and Key Issues Ramotshere Moiloa LM

<table>
<thead>
<tr>
<th>KPA</th>
<th>Objective</th>
</tr>
</thead>
<tbody>
<tr>
<td>Local Economic Development</td>
<td>Promote and support local economic development and agriculture and create jobs.</td>
</tr>
<tr>
<td>Basic services and infrastructure</td>
<td>Provide water and sanitation, street lighting, storm water management, provision of housing,</td>
</tr>
<tr>
<td>development</td>
<td>promote greening and environmental sustainability</td>
</tr>
<tr>
<td>Spatial Rationale</td>
<td>Promote spatial integration</td>
</tr>
<tr>
<td></td>
<td>Provide integrated human settlement</td>
</tr>
</tbody>
</table>

3.3.10.2 Ramotshere Moiloa Local Municipality SDF (2008)

The geographical area of the Ramotshere Moiloa LM is predominantly rural including considerable land under traditional authorities (around 35% of the total area). There are few urban areas in the region with the vast majority of the population living in poorly planned rural or peri-urban areas, with the rural part of the municipality estimated at 70% of its total area.

The spatial development vision set in the SDF is “To strive to enhance integrated socio-economic development to uplift communities focusing on areas with development potential where resources could be utilized most effectively and in a sustainable manner.” The SDF indicates the Ramotshere spatial concentration approach designs and clusters settlements in the following manner:

- First order settlements: Zeerust / Ikageleng cluster;
- Second order settlements: Dinokana cluster;
- Third order settlements: Lehurutshe / Welbedacht cluster;
- Fourth order settlements: remainder of settlements, including Groot Marico.
3.3.10.3 Ramotshere Moiloa Local Municipality LED

The major local economic development sectors within Ramotshere Moiloa are tertiary sector activities such as retail and trade services, with the rural area characterised by small scale/subsistence agriculture, game farming and a few active mines near Nietverdiend.

3.4 Synthesis

In order to ensure that the North West Province achieves the intended growth and development envisaged within the PGDS, the policies and legislatives mentioned above should serve as tools for the spatial coordination of interventions. They will ensure that the synergies that exist between various government departments as well as the private sector are exploited to their full potential in order to ensure that the investments of government have the maximum impact possible.

These policies introduce a set of principles that are intended to influence the substantive outcomes of planning decisions, whether they relate to spatial development or decisions on land use change or development applications. The overall aim of these principles is to achieve planning outcomes that:

- Restructure spatially inefficient settlements;
- Promote sustainable development and use of natural resources;
- Channel resources to areas of greatest need and development potential, thereby redressing the inequitable historical treatment of marginalized areas;
- Take into account the fiscal, institutional and administrative capacities of role players, the needs of communities and the environment; and
- Stimulate economic development opportunities in rural and urban areas; and support an equitable protection of rights to and in land.

10 Adapted from Ramotshere Local Municipality IDP 2011/12
4 SECTION FOUR – ISSUES AND VISION

4.1 Priority Issues and Challenges

The NMMDM IDP summarises the existing level of development and challenges in the District Municipality as follows:11

- The area is generally highly underserviced in terms of both social and economic infrastructure;
- The area is very large in respect to the settlements across various municipalities;
- That such dispersed settlement patterns have a bearing on the costs (both of erecting the infrastructure, operating and maintaining it);
- That the affordability levels given the poverty and human development challenges latent in the area makes viability of municipalities to establish, operate and maintain infrastructure a daunting prospect;
- That the structure of the economy requires a serious overhaul through targeted and accelerated interventions, and
- That diversification while maintaining the triple bottom-line principle is critical.

Having acknowledged and identified these challenges in the DM’s IDP, there exist priorities that the District Municipality has developed, viz.:12

- Provision of Water and sanitation;
- Improve road infrastructure;
- Local Economic Development & Job Creation;
- Environmental health management;
- Promote the integration of services;
- Promote inter-governmental co-ordination and relations, and
- Support municipalities.

11 Ngaka Modiri Molema District Municipality 3rd Generation Integrated Development Plan

2012-2016

12 Ibid
4.2 Impact of Drought

The impact of climate change has affected the North West province and this has led to the province experiencing frequency of drought in the recent years. In March 2016, the Department of Rural, Environment and Agricultural Development called upon farmers in the North West province to participate in a drought assessment process to assist the Department to determine how farmers have been affected by drought. An initial evaluation done by the department revealed that the province is facing poor conditions in both crop and livestock commodities and that is due to the sporadic rainfall accompanied by several heat waves as experienced this year.

Drought poses a major threat to the agricultural production, and consequently to the livelihood of the people dependent directly or indirectly on agriculture. The drought affects household economy directly by reducing crop and livestock production, and wage opportunities; and indirectly through a rise in food prices. Some strategies that North West province can adopt include adopting drought resistant crop varieties and livestock, change in production portfolio in favour of short-duration and water-efficient crops and also diversification towards non-farm activities.

4.3 Inputs from Stakeholders

The purpose of the stakeholder engagements was to solicit input from all relevant stakeholders regarding the key challenges and issues in the respective District Municipalities pertaining to rural development. The stakeholder engagements will by no means only happen during Phases 2 & 3 of the formulation of the plan, but will be a continuous process in order to ensure inclusive participation in the plans.

To ensure adequate representation across various stakeholder groups, including the community and traditional authorities, the following structures were identified as key to any engagements on the formulation of the DRDP's:

- IDP Representative Forum;
- The CRDP Council of Stakeholders;
- LED Managers; and
- Representatives from the relevant sector departments.
4.4 IDP Vision Statement

According to the district municipality’s 3rd generation IDP 2012-2016, the vision of the municipality is to be leaders in the integrated municipal governance.

The vision for rural development in the district municipality was developed through a consultation process, and is articulated as follows:

“Harnessing communities’ sense of self-reliance for sustainable livelihoods”
5 SECTION FIVE – SITUATIONAL ANALYSIS

5.1 Demographic Profile

5.1.1 Population

The total population residing in the Ngaka Modiri Molema District Municipality is estimated at being 842 699 people and 227 001 households. Mahikeng LM has the largest population which is estimated at 291 527 people with 84 239 households. Mahikeng LM is followed by Ditsobotla LM with approximately 168 902 people and 44 500 households.13

The 2011 census data indicates that the Mahikeng LM has the highest household density per square kilometre at 22.8. Similarly, its population density per square metre is the highest in Ngaka Modiri Molema District Municipality, at 78.82. This is indicated in Table 8 below:

Table 8: Key Population Indicators

<table>
<thead>
<tr>
<th>Indicator</th>
<th>Ratlou LM</th>
<th>Tswaing LM</th>
<th>Mahikeng LM</th>
<th>Ditsobotla LM</th>
<th>Ramotshere Moloa LM</th>
<th>Total DM</th>
</tr>
</thead>
<tbody>
<tr>
<td>Population</td>
<td>107 339</td>
<td>124 218</td>
<td>291 527</td>
<td>168 902</td>
<td>150 713</td>
<td>842 699</td>
</tr>
<tr>
<td>Households</td>
<td>26 889</td>
<td>30 634</td>
<td>84 239</td>
<td>44 500</td>
<td>40 740</td>
<td>227 001</td>
</tr>
<tr>
<td>Population household size</td>
<td>3.9</td>
<td>4.0</td>
<td>3.3</td>
<td>3.7</td>
<td>3.6</td>
<td>3.6</td>
</tr>
<tr>
<td>Population density (per km²)</td>
<td>21.98</td>
<td>20.82</td>
<td>78.82</td>
<td>26.1</td>
<td>21.0</td>
<td>28.87</td>
</tr>
<tr>
<td>Household density (per km²)</td>
<td>5.5</td>
<td>5.1</td>
<td>22.8</td>
<td>6.9</td>
<td>5.7</td>
<td>8.04</td>
</tr>
<tr>
<td>Area (km²)</td>
<td>4 884</td>
<td>5 966</td>
<td>3 698</td>
<td>6 465</td>
<td>7 193</td>
<td>28 206</td>
</tr>
</tbody>
</table>

13 Source Stats SA
5.1.2 Age Distribution

In terms of age distribution, the youth component of the Ngaka Modiri Molema DM population (younger than 15 years) accounts for approximately 32%. This suggests that service provision and social development initiatives targeted at youth should be an important consideration in the district rural development plan.

63% of the NMMDM are in the age group 15-64 years. As this is the most productive and independent age grouping, local economic development should have a clear focus on developing employment opportunities for this group. The dependency population (below 15 years and above 65 years) forms 38% of the population, which is indicative of a reasonable dependency ratio, which has notably been declining for two of the local municipalities, viz. Mahikeng and Ditsobotla from 2008 to 2011.

This is reflected in Table 9 below.

Table 9: Population distribution by municipality and by Age Group

<table>
<thead>
<tr>
<th>Local Municipality</th>
<th>0 – 14</th>
<th>15 - 64</th>
<th>65 +</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ratlou LM</td>
<td>38.7%</td>
<td>53.9%</td>
<td>7.4%</td>
</tr>
<tr>
<td>Tswaing LM</td>
<td>36%</td>
<td>58%</td>
<td>6%</td>
</tr>
<tr>
<td>Mahikeng LM</td>
<td>30.8%</td>
<td>64.4%</td>
<td>4.8%</td>
</tr>
<tr>
<td>Ditsobotla LM</td>
<td>32.6%</td>
<td>61.9%</td>
<td>5.5%</td>
</tr>
<tr>
<td>Ramotshere Moiloa LM</td>
<td>32.9%</td>
<td>59.7%</td>
<td>7.5%</td>
</tr>
<tr>
<td>Total DM</td>
<td>32%</td>
<td>63%</td>
<td>6%</td>
</tr>
</tbody>
</table>

Source: Stats SA

5.1.3 Gender Distribution

Gender distribution in the Ngaka Modiri Molema District Municipality is relatively even with approximately 49% men and 51% women. The slightly higher percentage of women in the DM could be attributed to men leaving the district to find work in areas with better economic
opportunities, with the women staying behind to look after the family. Figure 4 below shows the
gender composition of the district.

Figure 4: Gender Distribution

5.1.4 Education

NMDM has the highest proportion of people in the “Completed Primary” education level category,
at 40%, followed by the 27% who have completed secondary school. This then means that the
district municipality is characterised by low levels of education and therefore is unable to supply
skills much needed in the current economic environment. The highest proportion of people who
have attained matric and higher education reside in Mahikeng, which is not surprising as this LM
serves as the capital of the district. See Table 10 below.

Table 10: Level of Education

<table>
<thead>
<tr>
<th>EDUCATION LEVEL</th>
<th>Ratiou LM %</th>
<th>Tswaing LM %</th>
<th>Mahikeng LM %</th>
<th>Ditsobotla LM %</th>
<th>Ramotshere Moiloa LM %</th>
<th>Total DM %</th>
</tr>
</thead>
<tbody>
<tr>
<td>No Schooling</td>
<td>19</td>
<td>19</td>
<td>22</td>
<td>19</td>
<td>21</td>
<td>13</td>
</tr>
<tr>
<td>Completed Primary</td>
<td>14</td>
<td>16</td>
<td>32</td>
<td>21</td>
<td>17</td>
<td>40</td>
</tr>
<tr>
<td>Completed Secondary</td>
<td>11</td>
<td>14</td>
<td>37</td>
<td>20</td>
<td>18</td>
<td>27</td>
</tr>
</tbody>
</table>
5.1.5 Household Income

Census 2011 data reflects that the majority of the people in this district municipality earn in the range of R0-R38 200. This places a heavy responsibility on the social grant system especially for those who earn no income at all. Ratlou LM has the highest percentage of people in the “no income” bracket. This is shown in Table 11 below.

<table>
<thead>
<tr>
<th>Income</th>
<th>Ratlou LM</th>
<th>Tswaing LM</th>
<th>Mahikeng LM</th>
<th>Ditsobotla LM</th>
<th>Ramotshere Moiloa LM</th>
</tr>
</thead>
<tbody>
<tr>
<td>No income</td>
<td>19%</td>
<td>13.3%</td>
<td>16.3%</td>
<td>12.5%</td>
<td>14.9%</td>
</tr>
<tr>
<td>R1 - R4,800</td>
<td>6.1%</td>
<td>4.9%</td>
<td>5.0%</td>
<td>4.2%</td>
<td>5.1%</td>
</tr>
<tr>
<td>R4,801 - R9,600</td>
<td>10.9%</td>
<td>9.9%</td>
<td>8.9%</td>
<td>8.5%</td>
<td>10%</td>
</tr>
<tr>
<td>R9,601 - R19,600</td>
<td>28.0%</td>
<td>25.3%</td>
<td>19.6%</td>
<td>22.3%</td>
<td>24.2%</td>
</tr>
<tr>
<td>R19,601 - R38,200</td>
<td>22.4%</td>
<td>24.9%</td>
<td>18.2%</td>
<td>24.4%</td>
<td>22.4%</td>
</tr>
<tr>
<td>R38,201 - R76,400</td>
<td>7.5%</td>
<td>10.0%</td>
<td>11.1%</td>
<td>12.1%</td>
<td>10.3%</td>
</tr>
<tr>
<td>R76,401 - R153,800</td>
<td>3.1%</td>
<td>5.5%</td>
<td>8.7%</td>
<td>7.2%</td>
<td>6.9%</td>
</tr>
<tr>
<td>R153,801 - R307,600</td>
<td>-</td>
<td>2.0%</td>
<td>3.6%</td>
<td>6.9%</td>
<td>5.1%</td>
</tr>
<tr>
<td>R307,601 - R614,400</td>
<td>-</td>
<td>0.6%</td>
<td>1.7%</td>
<td>3.5%</td>
<td>2.5%</td>
</tr>
</tbody>
</table>

Source Stats SA
5.1.6 Employment

Table 12 below reflects employment for core work force of the Ngaka Modiri Molema District Municipality – those aged 15-64 years. The bulk of this population is not economically active (47.9%), with a further 14.8% unemployed. Less than 30% of the population here is employed. This raises concerns for local economic development in the region and will put a financial strain on the district municipality. It also impacts on the municipality's ability to collect revenue for services if most of its people are unemployed.

The impact of low education levels is probably the cause for these employment statistics, as was illustrated in Table 10 above. Therefore, it is critical for the district rural development plan to take into consideration the issue of skills development as well as creating opportunities for individuals with low skills levels to consider self-employment as an avenue to earn an income.

Table 12: Employment Status for those Aged 15-64 years

<table>
<thead>
<tr>
<th>Employment Status</th>
<th>Ratlou LM</th>
<th>Tswaing LM</th>
<th>Mahikeng LM</th>
<th>Ditsobotla LM</th>
<th>Ramotshere Moiloa LM</th>
<th>Total DM</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employed</td>
<td>8 812</td>
<td>20 754</td>
<td>59 726</td>
<td>37 605</td>
<td>22 437</td>
<td>149 334</td>
</tr>
<tr>
<td>Unemployed</td>
<td>6 885</td>
<td>8 350</td>
<td>33 167</td>
<td>14 829</td>
<td>12 743</td>
<td>75 974</td>
</tr>
<tr>
<td>Discouraged Work Seeker</td>
<td>6 587</td>
<td>5 610</td>
<td>12 987</td>
<td>7 151</td>
<td>9 030</td>
<td>41 365</td>
</tr>
</tbody>
</table>
### 5.2 Household Agricultural Activity & Value Chains

#### 5.2.1 Agricultural Activity by Household

This section provides an analysis of agricultural activity by household in each local municipality in the Ngaka Modiri Molema District Municipality. Agriculture has been identified as one of the key sectors for food security and job creation in the region and across South Africa. The ability of agricultural households to create sustainable livelihoods and generate income is therefore integral to the success of the district Rural Development Plan.

Determining the intensity and scale in which agricultural households engage in agricultural activity will enable the Ngaka Modiri Molema District Municipality to quantify its potential to enhance food security and provide a decent living wage to cater for household basic needs.

The following section seeks to analyse the extent of agricultural activity by household in each local municipality in Ngaka Modiri Molema District Municipality. This is important, given the fact that agriculture has been identified as one of the key sectors for food security and job creation. The ability of households to generate sustainable livelihoods is integral to their sustainability and does have food security implications given the ability of households to generate income. In respect to agricultural households, determining the intensity and scale in which they will engage in agricultural activity and its potential to enhance food security, is founded on its potential to provide a decent living wage to cater for the household basic needs.

The graph below depicts the number of households, by local municipality, participating in agricultural activity. In Ngaka Modiri Molema DM, most households are not involved in agricultural activity. In particular, Mahikeng Local Municipality has the highest number of households not involved in agricultural activity.

<table>
<thead>
<tr>
<th>Not Economically Active</th>
<th>35 542</th>
<th>37 353</th>
<th>81 863</th>
<th>45 018</th>
<th>45 719</th>
<th>245 495</th>
</tr>
</thead>
</table>

Source: Stats SA
Figure 5: Number of Households by LM

- Ditsobotla: 9,464
- Mahikeng: 63,755
- Ramotshere Molloa: 14,371
- Ratlo: 11,348
- Tswaing: 10,023

[Bar chart showing the number of households by LM, with a legend indicating 'Household involved in agricultural activities' and 'Household not involved in agricultural activities'.]

Figure 6: Agric Households by Age Group of HH Head

[Bar chart showing the number of agricultural households by age group of household head, with age groups ranging from 'Less than 15' to '+65'.]

Figure 6: Agric Households by Age Group of HH Head
Figure 7: Agric HH by Type of Activity

Generally, most of the agricultural households are in the “no income” and income band of “R1- R 38,400” per annum. This provides ample evidence that most of the households engage in subsistence agriculture and could be potential areas of poverty nodes throughout the respective local municipalities of the district.

Figure 8: Agric HH by Income Level
The type of agricultural activity driving the livelihoods and/or incomes of these agricultural households is noted in Figure 9 above. It shows that the dominance of poultry production contributes most to the livelihoods of the agricultural households in the district municipality.

Cattle production by scale in the district municipality is mainly at subsistence level. However, commercial cattle production is marginal in Ditsobotla and Tswaing local municipalities.
As noted in Figure 11 above, sheep production is also mainly at subsistence level across the district. Commercial production is mainly in Ditshobota and Tswaing local municipalities.

Similarly, there is very minimal, if at all any, commercial production of goats and pigs in the district municipality. The majority of activity involving goats and pigs is at a subsistence level. See Figure 12 above.
Water access and reticulation to agricultural households is central to enabling and enhancing agricultural activity and scale thereof. Water reticulation is best provisioned generally in Mahikeng local municipality, mainly driven by having piped water inside the dwelling/yard. See Figure 13 above.

5.2.2 Agricultural Value Chain Analysis

As was gleaned in the analysis on agricultural activity by household in the previous section, the majority of agricultural households in the Ngaka Modiri Molema District Municipality are involved in animal only farming (over 65% in all LM’s). This includes livestock and poultry, with poultry production contributing the most to the livelihoods of the agricultural households in the NMMDM. A small percentage of households are involved in crops only farming, and a small percentage involved in mixed farming.

Environmental analysis reflects that future agricultural activity in the NMMDM could focus on maize farming, as the region has the conditions that are conducive for growth for this crop.

This section therefore will give an overview of the value chains available for these commodities, and reflect on where economic value can be increased.

5.2.2.1 The South African Maize Market Value Chain

According to the Department of Agriculture, Forestry and Fishing (DAFF) in the maize market value chain profile, maize is the most important grain crop in South Africa, second most produced
crop to sugar cane. It is the major feed grain and the staple food for the majority of the South African population and also serves as a raw material for manufactured products such as paper and medicine. The North West province (23%), along with the Free State (39%), and Mpumalanga (21%) are the largest producers accounting for 83% of all production.

The South African maize market has matured considerably since deregulation of agricultural marketing. Producers, traders and other intermediaries interact freely in the marketing of maize, and this then makes them susceptible to price fluctuations, as the price is determined by market forces. For example, the use of maize as feedstock in the bio-fuel industry by some of the developed countries caused the price of maize to increase during the 2006/2008 period due to high demand. Similarly, the price of maize has been affected by the low stock availability brought about by the current drought.

The maize market value chain can be further broken down into: - producers of maize (farmers), silo owners (who store maize for their own account and on behalf of others), traders in maize (who market and sell maize); millers of maize (who convert it into usable form), and end-users. This is depicted in Figure 14 below.
Figure 14: Maize Market Value chain

Maize is produced widely on a small scale and commercially in the North West province and can be grown in a side variety of soil types and conditions, making it an ideal crop for the Ngaka Modiri Molema District Municipality to encourage small scale farming activities. Some key issues impacting the maize value chain include:

- High transportation costs;
- Importation of genetically modified maize;

The South African maize industry exports maize mostly to African countries particularly BLNS (Botswana, Lesotho, Namibia, Swaziland). This poses an opportunity for Ngaka Modiri to look into innovative ways in which they can benefit from its proximity to Botswana to export more maize to this neighbouring country. However, according to a 2014 DAFF report on the maize value chain, Gauteng and KwaZulu-Natal Provinces recorded high export values between the periods 2004 and 2013, which can be attributed to the fact that the major maize producing regions such as North West do not have enough facilities that are suitable for exportation of agricultural commodities that are produced in the province. The concept of the Agri-Park may go a long way in addressing this challenge.

The maize value chain can be seen below:

There are 36 operational silos in Ngaka Modiri Molema District Municipality, as depicted in Table 13 below. Over 80% of these are owned by NWK. Refer to Map 9 for the location of these silos across the district municipality.

<table>
<thead>
<tr>
<th>NAME OF SILO</th>
<th>LOCATION</th>
<th>SILO OWNER</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bamboesspruit</td>
<td>Ottosdal</td>
<td>Suidwes</td>
</tr>
<tr>
<td>Barberspan</td>
<td>Delareyville</td>
<td>NWK</td>
</tr>
<tr>
<td>Biesieslvei</td>
<td>Sannieshof</td>
<td>NWK</td>
</tr>
<tr>
<td>Bloubank</td>
<td>Mafikeng</td>
<td>NWK</td>
</tr>
<tr>
<td>Bodenstein</td>
<td>Coligny</td>
<td>NWK</td>
</tr>
<tr>
<td>Bospoort</td>
<td>Ottosdal</td>
<td>NWK</td>
</tr>
<tr>
<td>NAME OF SILO</td>
<td>LOCATION</td>
<td>SILO OWNER</td>
</tr>
<tr>
<td>--------------</td>
<td>----------</td>
<td>------------</td>
</tr>
<tr>
<td>Boosies</td>
<td>Sannieshof</td>
<td>NWK</td>
</tr>
<tr>
<td>Buhrmannsdrif</td>
<td>Mafikeng</td>
<td>NWK</td>
</tr>
<tr>
<td>Coligny</td>
<td>Coligny</td>
<td>NWK</td>
</tr>
<tr>
<td>Delareyville</td>
<td>Delareyville</td>
<td>NWK</td>
</tr>
<tr>
<td>Excelsior</td>
<td>Delareyville</td>
<td>NWK</td>
</tr>
<tr>
<td>Gerdau</td>
<td>Sannieshof</td>
<td>NWK</td>
</tr>
<tr>
<td>Geysdorp</td>
<td>Delareyville</td>
<td>NWK</td>
</tr>
<tr>
<td>Grootpan 1</td>
<td>Lichtenburg</td>
<td>NWK</td>
</tr>
<tr>
<td>Grootpan 2</td>
<td>Lichtenburg</td>
<td>NWK</td>
</tr>
<tr>
<td>Halfpad</td>
<td>Lichtenburg</td>
<td>NWK</td>
</tr>
<tr>
<td>Hibernia</td>
<td>Lichtenburg</td>
<td>NWK</td>
</tr>
<tr>
<td>Kameel</td>
<td>Delareyville</td>
<td>Suidwes</td>
</tr>
<tr>
<td>Kameel</td>
<td>Delareyville</td>
<td>NWK</td>
</tr>
<tr>
<td>Kleinharts</td>
<td>Ottosdal</td>
<td>NWK</td>
</tr>
<tr>
<td>Lichtenburg</td>
<td>Lichtenburg</td>
<td>NWK</td>
</tr>
<tr>
<td>Lottiehalte</td>
<td>Lichtenburg</td>
<td>NWK</td>
</tr>
<tr>
<td>Lusthof</td>
<td>Lichtenburg</td>
<td>NWK</td>
</tr>
<tr>
<td>Madibogo</td>
<td>Delareyville</td>
<td>NWK</td>
</tr>
<tr>
<td>Mafikeng</td>
<td>Mafikeng</td>
<td>NWK</td>
</tr>
<tr>
<td>Melliodora</td>
<td>Ottosdal</td>
<td>Senwes</td>
</tr>
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<td>Migdol</td>
<td>Delareyville</td>
<td>Suidwes</td>
</tr>
<tr>
<td>Migdol</td>
<td>Delareyville</td>
<td>NWK</td>
</tr>
<tr>
<td>Nooitgedacht</td>
<td>Lichtenburg</td>
<td>NWK</td>
</tr>
<tr>
<td>Oppaslaagte</td>
<td>Coligny</td>
<td>NWK</td>
</tr>
<tr>
<td>NAME OF SILO</td>
<td>LOCATION</td>
<td>SILO OWNER</td>
</tr>
<tr>
<td>-------------</td>
<td>----------</td>
<td>------------</td>
</tr>
<tr>
<td>Ottosdal</td>
<td>Ottosdal</td>
<td>NWK</td>
</tr>
<tr>
<td>Rostrataville</td>
<td>Ottosdal</td>
<td>NWK</td>
</tr>
<tr>
<td>Sannieshof</td>
<td>Sannieshof</td>
<td>NWK</td>
</tr>
<tr>
<td>Taibospan</td>
<td>Sannieshof</td>
<td>NWK</td>
</tr>
<tr>
<td>Vermaas</td>
<td>Sannieshof</td>
<td>NWK</td>
</tr>
<tr>
<td>Werda</td>
<td>Ottosdal</td>
<td>Senwes</td>
</tr>
</tbody>
</table>

5.2.2.2 The South African Beef Market Value Chain

Agricultural statistics on livestock production in the district show that a big proportion of agricultural households are participating in subsistence farming. Ditsobotla LM and Tswaing LM are the only areas in the district that reflect a reasonable amount of commercial livestock farming activities (commercial livestock farming is assumed if the agricultural household has more than 100 cattle).

In conjunction with this the agricultural household analysis reflects that the Ditsobotla LM and Tswaing LM agriculture households have good access to water, which is necessary for livestock production. The beef value chain is illustrated in the picture overleaf.

Some key issues impacting the beef value chain include:

- Inferior cattle genetics among the emerging farmers;
- Increasing standards across the value chain may lock out smaller farmers;
- Rising cost of red meat has seen poultry become the cheapest form of animal protein;
- Health concerns and growing consumerism has seen increased marketing of white meat as a healthier protein.
5.2.2.3 The South African Poultry Meat Market Value Chain

Poultry production dominates the agricultural sector across South Africa, and is the main supplier of protein in the diet followed by beef. The NMMDM is no exception to this, as agricultural statistics on poultry production in the Ngaka Modiri Molema District Municipality show it is the main type of agricultural activity by household, across every LM, albeit at a subsistence level.

Some key issues impacting the poultry value chain include:

14 A profile of the South African Broiler Market Value Chain 2013 - DAFF
• Barriers to participation by the emerging sector e.g. high transaction costs;
• Low priced imports;
• Chick costs are high;
• High input costs;
• Lack of finance for small scale farmers;
• Lack of strong farmers organisations.

The poultry value chain is indicated below:

**Figure 16: Broiler Market Value Chain**

Source: - A profile of the South African Broiler Market Value Chain 2013 (DAFF)
5.2.2.4 The South African Groundnut Market Value Chain

According to the Department of Agriculture, Forestry and Fishing (DAFF), groundnuts contribute 1.1% to the gross value of field crops production in South Africa. As with maize production, three provinces dominate groundnut production with the North West province providing 24% of South Africa’s crop.

Groundnut production can be found in Ngaka Modiri Molema across the district with four local municipalities - Mahikeng LM, Tswaing LM, Ditsobotla LM, and Ramotshere Moiloa LM - having major production areas. There is a processing plant situated at Setlagole.

Groundnuts are a high value crop that can be marketed with little processing for use in a variety of products. One of the key issues impacting the groundnut value chain is the heavy reliance on the export markets, due to the underdeveloped local market for groundnuts.

The value chain for this crop is depicted in Figure 17 below:

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**Figure 17: Groundnut Market Value Chain**

Source: - Groundnut Market Value Chain Profile 2014 (DAFF)
5.2.2.5 The South African Sunflower Seeds Market Value Chain

According to the Department of Agriculture, Forestry and Fishing (DAFF), sunflower seeds are the third largest grain crop in South Africa, with the North West province producing a significant amount of sunflower seeds - 30% of South Africa’s crop in the 2012/13 season.\(^\text{15}\)

Sunflowers can be grown on low potential soils, and some of the key issues impacting the sunflower value chain include:

- Highly capital intensive requiring high technology and specialized knowledge;
- Lack of black economic empowerment in the industry;
- Lack of funding to purchase equipment;
- Refineries are situated outside of the North West

The value chain for sunflower seeds is shown in Figure 18 below:

![Sunflower Seed Market Value Chain Diagram](image)

**Figure 18: Sunflower Seed Market Value Chain**

*Source: Sunflower Seed Market Value Chain Profile 2014 (DAFF)*

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\(^{15}\) Sunflower seed Market Value Chain Profile 2014 (DAFF)
5.3 Land Reform

The reform of an unequal distribution of land along racial division was one of the greatest challenges facing South Africa in the transition to democracy in 1994. Popular expectations were high that the new democratic government would affect fundamental changes to address the historic dispossession of land. The twenty years of implementation of the Land Reform Programme has seen several changes in strategy, the creation of numerous instruments to support redistribution, and more recently, a Recapitalisation and Development Programme to support production on farms.

However, land reform has not gone the way it was initially proposed and many newly settled black farmers happened to be worse off after acquiring access to land. Various reasons can be linked to this failure but it is essentially due to the lack of a seamless alignment of both pre and post-settlement support services from government and the agricultural sector. These challenges remain, despite the various proactive initiatives of the government to co-ordinate pre and post transfer activities in partnership with various role players.

The land reform programme can however, become a significant contributor to poverty eradication, economic growth and job creation in the province. This is dependent on the alignment of an effective pre-and-post transfer support programme in which government, commodity organisations, financial institutions and organized agriculture play their respective roles in providing an “envelope” of support services to new entrant black commercial farmers.

It will also require the application of sound business practices to maximize production and explore opportunities in the agricultural value chain as well as engaging Traditional Leaders in the NMMDM as “custodians” of tribal land.

To date, some progress has been made in the land claim processes in Ngaka Modiri Molema District Municipality. Out of the 138 land claims that have been lodged, 118 (85.5%) were settled. Moreover, of the remaining 14.5% (20) of the land claims, the majority is partially complete. Map 3 below depicts the land reform and restitution areas in the district municipality.
Map 3: Land Reform and Restitution
5.4 Environmental Features

The Ngaka Modiri Molema District Municipality PSDF (2008) states that achieving "economic stability and viability, ecological/environmental integrity and social wellbeing or equity must be insured". This includes integrated terrestrial and aquatic management that looks at preserving the biodiversity of the region whilst ensuring that human development and wellbeing are enhanced.

The aim of the environmental analysis is therefore to ensure that the Ngaka Modiri Molema Rural Development Plan takes account of existing environmental problems and threats as well as environmental assets that require protection or controlled management in its proposals to address rural development.

5.4.1 Protected Areas

Protected areas in South Africa include national parks and marine protected areas managed by the national government, public nature reserves managed by provincial and local governments and private nature reserves managed by private landowners.

Protected areas are the primary strategy for ensuring that a representative portion of the provinces biodiversity is conserved for the benefit of current and future generations.

Areas in the Ngaka Modiri Molema District Municipality that are classified as protected areas in terms of the Protected Areas Act (57 of 2003) include:16

- Barberspan Bird Sanctuary Ramsar Site (Tswaing Local Municipality)
- Mafikeng Game Reserve (Mahikeng Local Municipality)
- Botsalano Game Reserve (Ramotshere Moiloa Local Municipality)
- Madikwe Game Reserve (Ramotshere Moiloa Local Municipality)
- Molemane Nature Reserve (Mahikeng Local Municipality)

Information on protected areas for the Ngaka Modiri Molema district Municipality is sparse. In order to ensure the viability of the region’s vegetation and natural resources, extensive work must be done to fully enable the tracking of the status of protected areas that fall in the DM.

Map 4: Ngaka Modiri Molema Protected Areas
5.4.2 Topography

The topography of Ngaka Modiri Molema District Municipality can mainly be classified as flat, with over two thirds of the area falling into this category. Of the remaining third, approximately half can be classified as mountainous (to the north of the district in Ramotshere Moiloa LM), whilst the remaining area can be classified as rolling.\(^\text{17}\)

Topography of the area is directly linked to land use for agricultural purposes, as the slope of the land can impact the type of crops that can be grown on it. For example, mountainous areas are inclined to poorer quality topsoil that influences the vegetation that can be successfully grown there.

The ability to irrigate land is also a big consideration for crop selection and other farming activities, and the slope of the land contributes to this selection. A detailed topographic map of the NMMDM is therefore essential for the effective implementation of the districts rural development plans.

5.4.3 Climate

Climate change refers to any change in the average long-term climatic trend, and is a natural phenomenon. Human activities such as industrialisation have interfered with this natural process to the extent where the atmosphere is heating up and weather and climate patterns are being altered. One of the outcomes of this process is increasing average temperatures.\(^\text{18}\)

Global increases in temperatures will in turn impact rainfall and temperatures in the Ngaka Modiri Molema District Municipality. This will have a knock on effect on the economy and resources of the region as it will have a direct impact on how land can be used, dictating such things as crop selection, wildlife habitats and the availability of water for mining.

Climatic changes have already been experienced in the NMMDM and are concerning given the reliance on environmental forces for agriculture and tourism which are pillars of rural development in the area.

The NMMDM can generally be classified as arid with varying rainfall of between 400 to 600mm annually. The average rainfall per annum is calculated at 600mm, see Map 5 below for the average mean annual rainfall in the

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\(^{17}\) Ngaka Modiri Molema Integrated Development Plan 2009

\(^{18}\) North West Environmental outlook 2013
district municipality. Thunderstorms and hail does occur in the region, but at a relatively low rate when compared to other areas in the country such as the Highveld areas.\textsuperscript{19}
5.4.4 Water Resource Profile

Water supply in the Ngaka Modiri Molema District Municipality is dictated by unpredictable rainfall, high evaporation rates, low conversion of runoff and an increasing demand for water supply within the agricultural and mining sectors. Water resources in the DM include rivers, dams, and underground water sources. However, there is a substantial import of water from outside the area to meet the DM’s needs. This situation is further exacerbated by pollution of the existing surface water resources in the NMMDM through mining activity. ²⁰

Groundwater is extremely important to the NMMDM, as it is in many cases the only source of water for the rural population, particularly in the more arid western region. As with surface water, mining in the area as well as informal dumping of waste is putting pressure on the quality of this supply.

Map 6 below depicts the groundwater quality in the district municipality.

²⁰ Ibid
Map 6: Groundwater Quality
5.4.5 Vegetation

The Ngaka Modiri Molema District Municipality is relatively flat and dry in the west and is characterised by Kalahari thornveld and shrub bushveld. It moves into bushveld in the east mainly covered by Banken veld and Cymbopogon-Themeda veld.

The central and southern parts comprise mainly of sour mixed bushveld and dry Cymbopogon - Themeda veld, whilst the extreme northern parts are characterised by turf thornveld and mixed bushveld areas.21

Parts of the vegetation in the Ngaka Modiri Molema District Municipality can be deemed as threatened in accordance with the definitions provided by Section 52 the Biodiversity Act. This status classification refers to the likelihood of a vegetation type persisting into the future, given the current degree its ecosystem has been transformed to other land uses.

Large areas of vegetation in the Tswaing LM and parts of the Mahikeng LM fall into the endangered vegetation category, whereas parts of the Ditsobotla LM vegetation can be deemed vulnerable. Large parts of the Ramotshere Moiloa LM and the Ratlou LM are not currently threatened.22

The Ngaka Modiri Molema rural development plans must take this into consideration when looking at land use management.

5.4.6 Geology and Soil Types

Soil and land types define the agriculture potential of a region and must be included in the development potential assessment of the NMMDM.

The main soil types within the NMMDM include Eutrophic soils, Dystrophic to Mesotrophic soils, Mesotrophic to Eutrophic soils and Non Calcarious soils. These soil types can directly be related to present and potential spatial distribution of agricultural development.23

21 Ngaka Modiri Molema Integrated Development Plan 2009


23 Ibid
Soil degradation caused by formal agricultural activities as well as neglect and overutilization of communal land is present to some extent in the region, with areas to the north in Ramotshere Moiloa LM and to the east in Ratlou LM specifically susceptible to degradation.24

5.4.7 Biodiversity

In layman’s terms, biodiversity can be referred to as the ‘variety of life’ in an area. This refers to both terrestrial and marine life, fauna and flora as well as diversity within and across species and within ecosystems. The health of these ecosystems is directly correlated with human wellbeing and development, and their erosion will eventually impact the economic development of the Ngaka Modiri Molema District Municipality.25

The various biodiversity groups that exist in the district municipality are depicted in Map 7 below.

A detailed biodiversity assessment is required for the DM to effectively manage biodiversity in the area, and ensure that rural development decisions – particularly those relating to agriculture - are made with this in mind.

24 North West Environmental Outlook 2013

25 Ibid
5.5 Sites of Cultural, Heritage and Historical Interest & Tourism

Heritage in the Ngaka Modiri Molema District Municipality includes a full range of monuments, objects, culture and activities. It is one of the richest areas in the region for historical interest, with its capital city – Mafikeng – at the heart of the history of the Anglo-Boer war.

Key cultural heritage sites include:

- Mafikeng museum
- Lichtenburg mining museum

See Map 8 below for the tourism corridors and cultural sites.

The DM faces challenges in maintaining its heritage sites due to lack of the necessary personnel and resources, but without proper maintenance such sites will fall into disrepair and cease to attract tourists to the area, which will in turn negatively impact rural development.
Map 8: Cultural Sites and Tourism Corridors
6 SECTION SIX – PROPOSED DEVELOPMENT OBJECTIVES

In proposing development-oriented interventions in Ngaka Modiri Molema District Municipality, an attempt was made to take into account the DRDP objectives as articulated in the preceding sections of this document, as well as the findings from the status quo analysis. This provided an opportunity for the formulation of operational strategies that are critical for the realisation of the DRDP objectives. The DRDP objectives are outlined as follows:

- Objective 1: Improving productivity and competitiveness in the agriculture sector;
- Objective 2: Improving tourism competitiveness in the district;
- Objective 3: Investment in rural revitalisation;
- Objective 4: Promoting integrated human settlements;

6.1 Objective 1: Improving Productivity and Competitiveness of the Agriculture Sector

Agriculture forms an integral part of the Ngaka Modiri Molema district economy. Its climatic conditions are best suited for livestock production as well as the cultivation of maize, groundnuts and sunflower seeds. Moreover, agricultural development is likely to create jobs for many people residing in the district’s towns and villages. The objective for agricultural development however should however be underscored by a sound appreciation and conservation of the district’s natural capital.

6.1.1 Development Action 1: Optimising The Potential of Agri-Parks

Agri-Parks provide a unique opportunity for the realisation of transformative agricultural development and rural economic transformation in Ngaka Modiri Molema and beyond. The three components of Agri-Parks i.e. Farmer Production Support Unit (FPSU), the Agri-Hub (AH), and the Rural Urban Market Centre Unit (RUMC) allow for targeted financial, intellectual and infrastructural investment in agricultural development. To this end, Agri-Parks are presented in this district rural development plan as providing a holistic operational strategy to agrarian reform and agri-business development. It is recommended that:

- The Springbokpan Agri-Hub as a production, equipment hire, processing, packaging, logistics and training unit be utilised for strengthening agricultural commodity value-chains in the entire district municipality;
- In addition to the current suggested locations as per the Agri-parks business plan, it is proposed that additional Farmer Production Support Units (FPSUs) be located in
the vicinity of Madibogo and Dinokana villages. Currently the Agri-parks project has identified the following as potential locations for FPSU's: Mooinfontein/Kraaipan in Mafikeng LM, Vryhof in Ratlou municipality as well as Manamolela in Tswana municipality;

- Provision of agricultural related infrastructure in settlements and villages around Dinokana, Madibogo, Mooinfontein/Kraaipan, Vryhof as well as Manamolela, as these are also strategically located as sites for FPSU;
- Development of Agri-villages across the district. These Agri-villages will be linked with the Agri-Hub in Springbokpan as well as the suggested FPSUs strategically located in the district;
- Rehabilitation of grain silos to support Crop Massification Programme and Agri-hub project in Springbokpan and Vryhof
- Provision of infrastructure to promote access to markets to all farmers with a bias towards emerging farmers and rural communities;
- Development of a strategy for optimal utilisation of high value agricultural land in the entire district;
- Maximise use of existing agro-processing, bulk and logistics infrastructure, including having availability of water, energy and roads;
- Additional projects to develop feedlots, maize milling and wet milling facilities in the Agri-hub are also recommended.
Map 9: Agriculture Infrastructure
Map 10: Agri - Park, FPSU's & Major Commodities
6.1.2 Development Action 2: Supporting Small-Scale Farmers

- Investment in irrigation infrastructure as well as the expansion and resuscitation of existing irrigation schemes will benefit farmers who are already producing agricultural commodities;
- Strengthening/Promoting the participation of small-scale farmers in the Agri-Park concept;
- Establishment of a meat processing plant in Mahikeng including abattoir and packaging facilities;
- The development of feedlots in Mahikeng.
- The provision of agricultural implements, seeds and fertilisers to small-scale farmers;
- Establishment of the following development support programmes and structures for small scale farmers:
  - Mentorship and support programmes;
- Provide small-scale farmers with access to funding to purchase new machinery and equipment;
- Develop capacity building and skills development programmes, including incubators, through partnerships with Agri-Seta, commercial farmers and the private sector (e.g. Clover Dairies in the area). The programme will include modules such as basic financial management skills, among others;
- Assist small-scale farmers with access to markets for their produce, through partnerships with local government departments, hospitals and prisons, who can purchase agro-processed locally produced goods.
- In the current financial year small scale farmers in NMMDM will be supported through agricultural support programmes as follows:
  - 355 smallholder producers receiving support
  - 123 new hectares under irrigation used by smallholder producer
  - 1 project to support revitalisation schemes implemented
  - 2255 smallholder producers supported with agricultural advice
  - 324 households benefitting from agricultural food security initiatives
  - 7071 hectares cultivated for food production in communal areas and land reform projects

6.1.3 Development Action 3: Water Infrastructure

- Borehole refurbishment;
• Re-instatement/refurbishment of dysfunctional water schemes;
• Operation and maintenance of water supply;
• Provision of new water infrastructure;
• Eradicate the vandalism of water pipes especially in the Ramotshere Moiloa Local Municipality;
• Obtain membership to the Water Catchment Authority Forum or establish a similar forum for the Ngaka Modiri DM to strategically deal with issues of water scarcity in the area;
• Investigate other water sources such as rain water harvesting, the re-use of water and surface water schemes, in order to alleviate the water scarcity challenge in the district municipality.

6.2 Objective 2: Improving Tourism Competitiveness

In order to improve the co-ordination of tourism in the district Municipality, it will be crucial to develop a tourism strategy and master plan for Ngaka Modiri Molema DM, which is intended to promote the district municipality as a continental gateway and tourism destination of choice. The plan needs to include elements of agro-tourism as well as branding and marketing strategy and a tourism route strategy;

6.2.1 Development Action 1: Promote Cultural Heritage Sites and Game Reserves

• Promotion of the Historical Heritage corridor especially along the Anglo-Boer War sites, as a means of growing the cultural tourism sector in and across the district
• Initiating full-scale urban renewal projects that link all historical heritage sites in Ngaka Modiri Molema and other neighbouring district municipalities.

6.2.2 Development Action 2: Develop Tourism Related Activities in Townships

• Development of tourism-related activities in townships and villages to allow for broad-based participation in this sector. This can include the building of an arts & crafts market, where local communities are trained in making such artefacts, as well as to have space to sell their crafts. The established tourism attraction places can then be encouraged to purchase these goods from the locals in order to create economic activity whilst ensuring the participation of locals in the tourism sector;
• Train locals in the field of tour guiding and the rich culture of the area so that they can become tour guides;
6.3 Objective 3: Investment in Rural Revitalisation

Rural industrialisation is critical for the provision of physical and social infrastructure that can allow for the creation of socio-spatial and economic linkages between urban nodes and the rural hinterlands. Integrated rural development is dependent on the strength of economic, social and technological relations between economic nodes such as Zeerust, Lichtenburg and Mafikeng as well as the townships and villages surrounding them. To this end, the economic functionality of the Ngaka Modiri Molema district must take into account the flow of goods and capital as well as the movement of people within and between urban and rural spaces. The following projects are therefore proposed:

6.3.1 Development Action 1: Investment in Physical Infrastructure

- Provision of roads, rail, freight and ICT infrastructure that can foster intra and inter-district connectivity and mobility within and beyond Ngaka Modiri Molema district municipality;
- Improving access to communication technology, and harnessing the use of new media for promoting urban-rural business interactions and innovation

6.3.2 Development Action 2: Promoting the Renewal of Rural Towns and Villages

- **Rural town** revitalisation projects must be implemented in all major towns. The renewal of these towns is important as it provides them with an opportunity to attract local and global investments of a financial, business and human capital.
- **Township** revitalisation – projects for the entire district must be implemented to allow for infrastructural investments as well as the provision of basic services such as water, electricity, and decent housing. As rural townships continue to grow, their revitalisation will attract more skilled people, as well as other forms of investments;
- **Village** revitalisation – projects must be implemented in all densely populated villages such as Dinokana, Lukubu, Mokgola, Gopane East and Sebalangane. The focus of these projects must be on provision of water, electricity and other social services critical for the improvement of quality of lives of people residing in the rural villages;
- **Develop village place making** and/or branding strategy – this is important as it promotes rural spaces as liveable and marketable places that can attract investment, skills and tourism.
6.4 Objective 4: Promoting Integrated Human Settlements

Following the recommendations set out in Chapter 8 of the NDP, there is a need for Ngaka Modiri Molema to fast-track the provision of adequate social services such as schools, clinics, community centres and recreational facilities. Moreover, the provision of water and sanitation, as well as road infrastructure has been identified as priorities for the district municipality.

6.4.1 Development Action 1: Reduction of Service Delivery Backlogs

- Monitoring of water services backlogs and development of water infrastructure plan;
- Installation of new sanitation connections to households;
- Provision of basic services such as water and sanitation in Ditsobotla and settlements around Mahikeng;
- Provision of refuse removal services to be provided to rural areas around Mahikeng, with an alternative of encouraging the youth to start small businesses that focus on providing such a service where the local municipality is, for various reasons, unable to provide such services. The latter is expected to impact positively on the youth unemployment rate.
- Development of Mahikeng Buy Back centre for waste recycling.

6.4.2 Development Action 2: Investment in Social Institutions

Map 11 below is an illustration of the existing social institutions in Ngaka Modiri Molema District. There is a need to invest in building more such institutions in identified areas. Furthermore, the low levels of literacy need to be investigated further to ascertain the causes of such. This may result in the need to build more schools in the district municipality, should the investigation cite a shortage of schools as a contributing factor.

- Building of social institutions such as community halls, rural service centres, multi-purpose centres especially in Ramotshere and Ditsobotla;
Map 11: Social Institutions

Legend
- Towns
- Thusong Centre
- Police Stations
- Schools
- Health Facilities
- Railway
- Main Roads

Ngaka Modiri Molema DRDP

100
7 SECTION SEVEN – A FUNCTIONAL REGIONAL APPROACH TO RURAL DEVELOPMENT PLANNING

The rural development plan for Ngaka Modiri Molema district municipality is informed by a functional regional approach. The salience of this approach to rural development rests in its emphasis on the nodal-hinterland economic and socio-spatial linkages. In other words, the economic development of Ngaka Modiri Molema’s villages and rural townships is intrinsically dependent on these places’ linkages with established nodes, notably Mafikeng, Zeerust and Lichtenburg. A functional region therefore would typically have established nodes as well as areas in need of various forms of intervention from a development perspective.

Functional regions are defined as ‘a spatial economic system, which consists of a number of economically interdependent nodes (centres) of varying sizes and with varying geographical extensions’. From a regional economic development perspective, rural districts such as Ngaka Modiri Molema can be identified as salient platforms for the harnessing of inclusive and sustainable economic development. What renders districts their functionality is the existence and interplay of a range of economic, demographic, infrastructural, cultural and technological flows and linkages. While administrative boundaries are important, the flow of goods, services, capital and people is not confined within these boundaries. As a result, in drafting a plan for Ngaka Modiri Molema, its linkages with Botswana, Limpopo and the other three district municipalities in the North West Province becomes even more important. A nodal and/or corridor-oriented approach to Ngaka Modiri Molema’s development therefore is imperative.

The market potential of a functional region is defined by its economic complexity i.e. the internal and external concentration of a range of economic activities within a functional space. The harnessing of the competitiveness of functional regions is dependent on the optimal utilisation of both internal and external market potential. In instances where niche commodities, and/ or skills exist within a functional region, value-chain potential ought to be fully nurtured. It must be noted that different areas within functional regions have different specialisations. In any given functional region, there exist areas with knowledge-intensive business services, land-intensive as well as transport-accessibility-dependent economic activities. Thus, while the centre/surrounding areas

relations are important within functional regions, there has been a growing observation in regional economics and rural development discourse that functional regions are dependent on the existence of a range of centres or regions with varying specialisations. Thus, there exists a range of regions namely: diverse/composite service regions; specialised service regions; agricultural regions; manufacturing regions and consumption regions.\textsuperscript{27}

Labour market characteristics and behaviour within a given functional region are also worth noting. This is intrinsically tied to the population size, density and levels of literacy. Moreover, the commuting patterns of labour from home to work have a direct effect on the economic productivity as well as the quality of life of the labour-force. Thus, functional regions are interconnected, as they defy administrative boundaries. These regions act as critical units for spatial economics analyses. As district rural development plans attempt to transform rural economies, a functional regional approach is likely to provide a more nuanced understanding of rural development.

In identifying and mapping functional regions and intervention areas for Ngaka Modiri Molema, various variables and datasets were used. These include;

- Population count per settlement as the considerable contributing factor as well as other aspects which incorporates;
- Population count in Ngaka Modiri Molema district municipality (decline and growth)
  - This value is indicative of urbanisation and depopulation trends in Ngaka Modiri Molema. Rural development is about improving people’s lives, and so the analysis of population trends allows for a more people-centric approach to municipal planning.
- Accessibility index – this depicts the availability of transport networks and total travel time between points. The existence of a developed and integrated transport network makes it possible for both intra-regional and inter-regional flow of goods, services and people to occur.
- Economic investment areas;
- proximity to agriculture-related infrastructure;
- Departmental Catalytic Projects;
- Development Nodes;

\textsuperscript{27} Ibid.
- DRLRD District Gateways;
- Agriculture Potential land; and
- CASP Projects
- Strategically Located Land Index (SLLi). The SLLi takes into account the following variables notably: proximity to physical infrastructure; proximity to major towns/gateways and markets; average rainfall; slope elevation and temperature and; soil types. The SLLi allows for the identification of strategically located land for various economic activities and land uses.
- The Gross Value Add (GVA) – this data depicts average GVA contribution to district economy per sector (inter alia agriculture, mining, manufacturing, wholesale & retail, transport, community services and government services, and finance, and insurance services).
8 SECTION EIGHT – NGAKA MODIRI MOLEMA FUNCTIONAL REGIONS AND INTERVENTION AREAS

The rural development plan for Ngaka Modiri Molema district municipality is informed by a functional regional approach. The salience of this approach to rural development rests in its emphasis of the economic development of the Ngaka Modiri Molema villages and rural townships is intrinsically dependent on these places; linkages with established nodes, notably Mahikeng (primary node), Zeerust (tertiary node) and Lichtenburg (secondary node). A functional region therefore would typically have established nodes as well as areas in need of various forms of intervention from a development perspective.
Datasets such as accessibility index, strategically located land index, Gross Value Add and population growth/decline informed the spatial analysis and subsequent identification of functional regions for Ngaka Modiri Molema district municipality.

8.1 Functional Region 1: Lichtenburg and Surrounding Settlements

Cultivated farms surround Lichtenburg, with very high maize, sunflower, groundnuts and grain sorghum capacity. In addition to that, Lichtenburg falls within the maize triangle; Lichtenburg is 67 km east of Mafikeng and 23 km north of Coligny. There are three (3) silos lined along the N14 south of Lichtenburg. The relatively fertile agricultural land renders it one of the most economically viable nodes in the district on top of it being a district gateway.

Proposed Interventions: Functional Region 1

- Provision of skills and training in agri-business to women and young people in the region;
- Creation of decent jobs in both agricultural and non-agricultural industries;
- Fast-track job creation initiatives in this functional region to curb the high dependency rate;
- Provision of basic services such as water, electricity is important for this region. Given the growing population in the region, water scarcity puts a strain on the livelihoods of residents;
- Promoting connectivity and employment through ICT among the entrepreneurs and the youth.
Map 13: Functional Region 1

Ngaka Modiri Molema DRDP Functional Region 1

Legend:
- Poultry Abattoirs
- Red Meat Abattoirs
- Grain Sites
- Active Mines
- RID
- REID_Projects
- CASP Project
- Catalytic Projects
- Main Roads
- Railway
- Rivers
- Dams
- Population per Settlement
  - 4 - 5421
  - 5422 - 16776
  - 16779 - 30419
  - 39420 - 73282
- Restitution Claims
- Functional Region 1
- Tswana LM
- Dr Kenneth Kaunda

Map 13: Functional Region 1
8.2 **Functional Region 2: Zeerust and Surrounding Settlements**

These include areas such as Dinokana, Lukubu, Mokgola, Gopane East and Sebalangane.

Zeerust is a major town in the region where there are poultry and red meat abattoirs. N4 major road cuts across the region connecting it to other areas, supplemented by secondary roads allowing for movement of goods and services in supporting trade and commerce. Zeerust is identified as a tertiary node and there is a water supply catalytic project in addition to RID projects. The economic significance of the tertiary node mentioned and projects forms the main basis for the FR identification. Furthermore, there is an institutional development node that does have some significance in the functions of the region.

Zeerust is situated along N4 on the way to Botswana. Tourism is amongst the growing industries in this area. Tourist attractions in and around Zeerust include the Dinokana Mission-Lehurutshe, Ikalafeng Monument, Kleinfontein Memorial and Marula Kop. In addition to that attractions include the Kleinfontein Memorial, Kaditshwene Village Ruins and the Zeerust Museum.

**Proposed Interventions: Functional Region surrounding settlements**

- Provision of skills and training in agri-business to women and young people in the region;
- Development of creative industries that can take advantage of the young talent;
- Provision of social infrastructure such as schools, shopping centres and entertainment areas, to allow for a better quality of life;
- Government should set measures that allow people to benefit from the available active mines in an attempt to eradicate poverty.
8.2.1 Intervention Area 1 - Dinokana, Gapane East and Mosweu

This intervention area consists of a number of departmentally driven programmes, namely CASP, RID and Catalytic projects. The CASP project found in Gapane East is currently supporting livestock production in this community. The focus of the catalytic project located in Barakalalo settlement is to facilitate the development of water supply infrastructure in the area. Lehujuwai dam is a natural water source that is in close proximity to the Barakalalo settlement and is fed by the Sansloot river that flows through the region. The N4 and the R41 major routes directly link the settlements to the small town of Zeerust, thereby allowing easier movement of goods and services.

Targeted VTSD Projects

There are targeted VTSD projects located in the Ramotshere Moiloa local municipality (see Map 23). These include livestock, broiler and vegetable projects located in Gopane, Dinokana, Vergenoeg and Nyetse villages. The Tshimo ya Kgosi Gopane project, a livestock project, is located in Gopane village. It provides water, handling facilities and a 10km fencing infrastructure development. The same is replicated for the Tshimo ya Kgosi Moiloa project in Dinokana village. A vegetable production project located in Nyetse village, the Dirang Agric Youth, provides vegetable production inputs, net structure and water.

The Olapeng Broiler project is located in Vergenoeg village providing complete renovation of existing 4 x 50 000 broiler houses as well as electricity. This project falls outside the Intervention Area 1 but within Functional Region 2.

8.3 Functional Region 3: Mafikeng and Surrounding Settlements

These include settlements such as Rooigrond, Raklgalo-Bodibe, Magogwe and Setlopo and Springbokpan.

Mafikeng is the major town in this functional region. There is a primary node identified in the region. R27 and R47 are major routes which connect the region to other areas supplemented by the existence of secondary roads to allow trade and commerce. The region has been identified as a location for an Agrihub in Springbokpan. In addition to that there is agriculture infrastructure in the region including grain silos, SAGIS processors, and a red meat abattoir in addition to the agriculture extension office. There are RID, REID and CASP projects as well as the CRDP sites in the region. The Petsisammadi Milling CASP project is located within the region near Sonjane village. This project supports local famers through the provision of equipment, protective clothing, machinery, computers, office furnisher, backup generators,
transportation and training. The NMMD Crop Massification ILIMA project aims to support the Lekgopung area with the production of beef. Whilst the Tshimo ya Kgosi Tsiepe ILIMA project which is also located in this region supports grain production in Springbokpan.

There are 2 active mines in the region and iron mining commodity. The agriculture potential of the region shows that the land is arable and there are numerous streams that flow through the region. The SLL Index agriculture shows that large spatial extent of the region is suitable for agriculture. The main economic sectors in the region are mining, manufacturing and agriculture.

The tourist attractions in the region are Mafikeng Museum, which is housed in the old town hall built in 1902. This has an excellent series of displays relating to the Siege of Mafeking, as well as some informative exhibits that trace the history of the region along with the culture of the indigenous peoples.

The Mafikeng Game Reserve lies at the edge of town, and the entrance is on Jacaranda Drive. The reserve, covering 4 600 ha has a large populations of plain game, buffalo, and giraffe and is a good place to see white rhino. There is also the presence of birdlife, especially along the Molopo River. There are various tracks through the reserve, dotted with picnic sites, and the main circuit takes only two hours to drive around.

**Proposed Interventions: Functional Region surrounding settlements**

- The potential for development in the area can be realised from agriculture by supporting subsistence farming and fostering agriculture support from the proposed Agri-Hub;
- Encouraging cooperation between established agricultural and tourism-related businesses and emergent small-scale businesses;
- Improvement of skill development by having vocational centres;
- Implementation of frameworks to foster full utilisation of the available departmental projects;
- Provision of basic services such as water and electricity is important for this functional region. Given the growing population in the region, water scarcity puts a strain on the livelihoods of residents.
Map 16: Functional Region 3
Map 17: Intervention Area 2
Map 18: Intervention Area 3
8.3.1 Intervention Area 2 - Dithakong, Rooigrond and Rakgalo-Bodibe

Intervention Area 2 comprise of Dithakong, Rooigrond and Rakgalo-Bodibe settlements. The catalytic project located in Rakgalo-Bodibe settlement aims to improve water supply to the area. Polfontienspruit and Lothlakane rivers flow through this region. The Springbokpan Agri-hub is in close proximity to this intervention area providing opportunities for surrounding settlements to participate in the agriculture support programmes and services that will be on offer. The R503 main route links the settlements to the adjacent town of Mafikeng which supports a number of markets.

Targeted VTSD Projects

The VTSD projects located in the Mahikeng and Ditsobotla local municipalities include livestock and crop production and are located in Lothhakane, Verdwaal, Springbokpan, Shiela and Bodipe (see Map 23). The Tshimo ya Kgosi Seathlo project, a livestock project, is located in Lothhakane Dorpie. It provides water, handling facilities and a 10km fencing infrastructure development. The Ditsobotla Crop Production projects provide production inputs and are located in Verdwaal, Springbokpan, Shiela and Bodipe villages.

8.3.2 Intervention Area 3 – Disaneng, Kgamaysha, Madibe and Setlhabane

Intervention Area 3 comprises of Disaneng, Kgamaysha, Madibe and Setlhabane settlements. Disaneng dam is centrally located in the area serving as a source of water for the surrounding communities. Molopo River flows through the area and feeds into the Disang dam. A number of secondary roads connect the settlement to the main routes leading to the regional nodes. This intervention area is in close proximity to the proposed Vryhof FPSU site. This could provide opportunities for the surrounding communities to develop their skills and make use of various agro-processing services that will be made available here.

Targeted VTSD Projects

Kopanelo Beef is a VTSD livestock water provision project located in the Madibe Makgabana village of the Mahikeng local municipality (see Map 23).

8.4 Functional Region 4: Madibogo and Surrounding Settlements

This region includes settlements such as Setlagole, Ramabesa and Morolong. The main town identified in this area is Madibogo. The R507, R377 and R376 are major routes that enable the movement of goods and services in support of trade and commerce. There are CRDP
sites in the region. Some of the agriculture infrastructure in the region includes poultry and red meat abattoirs, grain silos and SAGIS processors. The Disaneng Irrigation CASP project, located near Mofufutso village, lies within this functional region. There is an availability of iron mining commodity and existence of an active mine in this functional region. The agriculture potential shows that the land is arable and there are streams that flow within the region. The SLL Index agriculture shows that the area is partially good for agriculture activities. The main economic sectors are small-scale mining and agriculture.

**Proposed Interventions: Functional Region surrounding settlements**

- Provision of basic services such as water and electricity is important for this region. Given the growing population in the region, water scarcity puts a strain on the livelihoods of residents;
- Foster the linkage of the farmer Production Support Unit and the Agri-Park in the district, to allow development of subsistence farming;
- Participation of women and the youth in the district tourism opportunities;
- Investment in infrastructure development to strengthen construction and manufacturing sub-sector;
- Investing in developing small-scale mining in order to utilise the available iron commodity. However, careful consideration needs to be given to the impact of mining operations on the natural environment, as well as competing land uses for mining and agriculture. In the event that the land has been identified as having high agricultural capability, then it should rather be used for agriculture, not small-scale mining.
8.4.1 Intervention Area 4 – Moroleng, Dikgatlong, and Setlagole

Intervention Area 4 comprises of Moroleng, Dikgatlong, and Setlagole settlements. Grain silos can be found in Ratlou village. The R507 connects the settlement to Delareyville which is the nearest town. Setlagole River flows through this region. Grain Silos are the prevalent supporting infrastructure found here.

Targeted VTSD Projects

There are a number of VTSD projects located in the Ratlou local municipality (see Map 23). These are livestock and piggery focused initiatives and are located in Madibogo and Setlagole villages. The Tshimo ya Kgosi Phoi project, a livestock project, is located in Madibogo village. It provides water, handling facilities and a 10km fencing infrastructure development. The Tsamai and Sons Farming project provides piggery infrastructure, water connection and production inputs such as feeds, medication and breeding stock. It is located in Setlagole village.

8.5 Functional Region 5: Delareyville, Sanniehof and Surrounding Settlements

Delareyville, Sanniehof and Ottosdal are the three main towns that are situated in this region. A number of key settlements are also located in this area including Rostrataville, Agisanang, Marotse, Tswaing and Kopela village. The N14 and R507 main routes connect the surrounding settlements to the neighbouring towns allowing for the flow of people, goods and services. A number of agriculture infrastructure such as poultry abattoirs, red meat abattoirs, SAGIS processors and grain silos are available to support various agricultural activity. Sehloho Milling project is one of the CASP projects that can be found within the region. This project supports local farmers by providing them with milling machines, back-up generators, electricity connections, storerooms, packaging materials and inputs. The land capability of the area has been described as marginally arable with a high potential for cultivation of crops.

Proposed Interventions: Functional Region surrounding settlements

- Investment in the development of road infrastructure to facilitate agricultural trade relations with surrounding regions;
- Transferring of skills to farmers and development of innovative programmes for small-scale farmers to increase opportunities for sustainable contributions to be
made in agriculture production and to allow for increased participation in existing
grain markets;

Provision of basic services such as water, electricity and sanitation is important to improving
the welfare of the growing population in this region.

8.5.1 Intervention Area 5 – Marotse, Geysdorp, Atamelang, Deelpan and Thawana

Intervention Area 5 consists of Marotse, Geysdorp, Atamelang, Deelpan and Thawana
settlement to name a few. There are two CASP projects situated in Kopela and a RID project
located in the Deelpan. The R705 main route links the area to the town of Delareyville. The
area is a proposed site for the Manamolela FPSU. The FPSU will go a long way in supporting
small scale farmers by affording them agro-processing services and facilities. A number of
agriculture infrastructure exists in close proximity to the proposed FPSU.

Targeted VTSD Projects

There is a VTSD project located in the Tswaing local municipality. It is a 1ha existing vegetable
garden for physically disabled persons located at Witpan village (see Map 23).
Map 21: Functional Region 5
Map 22: Intervention Area 5

Legend
- Poultry Abattoirs
- Red Meat Abattoirs
- Grain stores
- CASP Project
- RID
- RIO
- Mamomela FPSU
- Rivers
- Main Roads
- Railway

Population per Settlement
- 4 - 5421
- 5422 - 16779
- 16779 - 39419
- 39420 - 73282
- Restitution Claims
- Intervention Area 5

Ngaka Modiri Molema Intervention Area 5

Map 22: Intervention Area 5
## SECTION NINE – IMPLEMENTATION PLAN

### 9.1 Proposed DRDP Projects

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<th>PROPOSED INTERVENTIONS/PROJECTS</th>
<th>PROJECT TYPE</th>
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<td>ENERGY</td>
<td>Development of a renewable energy research park</td>
<td>Development of a 'laboratory' for renewable energy research and demonstration</td>
<td>Catalytic - Game Changer</td>
<td>1. Develop a feasibility study for Ngaka Modiri Molema DM to establish the viability of a renewable energy park to boost the creation of the renewable energy sector 2. Consideration of various forms of renewable energy sources including solar projects, 4. Identify pilot area(s) 5. Market and</td>
<td>R95 000 000</td>
<td>Medium to Long term</td>
<td>Ngaka Modiri Molema DM</td>
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<td>1. R&amp;D investigative activities completed and published 2. Number of renewable energy pilot projects undertaken 3. Funding identified and in place</td>
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<td>TECHNOLOGY</td>
<td>Establishment of a technology park</td>
<td>Development of a technology park to foster innovation and enable its commercial application in the Ngaka Modiri Molema DM</td>
<td>Catalytic - Major Enabler</td>
<td>1. Develop a feasibility study for Ngaka Modiri Molema DM to establish the viability of a technology park 2. Consideration of the infrastructure required 3. Engage local community 4. Identify pilot area(s) 5. Market and promote the</td>
<td>R100 000 000</td>
<td>Long term</td>
<td>Ngaka Modiri Molema DM</td>
<td>Dept. of Science &amp; Technology/ Dept. of Trade and Industry/ Private Sector/ community/ NW Province Dept. of Finance, Economy &amp; Enterprise Developmen t/Ngaka Modiri DM</td>
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<td>Developing the rural economy</td>
<td>MANUFACTURING AND INDUSTRY</td>
<td>Establishment of district industrial hubs</td>
<td>Development of industrial hubs and manufacturing centres to foster small and medium-scale development in the Ngaka Modiri Molema DM</td>
<td>High priority programme</td>
<td>1.1. Develop a feasibility study for Ngaka Modiri Molema DM to establish the viability of industrial hubs 2. Consideration of the infrastructure required 3. Engage local community 4. Identify</td>
<td>R1 500 000 000</td>
<td>Medium to Long term</td>
<td>Ngaka Modiri Molema DM</td>
<td>DTI/Department of Science and Technology/ Agri SETA/ Private Sector/ Ngaka Modiri DM Dept. of Growth &amp; Economic Development/ community/ Private</td>
<td>1. R&amp;D investigative activities completed and published 2. Number of pilot projects undertaken 3. Funding identified and in place</td>
<td>Ngaka Modiri Molema DM</td>
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<td>OBJECTIVE</td>
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<td>DEVELOPMENTAL ACTION</td>
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<td>Improving productivity and competitiveness in the agricultural sector</td>
<td>AGRICULTURE</td>
<td>Increase supply of water for agricultural use</td>
<td>Develop projects that address Water shortages that impede the development of agriculture in the district</td>
<td>Catalytic - Game Changer</td>
<td>1. Develop an action plan to address the challenge of ground water pollution 2. Investigate alternative sources of water supply including surface water schemes, and the re-use of water 3. Develop a plan to reconcile future water requirements 4. Investigate</td>
<td>TBA</td>
<td>Medium to Long term</td>
<td>DRDLR</td>
<td>Ngaka Modiri Molema DM/NW READ Dept./National Dept. of water &amp; sanitation/farmers/farmers associations/community/all local municipalites in Ngaka Modiri DM</td>
<td>1. Plan articulating future water requirement s developed 2. Report on the installation of plastic containers for rainwater harvesting compiled 3. Action Plan to address the ground water pollution challenge developed 4. Plan to</td>
<td>Ngaka Modiri Molema DM/ Ramotshe re Moila LM</td>
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<td>the possibility of installation of plastic containers e.g. Jojo Tanks, at strategic points for rainwater harvesting purposes</td>
<td>5. Develop preventative measures to eradicate the vandalism of water pipes especially in Ramotshere Molia LM</td>
<td>6. Seek membership to the Water Catchment Authority Forum or establish a similar Forum for Ngaka Modiri Molema DM</td>
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<td>eradicate vandalism of water pipes drafted 5. Establishment of a Forum similar to the Water Catchment Authority Forum or membership to this Forum obtained</td>
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<td>Improving productivity and competitiveness in the agricultural sector</td>
<td>AGRICULTURE</td>
<td>Agri-Hub establishment &amp; development in Springbokpan</td>
<td>Development of Agri-Hub to foster small and medium-scale agricultural development</td>
<td>Catalytic - Game Changer</td>
<td>1. Development of Agri-villages around Springbokpan, Madibogo and Dinokana settlements 2. Identification of local farmers to participate in support programmes 3. R &amp; D to seek additional commodities 4. Assist farmers with gaining access to market for their produce</td>
<td>R80 000 000</td>
<td>Immediate</td>
<td>DRDLR</td>
<td>NW READ Dept/ NW Dept. of Traditional Affair/Traditional authorities/community/farmers/private sector/Farmers Associations / NW Dept. of Local Govt. &amp; Human Settlements/Univ. of NW Agriculture Dept.</td>
<td>1. Number of small Scale farmers supported through the Agri Hub 2 Relevant R&amp;D in the agricultural sector 3. Number of markets identified and expanded 4. Number of niche commodities identified</td>
<td>Springbok pan; Madibogo, Dinokana, Mooifontein/Kraaipan in Ditsobotla, Vryhof FPSU in Garatau, M anamolela in Tswaing</td>
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<td>Improving productivity and competitiveness in the agricultural sector</td>
<td>AGRICULTURE</td>
<td>Farmer Production Support Unit development in identified areas</td>
<td>Development of the FPSU for primary collection, storage, processing for the local market, and extension services including mechanisation</td>
<td>Catalytic - Game Changer</td>
<td>1. Review existing FPSU plans and objectives 2. Incorporate into a development plan for identified areas 3. Access funding 4. implement projects 5. Monitor success of projects</td>
<td>R80 000 000</td>
<td>Immediat e</td>
<td>DRDLR</td>
<td>Ngaka Modiri Molema DM/DAFF/NW Dept. OF Finance, Economy &amp; Enterprise Developmen t/NW Dept. of Traditional Affairs/ community/ farmers/ private sector/ farmers associations</td>
<td>1. FPSUs identified and developed</td>
<td>Madibogo, Dinokana, Mooinfont ein/Kraaip an in Ditsobotla, Vryhof FPSU in Garatau, Manamole la in Tswaing</td>
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<tr>
<td>Improving productivity &amp; competitiveness of the agriculture sector</td>
<td>AGRICULTURE</td>
<td>Land Availability and land use for agricultural purposes</td>
<td>Unlocking high potential agricultural areas for production especially within Traditional Authority areas &amp; CPA's</td>
<td>Key enabler</td>
<td>1. Engage traditional authorities on how to make the land more accessible &amp; productive 2. Identify strategically located land with agricultural</td>
<td>TBA</td>
<td>Short to Medium term</td>
<td>DRDLR</td>
<td>Ngaka Modiri Molema DM/NW Dept. of Traditional Affairs/NW READ/NW Dept. of Local Govt./ &amp; Human Settlements/ All local</td>
<td>No. of meetings held with traditional leaders in the DM; Hectares of land made available for farming purposes; no. of</td>
<td>Ngaka Modiri Molema DM; Tswaing LM; Ratlou LM</td>
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<td>potential with a special focus on land belonging to CPA's</td>
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<td>3. Identify community members who are interested in participating in farming activity</td>
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<td>municipalitie s in Ngaka Modiri DM</td>
<td>community members identified to participate in farming projects; Land Alienation Policy for Tswaing LM developed; Land Use Schemes published for all LM's in the DM including one for the DM; Land Audits finalised, SDF's for all LM'S updated</td>
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<td>4. Fast track the process of land audits</td>
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<td>5. Engage traditional authorities to resolve conflicts over land ownership</td>
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<td>6. Embark on a project to integrate all land use schemes in Ngaka Modiri Molema DM</td>
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<td>7. Develop a Land</td>
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<td>Improving productivity &amp; competitiveness of the agriculture sector</td>
<td>AGRICULTURE</td>
<td>Building Capability &amp; Skills Development for small-scale farmers and other interested community members</td>
<td>Skills Development/Incubator Programmes/Agri-cultural colleges in alignment with the economic growth of Ngaka Modiri Molema DM as well as the Agri-Parks concept skills needs, with a special focus on youth</td>
<td>Key enabler</td>
<td>1. Allocating Agric students via SETA to assist on small farms as part of their practical work 2. Capacity building programmes for small-scale farmers (e.g. Financial management. 3. Partnerships with commercial</td>
<td>TBA</td>
<td>Medium Term</td>
<td>DRDLR</td>
<td>Private sector/farmers/SETA/Farmers Associations / Univ. of North West/ NW Dept. of Education/AgriSETA</td>
<td>No. of incubator programmes ; no. of skills development programmes ; No. of beneficiaries of the programmes; content relevance of programmes ; No. of Career guidance EXPO's held;</td>
<td>Ngaka Modiri Molema DM</td>
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<td>OBJECTIVE</td>
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<tr>
<td>Improving productivity &amp; competitiveness of the agriculture sector</td>
<td>AGRICULTURE</td>
<td>Maximising beneficiation in different agricultural value chains through agro-processing</td>
<td>Diversification of agricultural products that include meat processing; Agro-processing of locally produced crops &amp; vegetables; Key enabler</td>
<td>1. Identify key markets such as local hospitals and other government entities who can purchase agro-</td>
<td>TBA</td>
<td>Short term</td>
<td>Ngaka Modiri Molema DM</td>
<td>NW READ Dept./ NW DRDLR/ farmers/community members/NW FEED/ Farmers Associations</td>
<td>No. of key markets identified; No. of products identified</td>
<td>Ngaka Modiri Molema DM</td>
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farmers as well as private sector entities (e.g. Clover).
4. Feasibility study to be conducted to determine the need for the building of more agric schools in the province. 5. Career guidance EXPO's at local high schools focusing on agriculture as a career of choice可行性 study conducted
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<tr>
<td>Improving Tourism competitiveness</td>
<td>TOURISM</td>
<td>Harnessing historical and cultural tourism corridors and ensuring the participation of local communities in the tourism products</td>
<td>Promoting the battlefield &amp; heritage tourism routes</td>
<td>Key enabler</td>
<td>Develop a Tourism Plan, which should include agro-tourism, for the Mahikeng and Tswaing LM's in order to improve the co-ordination of tourism opportunities; Develop a Heritage Management Programme for the DM; Support for community members to participate in tourism via arts &amp; crafts, curio shops, museums, provision of tourist</td>
<td>TBA</td>
<td>Medium to long term</td>
<td>Mahikeng and Tswaing Tourism &amp; LED Dept.; Ngaka Modiri Molema DM</td>
<td>NW Dept. of Tourism/ NW READ Dept./NW Dept. of Arts &amp; Culture Private Sector companies in the tourism sector/ communities /Univ. of North West/ Ngaka Modiri Molema DM Growth &amp; Developmen t Dept.</td>
<td>Existence of Tourism Plans for the two identified LM's; no. of community members participating in tourism products; Heritage Management Programme completed</td>
<td>Mahikeng LM; Tswaing LM; Ngaka Modiri Molema DM</td>
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<td>Investment in rural revitalisation</td>
<td>TRANSPORT INFRASTRUCTURE</td>
<td>Improvement &amp; maintenance of existing roads</td>
<td>Improve access to urban and rural areas in the Ngaka Modiri Molema DM</td>
<td>High Priority programme</td>
<td>1. Develop &amp; strengthen the road infrastructure leading to the Agri Hub and FPSU sites to ensure efficient use of the sites 2. Improve the condition of roads (tarring of main and internal roads esp. in Ratlou and general maintenance of roads in Mahikeng)</td>
<td>TBA</td>
<td>Short to Medium term</td>
<td>Ngaka Modiri Molema DM</td>
<td>NW Dept. of Roads and Public Works/ Ngaka Modiri DM Depts. Of Growth &amp; Developmen t/ Infrastructur e &amp; Maintenance</td>
<td>Kilometres of road tarred in the Ratlou area, Maintenance plan and implementati on for Mahikeng LM</td>
<td>Mahikeng LM, Ratlou LM, Ngaka Modiri Molema LM</td>
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<tr>
<td>Promoting Integrated Human Settlements</td>
<td>HUMAN SETTELEMENTS</td>
<td>Formalisation of Rural Towns and villages</td>
<td>Promoting the renewal and revitalisation of rural villages</td>
<td>High Priority programme</td>
<td>Identification of priority rural villages, especially</td>
<td>TBA</td>
<td>Medium to long term</td>
<td>Ngaka Modiri Molema DM</td>
<td>NW Dept. of Local Govt. &amp; Human Settlements/ Branding &amp;</td>
<td>No. of villages identified; Ngaka Modiri Molema DM</td>
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<td>HUMAN SETTLEMENTS</td>
<td>Housing developments to ensure sustainable human settlements</td>
<td>those closest to agri-hubs and FPSU's to be targeted for renewal; Branding and Marketing strategies to be developed for these identified villages</td>
<td>High Priority programme</td>
<td>Building of public amenities such as Rural Service centres &amp; Community Halls (Ramotshere and Ditsobotla); reducing</td>
<td>TBA</td>
<td>Medium to long term</td>
<td>Ngaka Modiri Molema DM</td>
<td>NW Dept of Local Govt &amp; Human Settlements/ NW Dept. of Public Works/ NW Dept. of Transport/ National Dept. of Water &amp;</td>
<td>No. of service centres built; non-existence of unplanned settlements; service delivery backlogs eliminated; no. of Ngaka Modiri Molema DM; Ditsobotla LM; Mahikeng LM; Ramotshe re LM</td>
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<td>building of houses</td>
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<td>service delivery backlogs especially in Ditsototla; provision of basic services such as water &amp; sanitation to Ditsobotla and Mahikeng as well as refuse removal in Mahikeng; Identification of landfill sites to curb illegal dumping of refuse/waste in Mahikeng LM</td>
<td>Sanitation/NW READ Dept. /NW DRDLR Private Sector/ communities /</td>
<td>household accessing services; Number of sites identified for the purpose of using them as landfill sites</td>
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9.2 VTSD, ILIMA & CASP PROJECTS

Ngaka Modiri Molema District Municipality has undertaken various socio-economic projects in support of the provincial repositioning and renewal objectives. Their spatial location is illustrated on the maps below and discussed in section 8 of this report.
Map 23: Targeted VTSD Projects
9.3 Institutional Arrangements

The implementation of the Ngaka Modiri Molema DRDP is dependent on the strengthening of the existing institutional framework. As aptly articulated in the NDP (chapter 13) the realisation of all development-oriented objectives is intrinsically linked to the building of a capable state. A capable state therefore is defined by the existence of functional, well-capacitated and well-funded institutions. Put succinctly, a capable, developmental state is characterised by the existence of institutional thickness and resilience primarily within government. As the NDP and the Provincial Growth and Development Plan (PGDP) also outline, the private sector, as well as civil society also have an integral role to play in the development of communities.

In implementing the identified projects, programmes and initiatives, an integrated approach to development planning will be critical. As the DRDP is located at a district level, the Ngaka Modiri Molema district will play a leading role in the implementation process. Moreover, the Department of Rural Development and Land Reform (DRDLR) will be one of the key custodians of the DRDP. The departments engaged in agricultural development, economic development, and social development and environmental planning also have roles to play in realising the objectives of the DRDP.

The DRDP for Ngaka Modiri Molema is also meant to allow for strategic planning and coordination within the internal branches of DRDLR i.e. Land Reform and Administration (LRA), Rural Enterprise and Industrial Development (REID), as well as Rural Infrastructure Development (RID). Moreover, the Spatial Planning and Land Use Management unit within the DRDLR is mandated with ensuring that there is alignment and harmonisation of spatial planning, land reform as well as rural development initiatives, projects and programmes.

While rural development forms one of the key focus areas of the Department of Rural Development and Land Reform (DRDLR), the district municipality as well as other sector departments also has a critical for to play in the realisation of rural economic transformation.

The strategic partnership with the North West University (Mahikeng Campus) needs to be further strengthened. The University houses one of the best Agricultural Faculties in the province and has produced some of the best research in the sector. Furthermore, the partnership should not only be confined to the agricultural faculty only but should incorporate all relevant field of studies that can help increase production and mitigate costs, example of such study fields are Indigenous Knowledge Systems (IKS), Geographic studies which incorporate Geographic Information systems.
This institutional arrangement can be diagrammatically shown like in Figure 19 below.

Figure 19: Multi-Stakeholder mapping for rural development
10 SECTION TEN – CHALLENGES, LIMITATIONS AND CONCERNS

This DRDP has been developed with the agriculture sector as the main pillar to drive the transformation of the rural economy. However, it is to be noted that this is subject to challenges as well as limitations brought about by natural forces at play. The district municipality is currently affected by severe drought, which is said to be the worst that South Africa has seen in at least two decades. Similarly, issues of climate change need to be taken into consideration. The following also need to be noted:

a) The continuous changes in the demarcation of municipal boundaries;
b) Changes in the allocation of municipalities – i.e. moving a local municipality from one district to another, although this can, to a certain extent, be addressed by the functional regional approach;
c) The lack of integration in the development and implementation of development projects by the various sector departments;
d) The rate at which land claims are dealt with in order to increase the amount of land available for developmental purposes. In a recent round-table discussion held in Luthuli House in March 2016, Minister Nkwinti admitted that there had been delays in the process of land reform, and further went on to describe the issue of land as a "sensitive one";
e) Issuing of title deeds to land claimants.
11 SECTION ELEVEN - CONCLUSION

What is apparent from the main issues outlined in this document is the persistence of hallmarks of underdevelopment in North West’s rural areas. These markers of underdevelopment include the lack of basic services such as electricity, water, roads infrastructure and housing. The culmination of these absences is abject poverty, unemployment and a relatively poor quality of life. As the DRDP is aimed at transforming rural economies in the Ngaka Modiri Molema DM, there exist economic, socio- spatial and environmental endowments that can be harnessed.

From various policy articulations, focus is given to the potential of the agricultural sector in revitalising rural economies. To this end, the Presidency as well as DRDLR has identified strategic sites for setting up Agri-Parks. These Agri-Parks will be critical hubs where investment in physical infrastructure and human capital will be harnessed to promote agri business. Furthermore, the Springbokpan Agri-park is expected to assist with the appropriate handling and storage facilities that will enable Ngaka Modiri to increase its contribution to South Africa’s exports to BLSN countries.

While agriculture, mining and manufacturing are traditional sectors holding rural economies; there is a need to identify sunrise i.e. new economic sectors that can diversify new vistas for rural economic transformation. In fact, in his recent state of the province address on the 26th February 2016, Premier Supra Mahomapelo articulated that tourism remains critical in boosting the economy of the North West and he welcomed the development of the “a re yeng bokone bophirima” brand property that will hopefully have a positive impact on domestic tourism in the province. Programmes such as the dti’s Black Industrialisation Programme, aimed at promoting the participation of black industrialists as manufacturers for the key sectors identified in the Industrial Policy Action Plan (IPAP) as well as other sectors driving economic growth and development will also contribute to rural development, as agro-processing becomes more emphasized. In addition, skills development, which is also highlighted in this DRDP, forms a key part of the Black Industrialist programme.

As rural economic development is taking place in the bedrock of a technological revolution, the Information and Communication Technology (ICT) sector has the potential to drive integrated rural development. In achieving this, the rural development approach for North West at large is hinged upon the identification and fostering of urban/rural linkages.

The functionality of urban/rural spaces is dependent on the flow of capital, goods, people and ideas between and within these two spaces in an integrated fashion. The revitalisation of functional rural regions therefore will be dependent on the creation of sector-specific economic hubs, such as Agri-Parks, Techno-parks and all-purpose community centres.

As highlighted, the vision for rural development in Ngaka Modiri Molema as well as the issues identified as levers and barriers to rural economic transformation have informed the formulation of the DRDP, as well as the proposed implementation plan thereof.