JOHN TAOLO GAETSEWE DRAFT ONE PLAN

District Development Model

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PREFACE

All three spheres of government working together with stakeholders and communities are committing to make the John Taolo Gaetsewe district ***a global centre of excellence for environmentally sustainable, innovative and competitive iron and manganese mining and steel beneficiation that anchors a diversified and inclusive economy with an empowered and prosperous local community.***

The John Taolo Gaetsewe District is situated in the Northern Cape Province of South Africa. John Taolo Gaetsewe District Municipality (JTGDM) comprises of three Local Municipalities i.e., Gamagara, Ga-Segonyana and Joe Morolong. Kuruman town is the administrative seat of the district municipality. JTGDM is the second smallest district in the Northern Cape, occupying only 6% of the province i.e., 27 293 km2. The John Taolo Gaetsewe District comprises of 186 settlements of which the majority (80%) are villages mainly located in the Joe Morolong Local Municipality

The John Taolo Gaetsewe (JTG) district is currently home to about 70% of global manganese and iron-ore reserves yet over 40% of the local population is unemployed. This vast natural endowment together with other key sectors such as agriculture, renewable energy and eco-tourism must be harnessed for the benefit of the local people and the country. It requires a more focused and energised approach from government in a social compact with business and civil society to promote and sustain a more conducive environment for high investment, skills development and local community empowerment.

Through the District Development Model (DDM) government will be able to act in a more unified and coherent way with greater care and diligence that will restore confidence in ethical, capable and developmental governance of John Taolo Gaetsewe district that is necessary to drive inclusive economic growth.

This **JTG One Plan** articulates how the national and provincial spheres of government including state entities will localise their programmes and budgets in a more coherent and coordinated manner that responds to the spatial and socio-economic logic of the district and serves to reinforce and enhance local governments sustainable functioning. The John Taolo Gaetsewe family of municipalities (district and locals) will operate with improved capability and accountability as the key driver and authority of the district space. The Integrated Development Plans and Spatial Development Frameworks of the municipalities are key planning and implementation instruments that will be strengthened through the strategic long-term framework and impact-oriented strategies of the *All of Government* JTG One Plan.

The JTG One Plan is visionary and transformative and aims to address the triple-threat of poverty, unemployment and inequality within the district through the DDM key transformation focus areas namely *People Development, Economic positioning, Spatial Restructuring and Environmental Sustainability, Infrastructure Engineering, Integrated Service Provisioning and Governance.*

The main focus of the One Plan is to address service delivery backlogs and pursue alternative local economic development, which prioritises employment creation and localisation in product markets. Municipalities will be assisted to create an enabling environment for economic development and provide regulatory certainty in line with Back-to-Basics pillar of LED within the JTG district.

The DDM is an all-of-government approach to improve integrated planning and delivery across the three spheres of government with district as focal

points of government and private sector investment. The DDM is aimed at facilitating integrated planning, delivery and monitoring of Government's development programmes through the concept of a joint "One Plan"

The key role players on the DDM One Plan are the public sector (local, regional, national governments, education institutions), private sector (corporations, small business, informal sector, banks, credit unions), labour (trade unions, labour unions), community and non-governmental organizations (community and traditional leaders, neighbourhood groups, religious organizations, women's groups, poor and disadvantaged groups, environmental groups) and the general public (informal leaders).

1. INTRODUCTION

1.1 PURPOSE

The District Development Model announced by the President seeks to address the "pattern of operating in silos" which leads to a lack of coherence in planning and implementation and makes it difficult for government to monitor and have oversight in its programmes.

The new District Development model aims to improve the coherence and impact of government service delivery on the 44 Districts and 8 Metros including the John Taolo Gaetsewe District in the Northern Cape. The new model should also do away with the current challenges of poor intergovernmental coordination, planning, budgeting and implementation.

The aim of this One Plan is to provide a development profile and key development trends of the JTG District Municipality. In addition to providing a development profile for the JTG district Municipality, the report also identifies key challenges spatially, demographically, economically, socially, governmental and in terms of financial management. The plan will also provide an overview of projects related to the national, provincial and district perspective.

1.2 DDM INTENT

The District Development Model and One Plan will function within the provincial and local spheres' policy and planning frameworks. In essence it will entail that both provincial and local programmes and plans will be managed and implemented through a shared service approach from a District Municipal perspective. The programmes and plans in both provincial and local spheres need to find expression in the District Development Model and One Plan to ensure alignment within all the relevant plans starting from the Provincial Growth and Development Plan (PGDP), Provincial Spatial Development Framework (PSDF) through to the Local Spatial Development Framework (Municipal SDF) and ultimately the Integrated Development Plan (Municipal IDP). It is through this coordinated effort that the District Development Model approach is aimed to streamline all the plans to facilitate the implementation of programmes and plans at local municipal level. This approach will also ensure that development application of projects is aligned to ensure that these projects can serve at a Planning Tribunal through the SPLUMA process. SPLUMA clearly stipulates that Planning Tribunals can only consider development applications (or projects) if it is in line with the provincial and local spatial development frameworks.

The One Plan will focus on key economic infrastructure projects that require unblocking actions; Key catalytic projects (catalytic projects in the context of the One Plan refers to large scale spatial transformation projects of greater investment value and that are projected to make a substantial contribution to economic growth, job creation and skills revolution);Key projects that are aimed at stimulating and diversifying the economy; Short term service delivery improvement actions; and Immediate local government stabilisation and improvement actions.

1.3 ONE PLAN

The John Taolo Gaetsewe DDM is guided by the One Plan content guide and consist of five sections namely Introduction, Diagnostic analysis, Vision setting, Strategy formulation and Implementation and monitoring framework.

- **Introduction:** Provides a brief overview of the District Development Model (DDM) context, purpose and outcomes. The section provides some background to the role and functions of the DDM Hub, sets out the purpose and high-level content of the One Plan and provides some insights into the structuring and development methodology applied in the preparation of the JTG One Plan.
- **Diagnostic analysis**: Provide critical insights and strategic perspectives on the issues and development trends that shape the JTG district's future.
- **Vision setting**: Provides description of the desired future state of the area, defining what should be achieved through the strategy and implementation stage informed by the diagnostic assessment and context-specific narratives informed by stakeholder engagements.
- **Strategy formulation**: Describes strategies and programmes required to address issues identified in the diagnostic assessment and strategies and programmes needed to achieve the desired end state as articulated in the vision framework.
- **Implementation and monitoring framework:** Consist of a baseline, description and interpretation of existing commitments and planned initiatives by multiple spheres of government, as well as newly formulated One Plan project and initiatives identified as part of the One Plan formulation process to give effect to the JTG One Plan vision and strategy. The monitoring framework expresses each strategic thrust, programme and set of projects relating to the desired outcome, measurable target or indicator, which will measure the successful implementation of projects, initiatives and actions towards achieving the One Plan and ultimately the desired future state district.

The One Plan is a visionary and transformative plan addressing the following interrelated DDM key transformation focus areas namely:

- **Demographic change and people development**- To improve the quality of life and over all well-being of the people.

- **Economic positioning**- To build a resilient and transformed economy
- **Spatial restructuring and environmental**- To develop a transformed, efficient and sustainable spatial form for economic development and integrated human settlements.
- **Infrastructure engineering**- To mobilise, target, align and manage infrastructure investments sustainably
- **Integrated service provision**- To enable a reliable, cost effective, viable, sustainable and seamless service provision
- **Governance-** To improve the performance of all spheres of governance

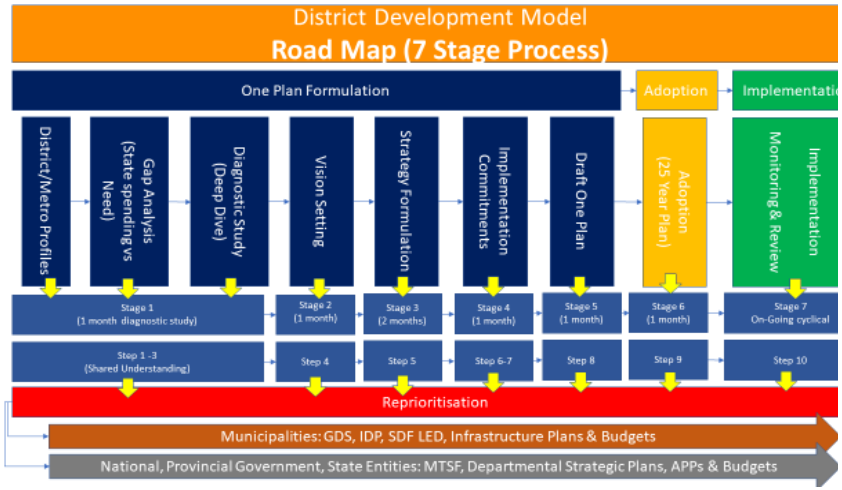
In relation to each transformation focus area the One Plan has to articulate the following:

- The current situation
- The desired future
- The strategies and Interventions needed to move from the current to the desired
- The Implementation commitments by all three spheres of government and key stakeholders that will enable the identified strategies/interventions to be implemented

1.4 ONE PLAN FORMULATION PROCESS

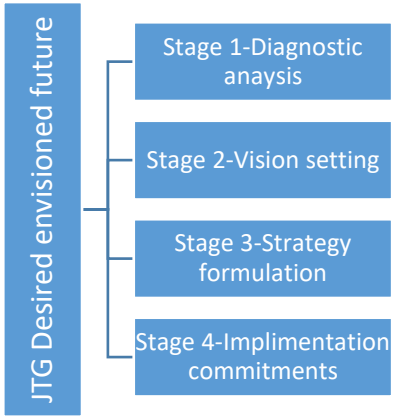
The formulation of the John Taolo Gaetsewe One Plan has been a journey between all three spheres of government, sectors, and the people. It was initiated by conducting a status quo of socio-economic development, service delivery progress, infrastructure, governance and financial management situation. After the analysis of the status quo an assessment was done that maps out the challenges, opportunities and strategies to achieve the vision of the JTG Region One Plan.

Table 1: One plan formulation process



1.5 ONE PLAN OUTLINE

Table 2: One plan outline



2. DIAGNOSTIC ANALYSIS

The diagnostic analysis was articulated where a status quo was conducted on demographic and people development, Economic positioning, Spatial restructuring and environmental, Infrastructure engineering, integrated service provision and Governance.

2.1 PEOPLE DEVELOPMENT

The John Taolo Gaetsewe District has a population of over 255 717 people and accounts for 19.4% of the total population in the Northern Cape Province with the population growth averaged 2.83% per annum. JTG occupies 27 293 km^2 and is comprised of three Local Municipalities namely, Gamagara LM, Joe Morolong LM and Ga-Segonyana LM, they all together have a total of 186 settlements. JTGDM comprised of 71 700 households and

increased at an average annual rate of 3.54% from 2008 to 2018, the average household size in 2008 decreased from approximately 3.8 individuals per household to 3.6 persons per household in 2018. There was a total number of 20 300 people unemployed which when expressed as a percentage, it is 23.5% with an average annual increase of 3.04% in the number of unemployed people. The Gini coefficient in JTGDM was at 0.635, which reflects a marginal increase in the number over the ten-year period from 2008 to 2018, this means that inequality is a concern. With regard to education, in 2018 the number of people within the 'matric only' category was 33 600 and the number of people with 'matric and a certificate/diploma increased with an average annual rate of 4.68%, with the number of people with a 'matric and a Bachelor's' degree increasing with an average annual rate of 4.18% (Office of the Premier,2020, p.17)

Table 3: Population growth and projections

POPULATION					
MUNICIPALITY	**2011**	**2018**	**2030**	**2050**	**Average annual growth**
Gamagara L.M	41619	56800	92414	155132	5.23%
Joe Morolong L.M	89323	85500	65594	33496	0.55%
Ga-Segonyana L.M	93607	113000	136819	153236	3.75%
John Taolo Gaetsewe D.M	**224549**	**255717**	**294827**	**341864**	**2.83%**

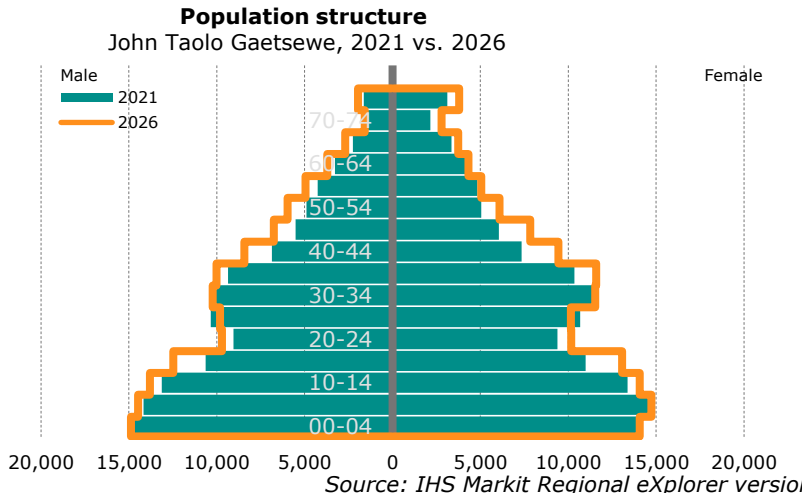
Source:2030/50 CSIR Green book

Table 4: Population projections

	2011	**2018**	**2030**	**2050**
Gamagara LM	11561	15778	25671	43092
Joe Morolong LM	24812	23750	18221	9304
Ga-Segonyana LM	26002	31387	38005	42566
John Taolo Gaetsewe DM	62375	71033	81896	94962

The population projections are not precise; they were obtained by dividing the population by the average number of people per household which was 3.6.

Table 5: Population structure



Source: IHS Markit Regional eXplorer version

The population pyramid reflects a projected change in the structure of the population from 2021 and 2026. The differences can be explained as follows:

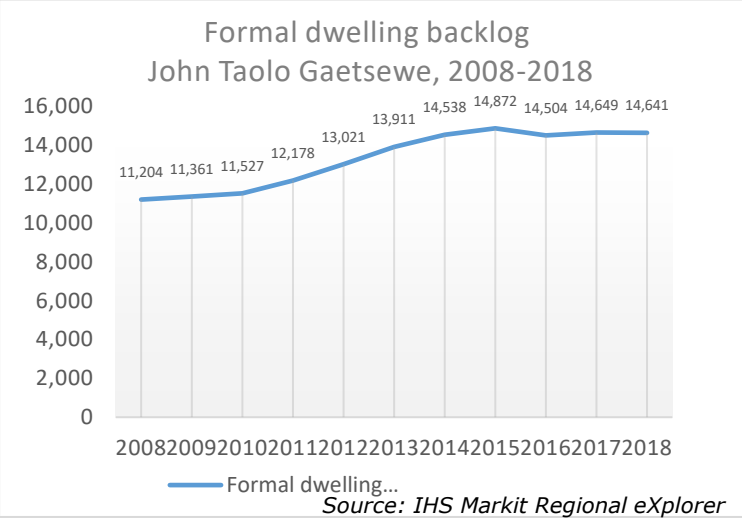
- *In 2021, there is a significantly larger share of young working age people between 20 and 34 (24.2%), compared to what*

is estimated in 2026 (22.5%). This age category of young working age population will decrease over time.

- *The fertility rate in 2026 is estimated to be slightly higher compared to that experienced in 2021.*
- *The share of children between the ages of 0 to 14 years is projected to be significant smaller (31.4%) in 2026 when compared to 2021 (33.2%).*

In 2021, the female population for the 20 to 34 years age group amounts to 12.5% of the total female population while the male population group for the same age amounts to 11.7% of the total male population. In 2026, the male working age population at 10.9% does not exceed that of the female population working age population at 11.6%, although both are at a lower level compared to 2021.

Table 6: Formal dwelling backlog



Source: IHS Markit Regional eXplorer

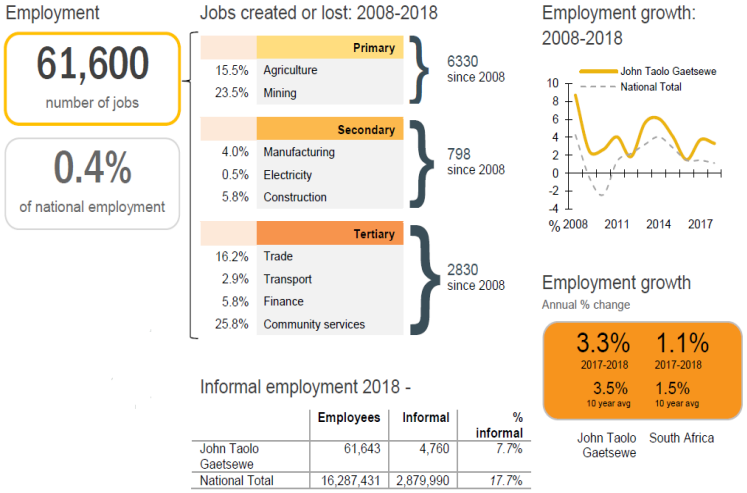
From the above statistics it is clear that the region is growing in terms of population and households. this is as a result of fertility as well as in-migration driven by mining activities which result in an increase in the number of households not living in a formal dwelling. This growth means that more developments are necessary for the improvement of the livelihood of people. This is in terms of skills development, education attainment, infrastructure development and provision as well as employment opportunities. The increase in unemployment rate stipulates that there is a need for employment opportunities, the JTG region's economy is based on Agriculture and Mining; this means that people's development can be achieved through different initiatives such as skills development, Research and development as well as agricultural and mining beneficiation.

2.2 ECONOMIC POSITIONING

With the population of over 255 717 and 71 700 households, in 2018, there were 156 000 people living in poverty, using the upper poverty line definition across JTGDM. It was estimated that 20.25% of all the households in the John Taolo Gaetsewe District Municipality, were living on R30,000 or less per annum in 2018. In comparison with 2008's 41.46%, the number is slightly lower. The R18 000-R30 000-income category has the highest number of households with a total number of 9 640, followed by the R30 000-R42 000-income category with 9 047 households. Only 12 households fall within the R0- R2 400-income category.

The Gini coefficient in JTGDM was at 0.635, which reflects a marginal increase in the number over the ten-year period from 2008 to 2018, this means that inequality is a concern. In 2018, there were a total number of 20 300 people unemployed in John Taolo Gaetsewe, which is an increase of 5 240 from 15 000 in 2008. Out of the economically active population, there are 20 300 that are unemployed, or when expressed as a percentage, an unemployment rate of 23.5% (Office of the Premier 2020, p.40).

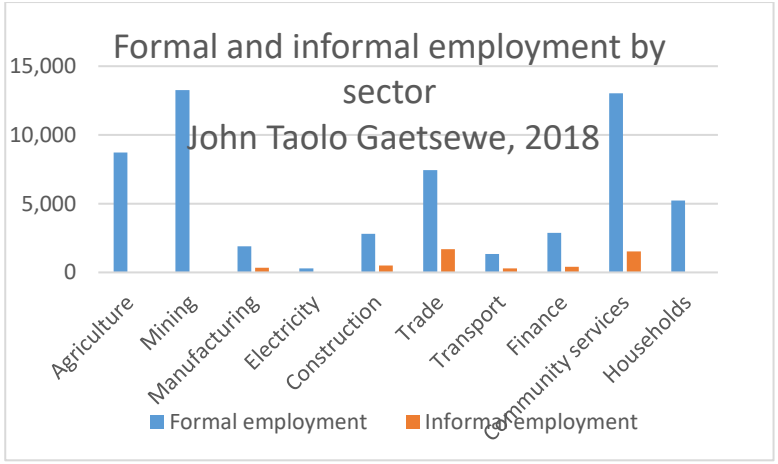
Table 7: Labour and employment overview



Informal employment 2018 -

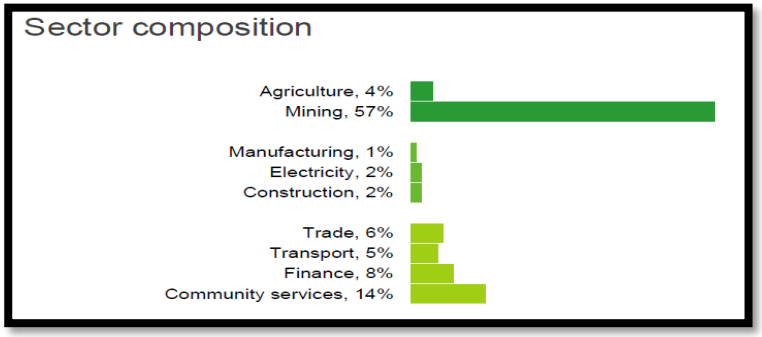
	Employees	Informal	% informal
John Taolo Gaetsewe	61,643	4,760	7.7%
National Total	16,287,431	2,879,990	17.7%

Table 8: Employment by sector



Economic sector composition

Table 9: Economic sector composition



Primary sector

According to Office of the Premier, the primary sector consists of two broad economic sectors namely the mining and the agricultural sector. Between 2008 and 2018, the agriculture sector experienced the highest positive growth in 2017 with an average growth rate of 12.5%. The agricultural sector experienced the lowest growth for the period during 2011 at -6.9%, while the mining sector reaching its lowest point of growth in 2016 at -1.9%. Both the agriculture and mining sectors are generally characterised by volatility in growth over the period. The following mining houses are operational in the Joe Morolong municipality: UMK, BHP Billiton, Assmang Blackrock Mine, Tshipi-e-Ntle, Kalagadi, Kudumane Mining Resources, Sebilo Mine and Aqcuila mine

Secondary sector

The secondary sector consists of three broad economic sectors namely the manufacturing, electricity and the construction sector. Between 2008 and 2018, the manufacturing sector experienced the highest positive growth in 2011 with a growth rate of 8.5%. The construction sector reached its highest growth in 2009 at 16.3%. The manufacturing sector experienced its lowest growth in 2010 of -2.6%, while construction sector reached its lowest point of growth in 2010 with a -3.1% growth rate. The electricity sector experienced the highest growth in 2011 at 6.3%, while it recorded the lowest growth of -1.4% in 2008.

Tertiary Sector

The tertiary sector consists of four broad economic sectors namely the trade, transport, finance and the community services sector. The trade sector experienced the highest positive growth in 2011 with a growth rate of 11.4%. It is evident for the transport sector that the highest positive growth rate also existed in 2011 at 10.2% which is lower than that of the manufacturing sector. The finance sector experienced the highest growth rate in 2011 when it grew by 9.3% and recorded the lowest growth rate in 2010 at -1.4%. The Trade sector had the lowest growth rate in 2009 at -2.0%. The community services sector, which largely consists of government, experienced its highest positive growth in 2011 with 11.9% and the lowest growth rate in 2013 with 0.2%.

Challenges in mining and agriculture in JTG is **l**imited access to raw material for local beneficiation, this result from the current structural arrangement of the mining and agricultural industry, which remains geared towards export orientation of raw material, with the bulk of current producers bolted in long term contracts with their international clients. Pricing mechanisms used by some raw and intermediate material producers also hamper beneficiation to the final stages of the value chain.

The mining commodities are also hugely affected by global markets, KUMBA Iron Ore, SA's largest producer of the crucial steel ingredient, is cutting the workforce at its flagship Sishen mine in JTG by nearly half to cope with weak iron ore prices. Sishen remains under pressure as commodity prices show no signs of recovery

Sector growth forecast

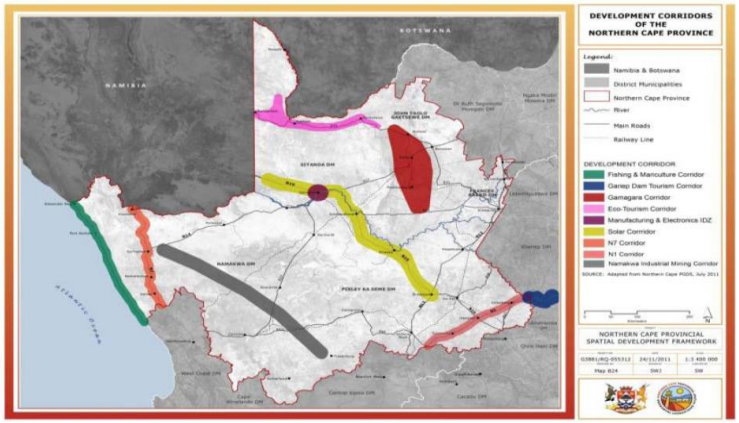
The mining sector is expected to grow fastest at an average of 2.97% annually from R 8.53 billion in JTGDM to R 9.88 billion in 2023. The mining sector is estimated to be the largest sector within the John Taolo Gaetsewe District Municipality in 2023, with a total share of 70.8% of the total GVA (as measured in current prices), growing at an average annual rate of 3.0%.

The sector that is estimated to grow the slowest is the electricity sector with an average annual growth rate of -2.12%. The more diverse an economy is, the more likely it is to create employment opportunities across all skills levels (and not only - for instance - employment opportunities that cater for highly skilled labourers), and maintain a healthy balance between labour-intensive and capital-intensive industries. If both economic growth and the alleviation of unemployment are of concern, clearly there need to be industries that are

growing fast and also creating jobs in particular the lower skilled categories. Unfortunately, in practice many industries that are growing fast are not those that create many employment opportunities for unskilled labourers (and alleviate unemployment). For 2018 John Taolo Gaetsewe District Municipality has a very large comparative advantage in the mining sector. The agriculture sector also has a very large comparative advantage. The John Taolo Gaetsewe District Municipality has a comparative disadvantage when it comes to the manufacturing and trade sector which has a very large comparative disadvantage. In general mining is a very concentrated economic sector (DALRRD,2021).

In terms of Economic positioning transformation and enhancement in JTG Region focus should be in corridor development, Mineral beneficiation, Agriculture, Eco-tourism and renewable energy resources

Table 10: Development corridors



The Gamagara Development Corridor, which spans across district boundaries, is part of the Strategic Integrated Projects (SIPs). The SIPs are a product of the National Infrastructure Projects (NIP). The NIP was initiated to provide a background on cabinet's decision to establish a body to integrate and coordinate the long-term infra-structure build known as the Presidential Infrastructure Coordinating Council (PICC). The PICC presents the spatial mapping of infrastructure gaps which analyses future population growth, projected economic growth and areas of the country which are not served with water, electricity, roads, sanitation and communication.

Agriculture

Climate change is predicted to negatively impact on the agricultural sector in JTGDM. Increased temperatures, drought, and the increase in frequency and severity of storm events will impact on the crops that can be grown and potentially result in a loss of livestock and increasing food insecurity. The proposed priority responses in the Agriculture Sector are: Establish a

donkey commercialisation project that will include the development of a business plan for donkey products, this should include the creation of a tourism market for donkey related activities (Like the ostrich tourism in

Oudtshoorn). Also, Provide support to the Veterinary Services project on educating and empowering emerging farmers(DALRRD,2021).

Mineral Beneficiation

Steel and stainless-steel production are major consumers of iron ore and manganese; JTG District is a major producer of these ferrous minerals. Access to these raw materials will therefore be essential to increase levels of local beneficiation of these minerals. Steel products are vital inputs into labour intensive manufacturing processes. Development of manufacturing plants would assist in creating an environment for competitive pricing in the domestic market while creating employment.

Eco-Tourism

Eco-tourism in JTGDM can be listed as camping, game drives, hunting, indigenous wildlife, natural springs and caves, etc. Most of these activities are situated in the east and north east of JTGDM. Some of the main eco-tourism attractions include the following:

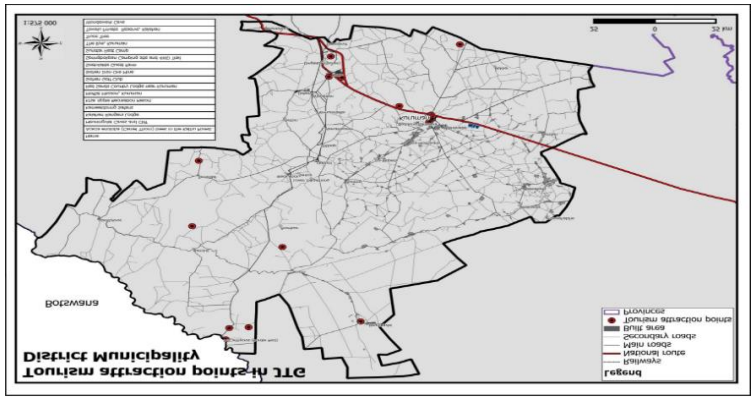
The Eye: This is a geological feature bringing water from deep underground to the surface in the Kalahari Desert. The Eye is the biggest natural fountain in the southern hemisphere, proclaimed a national monument in 1992.

Khai Apple Recreation Resort: situated in the Gamagara Municipality, the resort offers outstanding accommodation, camping and caravanning facilities, fishing and horse riding

The Kalahari Raptor Trail: Kuruman, Kathu, Olifantshoek, Upington, Keimoes, Kakamas

Augrabies Falls National Park fall within the Kalahari Raptor Trail.

Table 11: Tourism attraction points



Renewable Solar Energy

Renewable energy plays a fundamental role in tackling climate change, environmental degradation and energy security. JTG District is characterized by extreme temperatures with a fluctuation between 33.1oC as the mean annual maximum and 0.1 - 2.0oC as the mean annual minimum. The extreme high temperature that has been recorded is 41.6oC in summer, this suggests that investment in and exploitation of solar energy will result in the district becoming self-reliant in the generation of solar electricity which will provide a sizeable injection into the national electricity grid while creating employment opportunities in the JTG District.

The economic position for the district needs to discuss issues relating to the economic sectors in the district area and their performance. Other issues that are critical in the development of the economic profile are an understanding of performance of the economic sectors within the district. The JTG District Municipality does not function in isolation from Northern Cape, South Africa and the world, now more than ever, it is crucial to have reliable information on its economy for effective planning. Information is needed that will empower the municipality to plan and implement policies that will encourage the social development and economic growth of the people and industries in the municipality respectively.

One Small Town Approach

The One Small Town (OST) strategy takes an entirely new approach towards reviving our towns and economies. It is a community-driven structure presenting a viable economic model that benefits all participants. A model that unifies entire communities towards a common goal and fosters exponential economic growth potential.

The OST initiative will result in community-focused, financially abundant towns with maximum employment and new levels of security for all its inhabitants. OST aims to achieve the following:

- Rejuvenation of entire municipal district
- Activation of idle industry and agriculture
- Large-scale work creation for community
- Many opportunities in arts, culture, education,
- Healthcare, sports, science and more
- Installation of our own electricity supply
- Large-scale investment opportunity for investors
- Unlimited economic growth potential
- Long-term self-sustainability, prosperity & abundance

2.3 SPATIAL RESTRUCTURING AND ENVIRONMENTAL

There is a total number of 186 settlements in the JTGDM area, there are nine Traditional Authorities in the District distributed as follows; two are in Ga-Segonyana Local Municipality and seven (7) are in Joe Morolong Local Municipality. About 80% of the land mass of Joe Morolong is Trust Land and is under the custodianship of Traditional Leaders. The importance of this type of administration is that they also take decisions on land ownership and development. If not consulted there could be serious conflicts that may frustrate the ideals any development to take place (John Taolo Gaetsewe District Municipality, 2019).

Table 12: Settlement density

	John Taolo Gaetsewe	Joe Morolong LM	Ga-Segonyana LM	Gamagara LM
Density of people per km²	8.2	4	21	16

Table 13: Settlement hierarchy

Municipality/ Description	Ga-Segonyana LM	Gamagara LM	Joe Morolong
First Order Settlement	Kuruman	Kathu	Hotazel and Churchill
Second Order Settlement	Mothibistad, Wrenchville, Bankhara-Bodulong, Seoding, Magobe, Batlharos, etc.	Olifantshoek, Sishen and Dibeng, Dingleton	Vanzylsrus and McCarthysrus
Third Order Settlement	Maruping, Seven Miles, Magojaneng, Kagung, etc.	None	Heuningvlei, Laxey, Bothitong, Dithakong, etc
Fourth Order Settlement	Gamopedi, Gantatelang, Pietbos, Gasehubane, Thamoyanche, etc.	None	Perth, Mahukhubung, Padstow, Eiffel, Ditshelabeleng, etc

•First Order Settlement – Areas of significant size, with the greatest range of services and facilities in the JTGDM, and in principle, the most sustainable locations for major growth, e.g., Towns;

•Second Order Settlement – Areas of residential dominance with availability of services and facilities within settlements, where its resident directly relies on First Order Settlement and which consist of community facilities, healthcare and education provision indicators, e.g., Townships;
•Third Order Settlement - Large villages which act as key service centres for the surrounding rural area by virtue of the range of services and facilities they possess, and, in principle, suitable for growth; and
•Fourth Order Settlement - Small villages with few, if any, services and facilities, suitable only for development of single dwellings or small groups.

John Taolo Gaetsewe Municipal Area is characterised by a mixture of land uses of which agriculture and mining are dominant. The rural land in the district is used extensively for cattle, sheep, goat and game farming. The area is also well known for its good commercial hunting in the winter, and holds potential as a tourism destination. The north-eastern region iscomprised principally of high-density rural and peri-urban areas while the western and southern areas are sparsely populated and consist mainly of commercial farms and mining activities. The main towns and villages within the district borders are Kuruman, Kathu, Deben, Dingleton, Olifantshoek, Vanzylsrus, Bothitong, Churchill, Manyeding, Laxey, Batlharos, Mothibistat, Hotazel and Heuningvlei (John Taolo Gaetsewe District Municipality, 2019).

Table 14: Agriculture contribution per mesozone

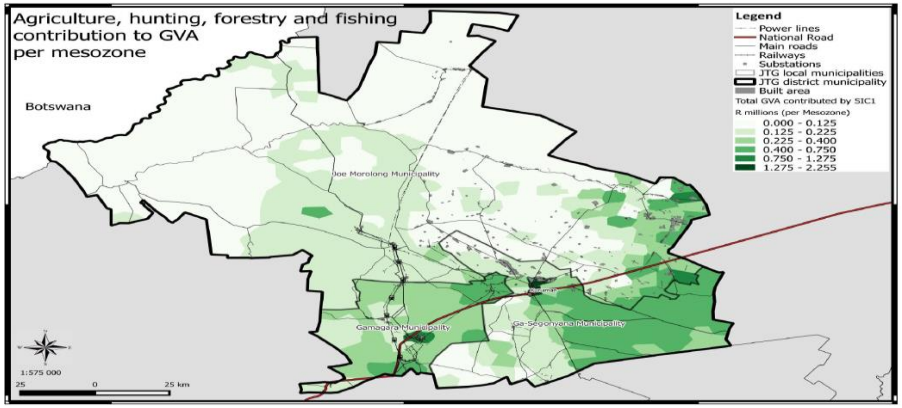
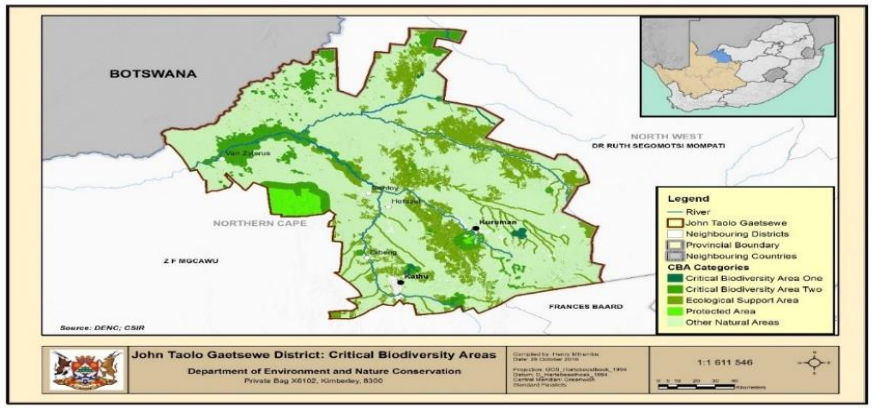


Table 15: Critical biodiversity areas



The natural environment in JTDM is reportedly in a fair condition, although poor land management has resulted in degradation of the resource base. Of particular concern is the deterioration of the natural vegetation through overgrazing, poor fire regimes, wood harvesting, misuse of wetlands, and encroachment by invasive plants and weeds. Because of the rapid change in the environment and as well as climate change there is for environmental management strategies

Table 16: Road network as defined by the DRP's Road referencing system (RRS)(Network 9)

Road Type	Authority 1 (Provincial)	Authority 2 (Municipal)
Flexible (Paved) Roads	3 591.11	139.19
Segmented Block (Paved) Roads	25.79	3.53
Unpaved Roads	23 573.21	242.93
Total	**27 190.11**	**385.65 ***

Transport within JTGDM is characterized by a limited availability of number of transport modes, storage facilities and huge backlogs in communication. This is the reality despite the fact that Kuruman is an important distribution depot for the surrounding rural areas, this implies that there is need for Integrated Transport Planning.

Because of the development potential in JTG District, Development of Precinct Plans is essential to achieve accurate investment quantum's that can be used to inform the capital budgets for JTG District and they are key facets of implementation. The development of these plans will result in sustainable integrated human settlements.

2.4 INFRASTRUCTURE ENGINEERING

The focus will be on big key investments needed to give effect to envisaged spatial pattern, economic positioning and integrated human settlements – a prioritized infrastructure investment programme has been identified (see implementation commitments) and will be outlined with key national and provincial sector commitments.

IUDF (Integrated Urban Development Frameworks); SDF (Spatial Development Frameworks), LUMS (Land Use Management Schemes) will inform infrastructure engineering and investments and ultimately legitimate and legal township establishments eradicating informal settlements which is a huge problem within the Northern Cape Province and JTG having the second highest number of informal settlements.

The infrastructure diamond below depicts the four household infrastructure measures on a single diamond shaped chart. The larger the diamond, the better serviced the region is in terms of refuse, electricity, sanitation and water access.

Focus will be on intergovernmental coordinated infrastructure and engineering investments (ICT backbone; GIS, Bulk Water, Sewer, Roads, Stormwater, Bridges, Rails, Buildings, Intermodal Transportation hubs and facilities & Energy as well reticulation). Systems technology i.e. ICT systems infrastructure investment deployment to support the entire JTG district, its mines and businesses to function efficiently and seamlessly.

Creditable project preparation, planning, procurement, contract management and asset lifecycle management.

Asset management policies and strategies to be updated to enable the latest maintenance management plans to be implemented as per prescribed intervals and periods as maintenance of the infrastructure assets will ensure the prolongation and stretching of infrastructure and engineering assets minimizing expensive replacement of assets (tangible and intangible). Properly maintained infrastructure will attract investment through marketing of the district provincial and countrywide.

Table 17: Household service diamond

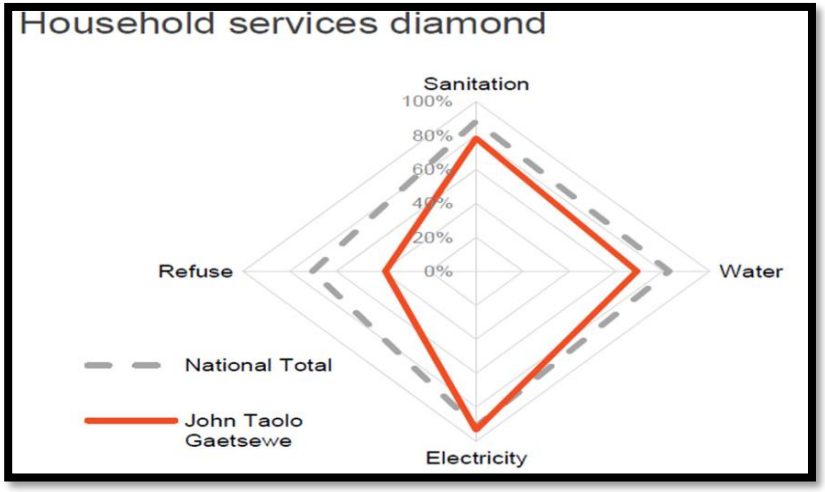
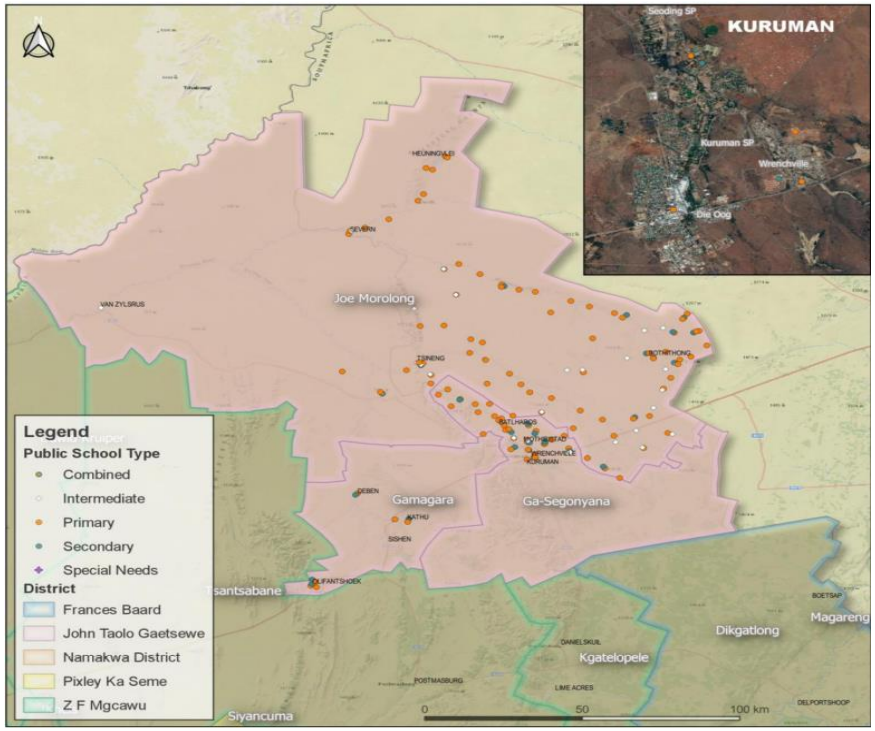


Table 18: Location of schools in the district



There are 179 Public Ordinary Schools, 1 Special Schools and 7 Independent Schools with a total of 187 school in the John Taolo Gaetsewe District Municipality. Learner enrolment numbers in John Taolo Gaetsewe have increased over the last 10 years by 22.72% and the last 15 years with 48.48% and increases every year. The learner declined from 2020 to 2021 academic year was 1611 learners. The Department is still awaiting the published 2022 learner enrolment statistics

Water

Water Infrastructure in Ga-Segonyana Local Municipality

The Municipality is the Water Service Authority (WSA) for the entire Municipal Area. It serves as the water service provider for Kuruman, Wrenchville and Bankhara-Bodulong. The rural areas, including Mothibistad, are serviced by Sedibeng Water as the appointed Water Service Provider for Ga-Segonyana Local Municipality. The Municipality depends entirely on underground water sources for its domestic, agricultural and commercial consumption (Integrated Infrastructure Plan, 2022-23). The Local Municipality has the highest population in the district and has seen a sporadic migration of people from Joe Morolong municipality pitching tents in around the villages closer to town and the newly established informal settlements like Promised Land and Obama Hills. And this accounts to the current backlog in water reticulation and supply. In the more rural areas water is pumped from a borehole to a higher-level reservoir constructed on a stand about 10 m above ground level. From the reservoirs, a reticulation system transfers the water to standpipes.

In Kuruman “The Eye” water spring is also utilized for “grey water” for gardening and other non-consumable needs. Sedibeng Water Board is the Service Provider appointed by the Municipality to render water services in most of the “rural” villages outside Kuruman. Planned And Unfunded Water Projects

Water Infrastructure in Joe Morolong Local Municipality

Joe Morolong Local Municipality is the Water Services Authority in its area of jurisdiction. The municipality experiences challenges on certain identified water systems and sources. The main water source is ground water (boreholes), apart from the Heuningvlei scheme, which is the only

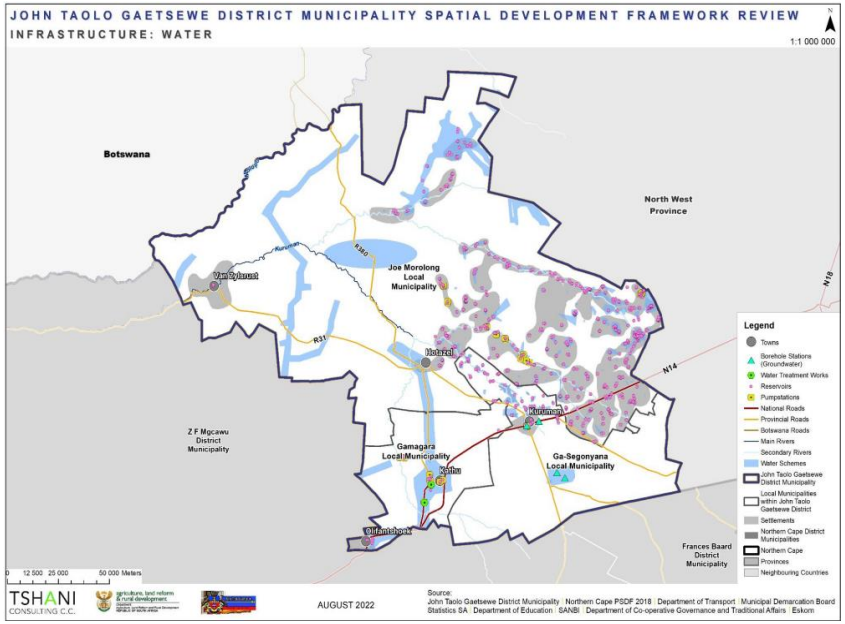
real bulk water scheme within the area, all other schemes are boreholes extraction. The Municipality focused its efforts and resources in eradicating the Water backlog in three main areas, namely where there was no formal water infrastructure, where an extension of infrastructure is required and where there is no water source available. There are 24 villages that are without access to water at all, 66 villages requiring extension of existing water infrastructure, 37 villages who have access to infrastructure but no access to water due to source problems, and 17 villages have aging water infrastructure. (Integrated Infrastructure Plan, 2022-23)

Blue Drop compliance is still a challenge for the Municipality, but it is improving the Municipality is constantly putting systems in place that will assist in complying with the requirements.

Water infrastructures in Gamagara Local Municipality

Gamagara Local Municipality is a Water Service Authority with Sedibeng water administering certain areas like Olifantshoek with the Bulk water. There are three systems of supply within the municipality which are; boreholes, dewatering from the mine and the bulk water supply from Sedibeng water board Sedibeng water serves as the water service provider (supply only bulk water to the municipality). Sedibeng water source water from Vaal Gamagara Water Scheme. Sishen iron ore (Kumba Mine) supply the dewatering water to the municipality only in Kathu (Integrated Infrastructure Plan, 2022-23) In Gamagara Local Municipality the scarcity of portable underground water is depleting due to a rapid increase in population. The challenge is the continuously stealing and vandalism of the water infrastructure, illegal connection which result in water losses

Table 19: Water infrastructures

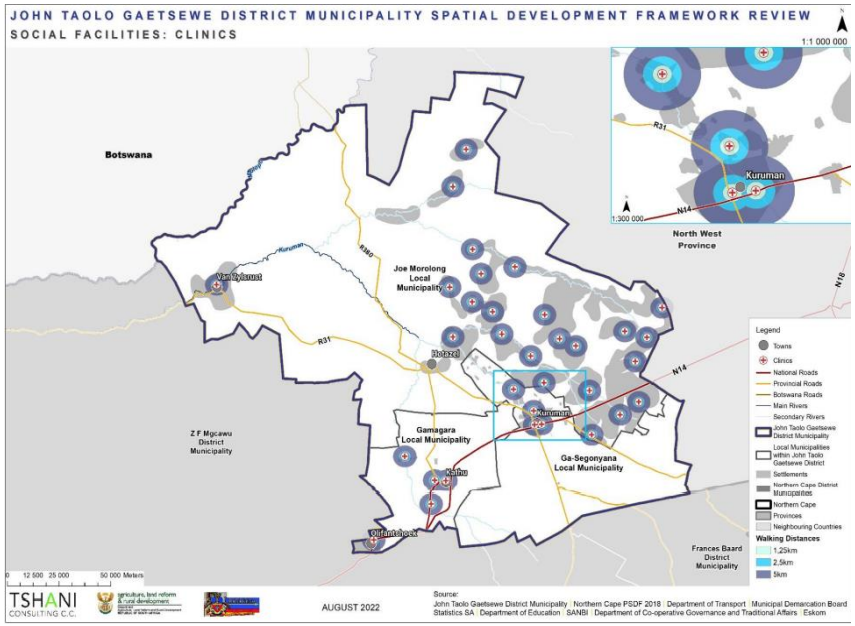


Health

Clinics in JTG

Most of the clinics within the district are concentrated in the Joe Morolong LM with total number of 36 clinics. These clinics are not able to adequately address the needs of the communities; the result being that people have to travel great distances to access proper health facilities. This is especially the case for the villages within the DM

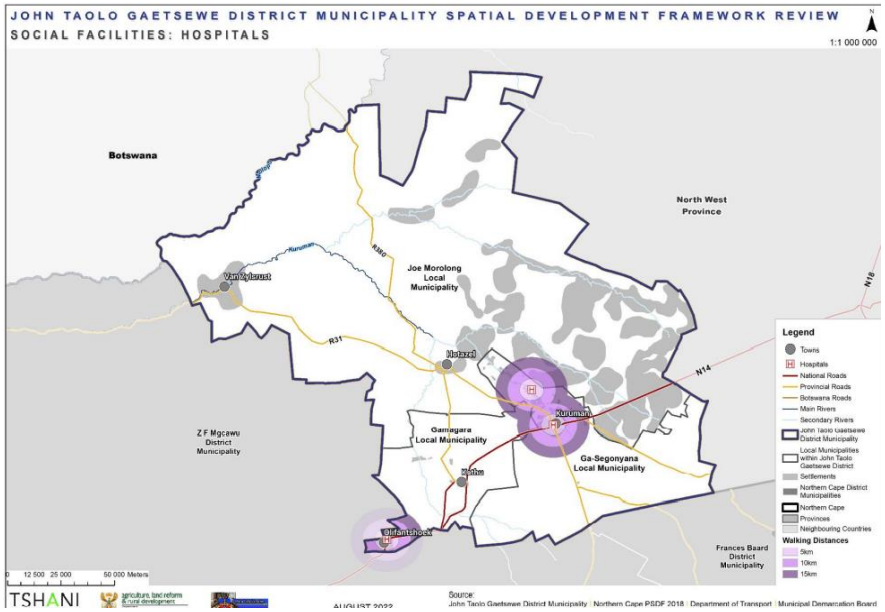
Table 20: Clinics in JTG



Hospitals in JTG

JTGDM have 3 hospitals which, two of these hospitals are situated in the Gamagara LM in Olifantshoek and Kathu and two in the Ga-Segonyana LM in Kuruman and Batlharos. The plan alongside depicts the hospitals located within JTGDM.

Table 21: Hospitals in JTG



Community halls

The are 24 community halls within JTGD. The Majority of community hall are located within Kuruman and some scattered on the North-East of JTGDM

Table 22: Community halls

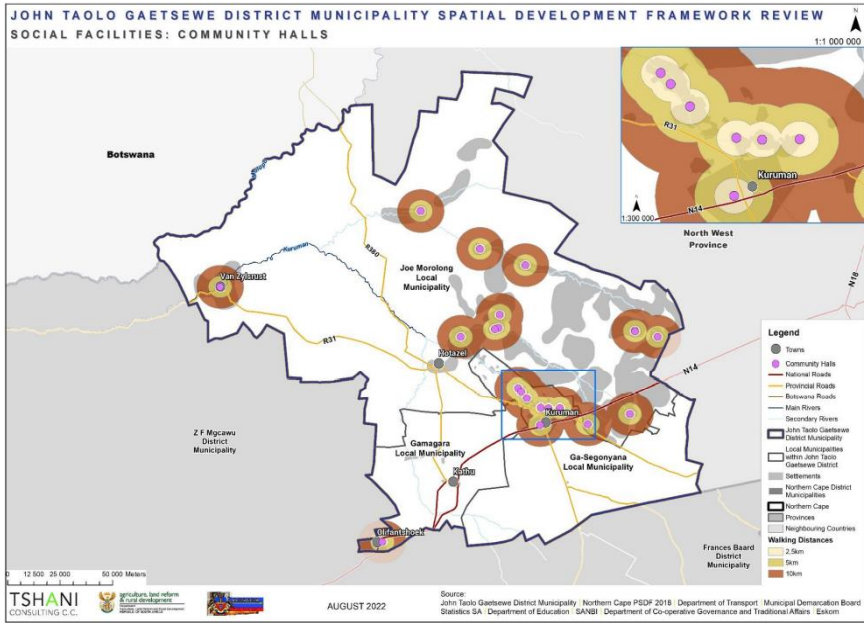
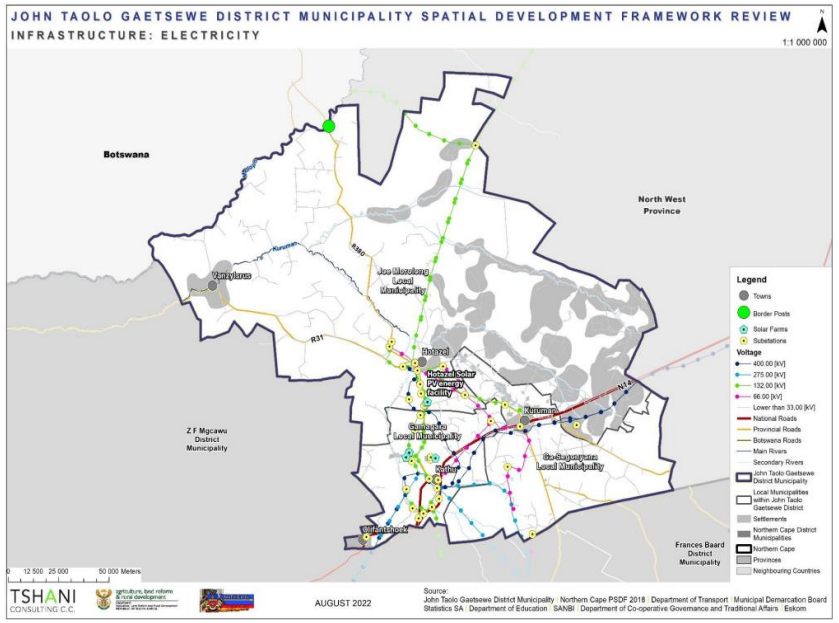


Table 23: electricity infrastructure



Energy

Solar Farm Projects

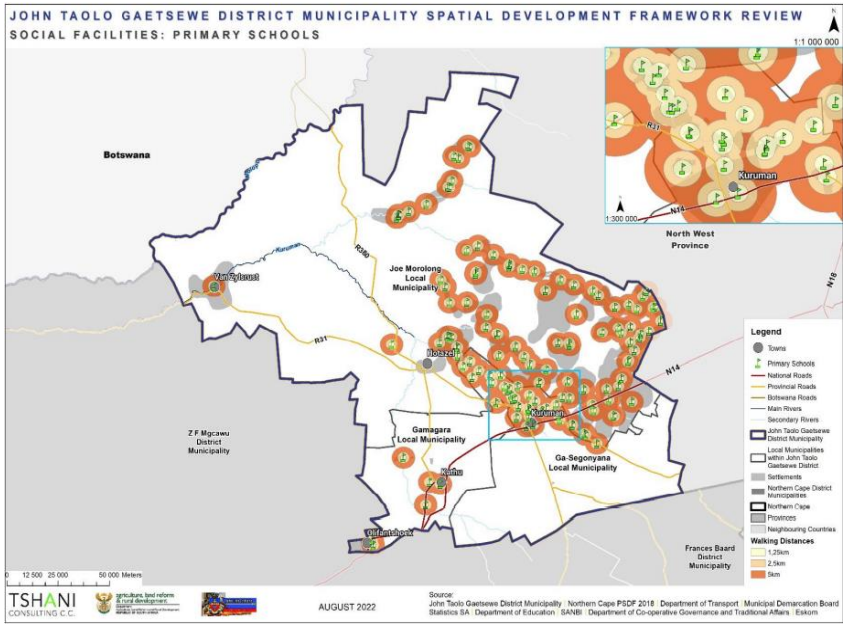
- Shirley Farm 367
- Hotazel Solar PV energy facility (he Remaining Extent of the Farm York "A", No. 279)
- Farm Kameelaar
- Tshepo Solar Power Plant (Rf) Pty Ltd): Farm London –
- Perth Kuruman Solar Development (Farm Perth no. 276)
- Roma Energy Mount Roper (Pty) Ltd (Farm Mount Roper no.321 - Farm Mount Roper no.321,

Education

Primary schools

There are 1 3 7 Primary schools located in the JTGDM area Primary education and the majority of the schools are located in Joe Morolong LM

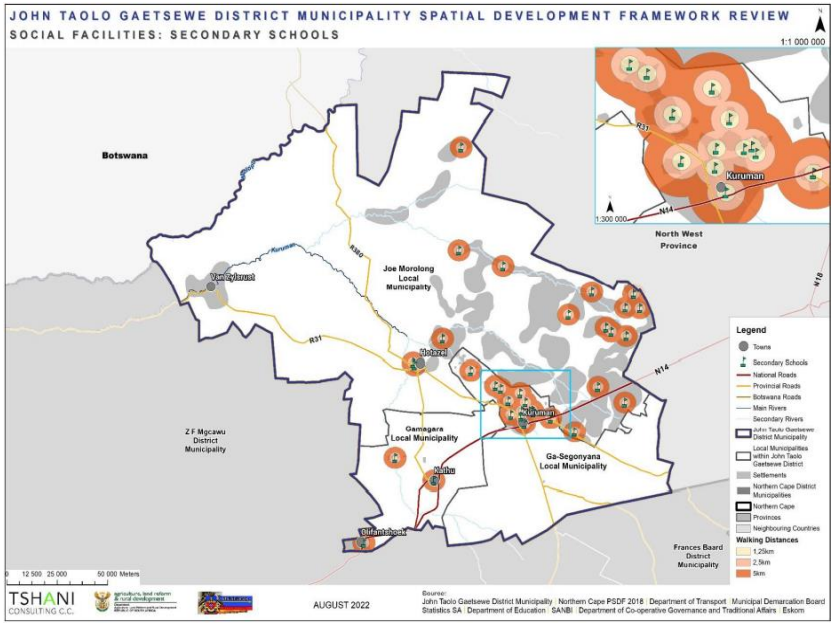
Table 24: Primary schools



Secondary schools

There are 34 secondary schools located in the JTGDM area and the majority of the schools are located in Joe Morolong LM

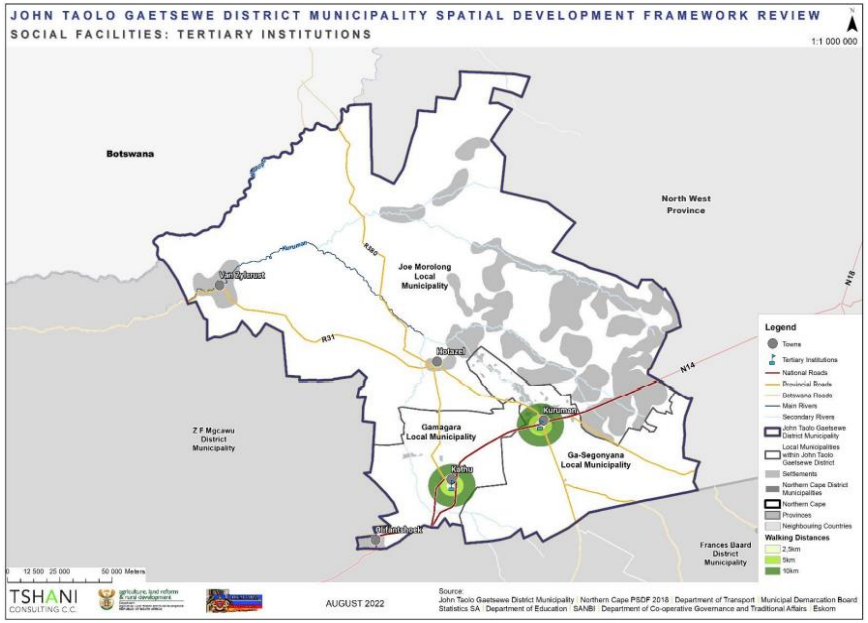
Table 25: Secondary schools



Tertiary

There are 2 Tertiary education facilities within the JTGDM, namely, Kathu Campus, TVET College and Kuruman Campus, TVET College one is located in Kathu and the other is located within Kuruman These facilities brings in students from all over the country to the JTGDM.

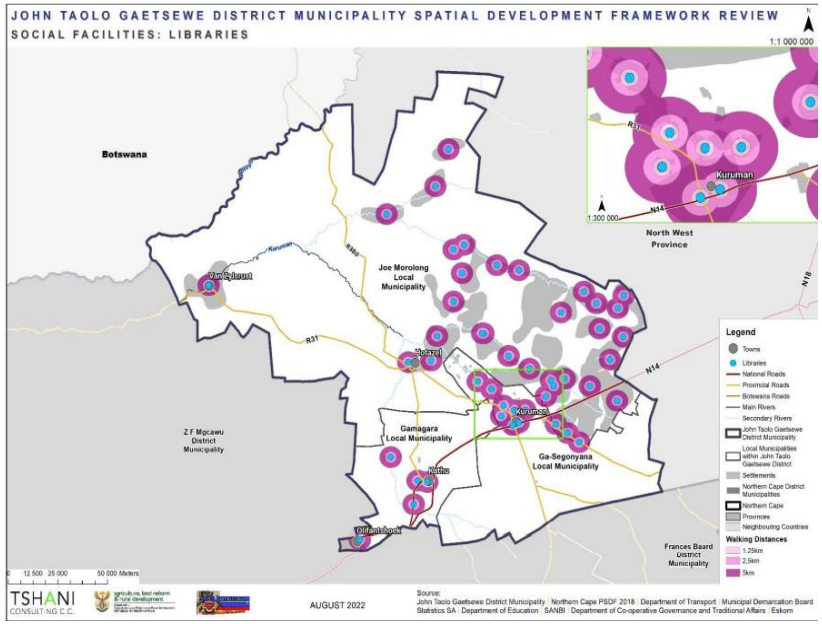
Table 26: Tertiary institutions



Libraries

In terms of the Human Settlement Planning and Design (CSIR Guidelines), an 8km to 10km radius is deemed to be the recommended walking distance to a Library. The CSIR Guidelines also indicate that a Library is to serve a population of approximately 20 000 to 70 000 people. There are 48 libraries in JTGDM

Table 27: Libraries in the district



Sports and Recreation

There are a total number of 6 Sport facilities within the JTGDM. One is within Hotazel town, 3 are within Kuruman town and 2 are in Kathu town. Hotazel is located within Joe Morolong LM, which constitutes approximately 72.6% of the total land mass of the JTGDM, however the sport facility is inadequate to serve the community

Table 28: Sports and recreation infrastructures

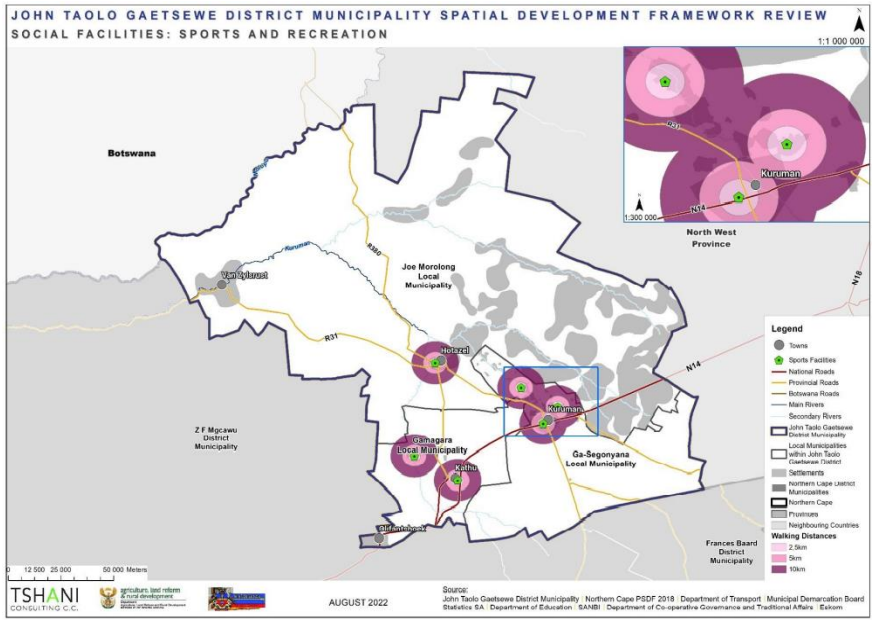
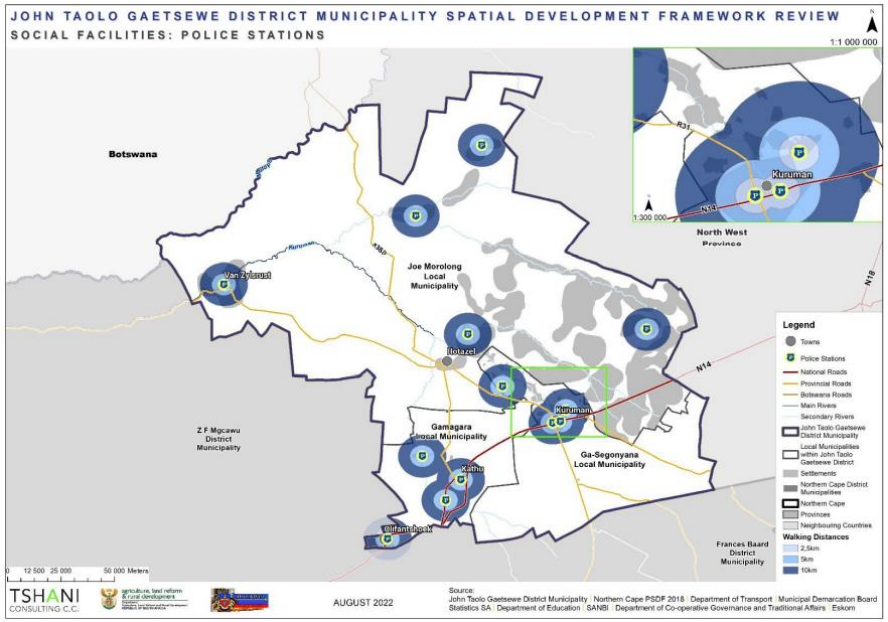


Table 29: Police stations in the district



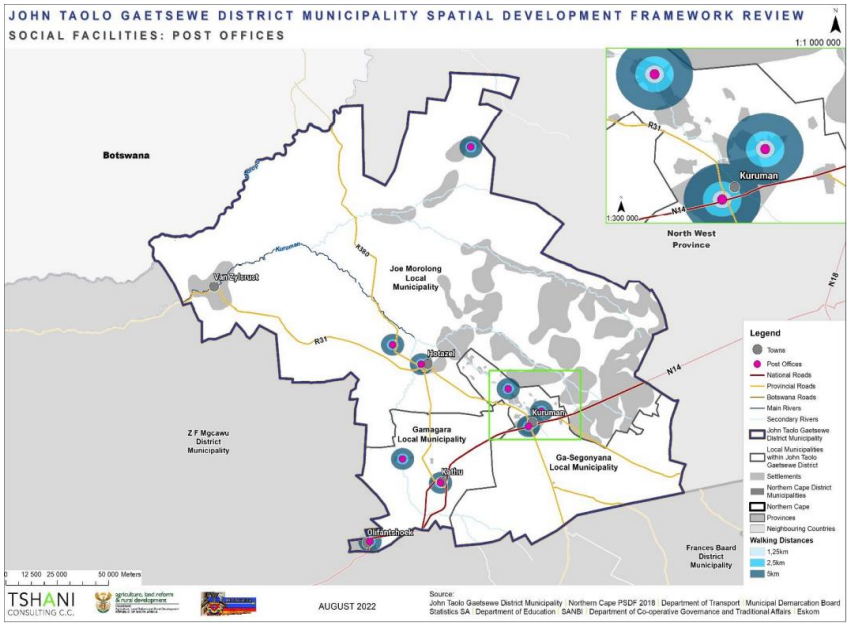
Police station

In terms of the Human Settlement Planning and Design (CSIR Guidelines), an 8km radius is deemed to be the recommended travelling distance to a Police Station. The CSIR Guidelines also indicates that a Police Station is to serve a population of approximately 60 000 to 100 000 people. The number of Police Stations for the area is considered sufficient as they are within the recommended traveling distance The district municipality has 13 permanent police stations

Post office

In terms of the Human Settlement Planning and Design (CSIR Guidelines), a 5km to 10km radius is deemed to be the recommended walking distance to a Post Office. The CSIR Guidelines also indicates that a Post Office is to serve a population of approximately 10 000 to 20 000 people There are 9 post offices Located with JTGDM

Table 30: Post offices in the district



2.5 INTEGRATED SERVICE PROVISION

Better coordination of bringing together and fitting together provincial and local government services so that JTG district citizens / inhabitants can better access them in a single seamless experience based on their needs, wants and expectations. Better integrated service provisioning will trigger better planning (at all levels); more personal involvement of the inhabitants of JTG using the services and enable free access to good information.

Give powers to the JTG district authorities to enable integrated service provisioning which will help them to:

- Provide flexibility so that new models of service provisioning can emerge
- Support local areas within the district with their infrastructure and other plans for greater integrated care and optimized provisioning
- Ensure that the sector does not stand in the way of efforts to deliver care provisioning in an integrated way

Provisioning of infrastructure services maintenance grants to be continuous and beneficial to the entire region. This will only be done by transforming the fiscal regime. The focus will also be on non-functional / non-operational boreholes as there are about 256 boreholes in the JTG district that are out of order / non-operational. This is critical especially for the farmers in the agriculture sector as they cannot provide quality crops or harvests for their respective markets locally and internationally.

Migration from mining freight from road to rail enables better road safety for commuters and cars to minimize the fatality rates resulting from mining trucks collision with cars and commuters.

Highly integrated service provisioning will enable job opportunities, employment inclination and further training on infrastructure services and ultimately economic growth in the region.

Access to water

The municipalities have managed to reticulate all the villages in its jurisdiction however like most Municipalities in semi-arid areas with insufficient rainfall, most borehole are rapidly becoming dry. Municipalities

have intensified water provision through Municipal Infrastructure Grant programme as it will be observed projects undertaken per municipalities. Bulk is generally still issue, which hampers provision of waterborne sewerage in townships like Vanzylsrus The municipality are now planning to utilise Vaal Gamagara water supply to augment the current water shortages due to depletion of underground source. Following are the 2016 Stats for the District and Municipalities (Integrated Infrastructure Plan, 2022-23)

Table 31:Access to water

	Joe Morolong	*Ga-Segonyana*	*Gamagara*	*JTG*
Yes	*75852*	*89893*	*50470*	*216215*
No	*7818*	*13840*	*3107*	*24766*
Do not know	*172*	*406*	*79*	*656*
unspecified	*359*	*269*	*-*	*628*

Table 32: Water sources

Water Sources	Joe Morolong	Ga-Segonyana	Gamagara	John Taolo Gaetsewe
Public/communal tap	27 815	28 283	3 006	59 104
Watercarrier/tanker	315	2 364	278	2 956
Borehole outside the yard	1 238	456	185	1 879
Flowing water/stream/ river	2 259	-	-	2 259
Well	406	41	-	444
Spring	-	47	-	47
Other	305	937	361	1 602

70% of the water in JTGDM is provided by the Regional/local water scheme (i.e., water provided/operated by municipality or other water services provider). Private boreholes are mostly found on farms and other traditional villages. Due to the low rainfall figures and highly variable run-off, very little usable surface runoff is generated, which has resulted in an ever-increasing use of groundwater resources for human and industrial needs (John Taolo Gaetsewe District Municipality, 2019).

JTGDM is currently experiencing issues of water scarcity and quality. Climate change is expected to exacerbate this problem. Drought, reduced runoff, increased evaporation, and an increase in flood events will impact on both water quality and quantity.

Electricity

Table 33: Access to electricity

	Joe Morolong	Ga-Segonyana	Gamagara	John Taolo Gaetsewe
Yes	72 255	92 776	47 304	212 335
No	9 250	9 366	4 041	22 656
Unspecified	2 696	2 267	2 311	7 273

In the case of refuse removal, 24.63% of the population within the JTGDM have their refuse removed by the local authority or a private company at least once a week or less often. This is far below less than half the provincial figure of 64.89%. In relation to the other four other districts in the province, it is far below the figure in this regard in these municipalities which all have percentages above 75% (John Taolo Gaetsewe District Municipality, 2019).

Refuse removal

Table 34: Access to refuse removal

	Joe Morolong	Ga-Segonyana	Gamagara	John Taolo Gaetsewe
Removed by local authority/private company/community members at least once a week	2 539	12 630	44 489	59 658
Removed by local authority/private company/community members less often than once a week	58	242	1 071	1 372
Communal refuse dump	4 902	4 737	1 125	10 764
Communal container/central collection point	1 320	2 168	409	3 896
Own refuse dump	71 031	77 757	5 402	154 190
Dump or leave rubbish anywhere (no rubbish disposal)	3 002	4 084	567	7 653
Other	1 349	2 790	592	4 731

Sanitation

Table 35: Access to sanitation

	Joe Morolong	Ga-Segonyana	Gamagara	John Taolo Gaetsewe
Flush toilet connected to a public sewerage system	3 345	18 682	46 505	68 533
Flush toilet connected to a septic tank or conservancy tank	623	4 903	1 766	7 292
Chemical toilet	632	66	27	724
Pit latrine/toilet with ventilation pipe	46 958	22 976	452	70 387
Pit latrine/toilet without ventilation pipe	21 202	48 645	147	69 994
Ecological toilet (e.g., Urine diversion; enviroloo; etc.)	1 880	69	-	1 949
Bucket toilet (collected by municipality)	-	89	-	89
Bucket toilet (emptied by household)	3 311	543	2	3 856
Other	552	1 330	645	2 528
None	5 697	7 104	4 112	16 12

2.6 GOVERNANCE

John Taolo Gaetsewe District Municipality have challenges such as Poor Inter-Governmental Relations, Working in silos, Lack of capacity and Lack of coordination with regard to governance.

JTGDM does not currently have enough resources and capacity to coordination and management across sectors within the district. Institutional capacity, and resources, including finances, are required.

In terms of governance, the first indicator represents the degree to which voters participate in local elections. The following figure illustrates the number of voters and the political parties' performance in the 2016 municipal elections

Table 36: 2016 Municipal election results

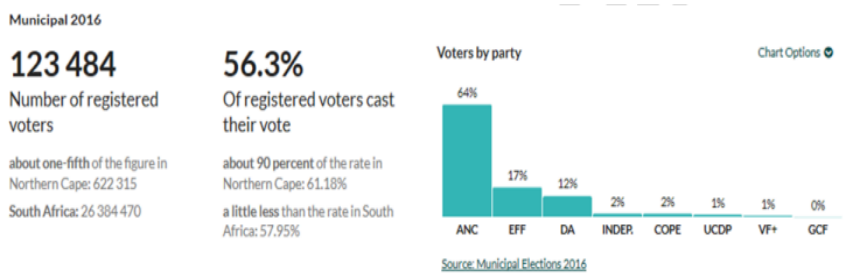


Table 37: Municipal council and management

Municipality	Political Party Representation and Control
John Taolo Gaetsewe District	***Controlling Party:*** ANC ***Composition of Council:*** ANC 12, EFF 5, DA 3
Ga-Segonyana Local Municipality	***Controlling Party:*** ANC ***Composition of Council:*** 14 ward councillors 13 PR councillors ANC 18, EFF 5, DA 3, COPE 1
Gamagara Local Municipality	***Controlling Party:*** ANC ***Composition of Council:*** 7 Ward councillors 6 PR councillors ANC 7, DA 5, EFF 1
Joe Morolong Local Municipality	***Controlling Party:*** ANC ***Composition of Council:*** 15 Ward councillors 14 PR councillors ANC 21, EFF 6, DA 1, UCDP 1

Table 38: Audit findings

	16/17	17/18	18/19	19/20	20/21
JTG	Unqualified with findings	Unqualified with findings	Unqualified with no findings	Unqualified with no findings	Unqualified with no findings
GA-SEGONYANA	Qualified with findings	Qualified with findings	Qualified with findings	Unqualified with findings	
JOE MOROLONG	Disclaimed	Disclaimed	Disclaimed		
GAMAGARA	Qualified with findings	Disclaimed	Qualified with findings	Qualified with findings	

3. VISION SETTING

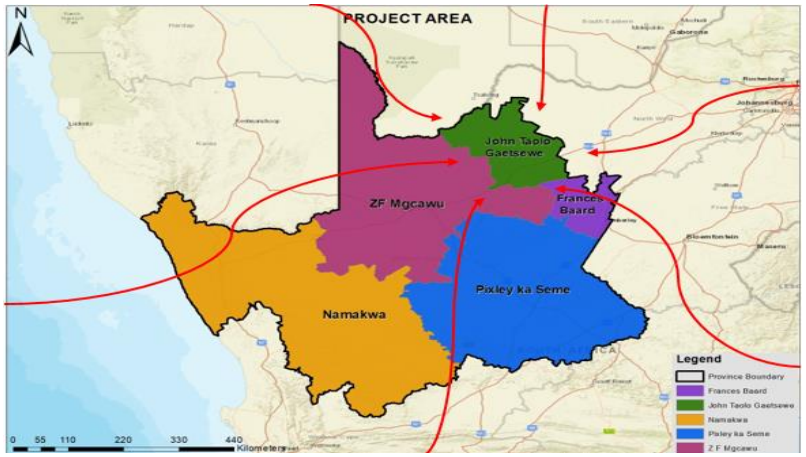
The vision statement indicates the JTGDM projected future state and it aims at positioning the district as a champion for inclusive governance while developing sustainable integrated human settlements and promoting economic transformation and diversity. It aims at addressing and eradicating the identified challenges in the district across all sectors and spheres of government.

The vision positions JTG as an outstanding region not just in South Africa but Globally because of its unique competitive advantage and natural resources

3.1 VISION STATEMENT

John Taolo Gaetsewe Area Vision

A global centre of excellence for environmentally sustainable, innovative and competitive iron and manganese mining and steel beneficiation that anchors a diversified and inclusive economy with an empowered and prosperous local community.



3.2 DESIRED FUTURE ELEMENTS

The following vision elements indicates the desired future state according to each focus area.

3.2.1 Vision element 1: People development

People's development means improved skills, employment opportunities, access to services and improved quality of life.

Desired future elements: Improved quality of living (Provision of basic services, improved levels of education and sustainable job opportunities, Lower unemployed and poverty levels, Skills development programmes, access to facilities and utilities and community participation.

3.2.2 Vision element 2: Economic positioning

Economic growth and developments drive all other focus areas and is the key to creating employment opportunities, eradicating poverty, infrastructure developments as well as improving livelihoods. Achieving economic development means that people

can be able to afford the services sustainably, service delivery and infrastructure developments as they address economic challenges. It also attracts developments as well as immigration which in turn has impact on the spatial structure of the area in terms of density.

Desired future elements: • Beneficiation of the natural resources, Advancement of the local economy to diversity from the high concentration on the primary sector to secondary and tertiary sectors, Advanced industrialisation, established investments opportunities, skilled work force, firm management of economic drivers and finances, Township economy, Knowledge economy.

3.2.3 Vision element 3: Spatial Restructuring and Environmental

Well planned spatial structure as well as the availability of spatial tools result in the sustainable land use and management which preserves the environment. It also allows for serviceable linkages which are safe for transportation of both people, goods and services.

Desired future elements: Proper implementation of planning tools, functional linkages, environmental protection, Spatial integration of existing settlements, Inclusive and equitable development, Climate change adaptation strategy, Protection of the Critical Biodiversity Areas (CBA), Balance between developments and the environment, Remote spatial and land use management

3.2.4 Vision element 4: infrastructure engineering and Service provision

Infrastructure development allows for the provision of services such as water, electricity, sewer, roads and storm water which in turn contribute to integrated human settlements.

Desired future elements: Improved Road network access and the maintenance thereof, Improved bulk infrastructure and maintenance, migrate mining freight from road to rail transport

3.2.5 Vision element 5: Institution and governance

Well managed institutions have best performances and has potential to secure investments.

Desired future elements: Improve the IGR structures, Frequent communication to communities on institutional and financial issues, Proper implementation of policies

To realise the vision of the JTG area a strong economic drive is essential, getting the economic foundation right is the first step towards achieving all strategic goals.

4. STRATEGIES

DDM Focal area	Strategic goal	Outcomes
Demographic change and people development	To improve the quality of life and over all well-being of the people.	Poverty, inequality and unemployment alleviated Human development enhancement Upliftment of marginalised groups
Economic positioning	To build a resilient and transformed economy	Competitive advantage Development of key economic sectors Establishment of self-sustaining Communities Township economy
Spatial restructuring and environmental	To develop a transformed, efficient and sustainable spatial form for economic development and integrated human settlements.	Protection of natural resource base Functional, effective & equitable spatial structure Integrated, smart settlements
Infrastructure engineering	To mobilise, target, align and manage infrastructure investments sustainably.	Economic production adequately supported by Infrastructure networks and systems Integrated human settlements adequately supported by Infrastructure networks and systems
		Green, smart and innovative infrastructure networks and solutions deployed
Integrated service provision	To enable a reliable, cost effective, viable, sustainable and seamless service provision	Basic integrated community and social services procedures Universal access to services and housing Innovative service delivery
Governance	To improve the performance of all spheres of governance	Well performed functions and coordination of entities with cooperation Institutional capacity and social capital developed and harnessed Social compacts developed and managed

4.1 Demographic change and people development

Key catalytic project	Strategy	Brief description
• Higher education facilities • Regional Hospital • Basic education • Agricultural research centre	Skills development strategy	The principal focus of the strategy is to improve educational and health outcomes and skills development for all (women, girls, youth and persons with disabilities), Not just general skills but key skills needed for the economic position of the area). The strategy also

Key catalytic project	Strategy	Brief description
		aims to create employment opportunities in all sectors.
• Basic education • Agri Hub and Park	Incubation centre development strategy	Focus on developing entrepreneurships and supporting small enterprises
• Integrated human settlements	Out migration strategy	The strategy will focus on developing communities that gives people reasons to settle i.e., basic service provision, social amenities, enhanced ICT connectivity and sustainable opportunities.
• Disaster management centre	Covid-19 and disaster response strategy	The Covid-19 and disaster response in the district is to help create a safe space for the community through various approaches to tackle COVID-19 responses being implemented, either by governments themselves or civil society, citizens or the private sector.

4.2 Economic positioning

Key Catalytic project	Strategy	Brief description
• Iron smelter and Sinter plant • Agri Hub and Park	Beneficiation facilitation strategy	This strategy seeks to target areas with economic potential through the beneficiation of local communities through value adding initiatives. it seeks to encourage growth and create jobs through robust

Key Catalytic project	Strategy	Brief description
		backward linkages with the primary sector and input suppliers but also forward linkages related to income generated from mining and agriculture that may enhance domestic and local demand for manufactured goods.
• Special economic zone • Iron smelter & Sinter Plant	Mining sector growth strategy	The purpose of this strategy is to focus on mining as the main economic driver of JTG region. The region is rich in iron ore and manganese; the region holds 70% of the world's iron ore reserve.
• Special Economic zone • Agri Hub and Park	Agricultural sector growth strategy	The strategy seeks to focus on agriculture as the second most economic drivers in the region comprising of large commercial livestock farms and subsistence grazing activities.
• Iron smelter & Sinter Plant	Industrialization strategy	To ensures that mineral and mining value chains strategies provides opportunities for local manufacturing, to deepen industrialisation and enhance an inclusive economic development.
• Regional hospital • Iron smelter & Sinter Plant • Higher Education facilities	Knowledge economy strategy	The purpose of this strategy is to create a global economy that provide foundation for necessary technical

Key Catalytic project	Strategy	Brief description
• Agricultural research centre		expertise, data collection and analysis skills fuelled by, innovation, research, and rapid technological advancement i.e., Research centre, Regional medical centre, Mining headquarters and centre of excellence.
• Special economic zone • Tourism promotion and development	Township economy strategy	This strategy focus on promoting the inclusion of the township people into the mainstream economy through township enterprises supported by both public and private sectors.
• Tourism promotion development • Regional Airport • Special economic zone	Tourism development strategy	The purpose of this strategy is to grow the tourism sector's absolute contribution to the economy, provide excellent people development and decent work within the tourism sector in JTG district as well as to increase domestic tourism's contribution to the tourism economy

4.3 Spatial restructuring and environmental

Key Catalytic Project	Strategy	Brief description
• Iron smelter & sinter Plant • Telecommunication and information infrastructures	Environmental sustainability strategy	To ensure that developments are directed towards improving the livelihoods of the community does not hinder the environment but protect it and ensure sustainability.
• Telecommunication and information infrastructures	Remote spatial management	With the development of ICT, the strategy seeks to use technology to manage spatial planning and land use remotely through the use of software's such as GIS
• Transport Corridor & gateway with related infrastructure networks • Telecommunication & Information infrastructure	Functional linkage strategy	The purpose of this strategy is to ensure strategic location of towns and services with significant rural-regional reach in terms of social service provision, tourism, personal services and administrative functions.
• Regional Airport • Integrated Human Settlement Development	Spatial planning tools implementation strategy	The strategy seeks to ensure enforcement of spatial tools and ensure sustainable developments as well as environmental protection.

4.4 Engineering infrastructure

Key Catalytic Project	Strategy	Brief description
• Regional hospital • Iron smelter & Sinter plant • Integrated Human Settlement Development • Regional Airport • Court building • High Education facilities • Bulk infrastructure and distribution networks • Telecommunication and information infrastructures • Disaster management centre • Agricultural Research centre	Bulk infrastructure development and management strategy	The strategy seeks to address both the supply of and demand for infrastructure services as well as creating room for infrastructure investments.
• Transport corridor and gateway with related infrastructure and networks	Freight rail strategy	The strategy seeks to promote a shift of freight from road to rail as rail is efficient, reliable and environmentally friendly.
• Telecommunication and information infrastructures	Telecommunication infrastructure strategy	ICTs promote development across many dimensions. ICTs can also expand the reach and effectiveness of social development projects and have already yielded important benefits in such areas as healthcare, education, and environmental preservation. Public-sector uptake of ICTs is also making governments more efficient and their decision-making more transparent. Finally, many developing countries have achieved important economic gains in nurturing the development of domestic ICT industries.
• Integrated Human Settlement Development	Integrated Transport development and management strategy	The strategy seeks to combine different modes of transport to maximise ease and efficiency for the user in terms of time, cost, comfort, safety, accessibility and convenience
• Integrated human settlements development	Ground water resource strategy	This strategy seeks to protect and ensure sustainable use of ground water, District ground water resource identified as key resource on NSDF

4.5 Integrated service provision

	Strategy	Brief description
• Integrated human settlement development • Bulk infrastructure and distribution networks	Integrated human settlements strategy	This seeks to ensure housing delivery and develop sustainable human settlements with integrated service provision.

4.6 Governance

	Strategy	Brief description
	Vertical and horizontal IGR strategy	The strategy seeks to ensure that national, provincial and local programmes and plans will be managed, coordinated

		and implemented through a shared service approach
	Data and data management strategy	"The availability of data and the quality of data proved to be one of the significant challenges in planning in local government and then specifically in the municipalities in the district" The strategy seeks to ensure data availability as well as avoid duplication of data.
	Centralized budget	The strategy seeks to ensure coordination and alignment of the district's wide capital investment while managing implementation within a sound financial affordability framework.
	Projects alignment strategy	While some projects are long term, others are medium and short term, therefore it is important to align them and combine resources and have integrated developments. This creates linkage within and between projects.

4.7 KEY CATALYTIC PROJECTS [1]

A number of key catalytic projects/initiatives were identified, which are aimed at (1) stimulating economic growth; (2) generating wealth; (3) diversifying the district economy; and (4) contributing to the recovery of the district economy in the wake of the COVID-19 pandemic. All projects, should be viewed and treated in conjunction with the NDP, NSDF, PGDP, PSDF, National Infrastructure Plan, District and Local Spatial Development Frameworks and the District Environmental Management Framework.

KEY CATALYTIC PROJECTS	STRATEGIC REQUIREMENTS
Regional Hospital (Level4)	• The envisaged hospital poses a unique opportunity for not only innovation, but also to turn health as a district challenge into an opportunity. It is especially important to create a new model wherein there is a combination of public and private facilities of a very high standard, available to all citizens.

[1] Note: Detailed project identification is available in the various plans of all stakeholders, many of which are to be found in the source document from which this plan was constructed:

JTG Source Doc.pdf

KEY CATALYTIC PROJECTS	STRATEGIC REQUIREMENTS
	Public Private Partnerships will play a crucial role to ensure a high standard of services. In this context private sector facilities should contribute to and/or cross subsidise public health services in this regional hospital complex; • Envisaged health services at the regional hospital should include amongst others (but not limited to) specialist and surgical facilities; • Kuruman is designated as a regional anchor and/or node in all the spatial development frameworks of the National-, Provincial- and District Spheres of Government and as such the regional hospital must be located in the Kuruman functional area; • The location of the hospital should not only be consulted, but definite consideration must be given to externalities, such as transport facilities and access routes. It includes linkage the N14 corridor and R31 routes. • Kuruman being a regional anchor, should be supported, in order to ensure that the district is positioned as health portal across municipal and provincial boundaries, and especially

KEY CATALYTIC PROJECTS	STRATEGIC REQUIREMENTS
	across the border with Botswana and Namibia. This will assist not only to reinforce the importance of Kuruman as a regional anchor along both the N14 and R31 routes, but also to establish the district as a health portal and gateway to Sub-Saharan Africa and the rest of the Northern Cape Province, as well as the adjacent Northwest Province; • The regional hospital should be positioned as a training hospital for health professionals of all kinds. This will in turn link to other catalytic initiatives such as higher education facilities; • The development of a knowledge-based economy related to all components of health service provision, including laboratory and municipal health (environmental health) services should be rolled out. This will not only contribute to diversifying the district economy, but will also contribute to improving the skills and education levels of District residents and creating much needed employment opportunities; • It is of paramount importance that community safety is addressed throughout the district, but most especially in

KEY CATALYTIC PROJECTS	STRATEGIC REQUIREMENTS
	Kuruman. Failure to do so will be counterproductive in establishing Kuruman as a regional anchor and the district as a health portal and gateway. Countless people have fallen victim to robberies and assaults and people generally do not feel safe in Kuruman. In addition, law enforcement should be beefed up in general and by all law enforcement stakeholders. The perception is currently that there is limited law and order in especially the Kuruman functional area; • Gender-based and domestic violence (GBV) must receive priority attention, in terms of addressing violent crime (Preventative and responsive strategies), as well to provide proper trauma and aftercare for the victims. This should be done both at crime reporting and investigation centres, as well as at health facilities. Eradication of human trafficking must receive priority attention. Social development and welfare programmes will play an important role to create awareness in respect of GBV and human trafficking. • The positioning of and planning for the regional hospital must be in strict compliance, with the spatial planning guidelines and requirements of SPLUMA and spatial development frameworks of all three spheres of government. It must specifically, also be in line with the Ga-Segonyana Spatial Development Framework and Land Use System; • Compliance with the District Environmental Management Framework is critically important to ensure environmental sustainability and conservation, as well as and specifically related to waste management (particularly hazardous waste); • Geo-technical conditions and requirements are of particular importance and where there is dolomite prevalence, the requisite care should be taken to address it; • The whole regional hospital complex should be energy efficient and preferably making use of alternative energy. This together with other initiatives should position the District, Province and Country to generate carbon credits (in terms of the Kyoto- and subsequent protocols), which presents a further opportunity for generating much needed revenue. • Linkages to and trade-offs between the various nodes and hubs within the district, but also other nodes, zones and corridors outside the district should be explored to ensure an extension of the health value chain.

KEY CATALYTIC PROJECTS	STRATEGIC REQUIREMENTS
	• Roadworks on the N14 next to Kathu must be completed as a matter of urgency. Not only are the road conditions next to Kathu extremely dangerous, but is also counterproductive to economic growth and the envisaged key catalytic planning and integrated planning outlined in this document; • Linkage to the transport corridor (as discussed as part of the SIPs) from Tshabong in the adjacent Botswana, through the District to Kimberley on the R31 and on the N14 via Vryburg to Gauteng and via Upington to Cape Town provides a unique opportunity to strengthen all the key catalytic initiatives, but especially also the regional hospital and proposed knowledge-based economies; • Telecommunication infrastructure, especially high-speed internet connectivity is of paramount importance for the provision of health services and particularly for the development of a knowledge-based economy; • Existing health infrastructure, such as the public hospitals in Kuruman and Batlharos, as well as primary health care clinics throughout the district (including mobile clinics) should be upgraded and adequately staffed and equipped, to contribute to establishing the district as health portal and gateway; • Opportunities for SMME development and capacity building should be identified and explored; • Opportunities for vulnerable groups, i.e., women, youth and disabled should be prioritised and maximized in both the public and private sector, as it relates to the health industry. Again, SMME development may play a crucial role in this regard; • Both health and social services in general, but specifically also as it relates to vulnerable community groups should be beefed up; and • Governance in the District should be strengthened and capacitated. Transparency and accountability must be foremost in the minds of the public sector stakeholders. Restoring public confidence in public structures will be decisive for any development initiatives and will also be decisive in attracting investments to this and other initiatives
Iron smelter and sinter plant	• The envisaged iron smelter and sinter plant/s are critically important to the economy of the district. Not only will it contribute to the generation of wealth and the creation of jobs, but will extend the value chain in relation to mineral exports from the district;

KEY CATALYTIC PROJECTS	STRATEGIC REQUIREMENTS
	• The location of the iron smelter and sinter plants/s should be such that it is strategically sensible, best placed in terms of externalities and especially in terms of linkage to the Kathu Industrial Park. It is from this perspective and the perspective of governance that location of the iron smelter within Gamagara Municipality is proposed. Gamagara Municipality is better positioned to provide services and infrastructure in support of the envisaged plants. However, it should be placed so that it can maximise the economic benefit for both Gamagara and Joe Morolong. Placement closer to the boundary with Joe Morolong is therefore recommended, especially if the placement of a sinter plant/s is considered for Joe Morolong. Improving capacity to provide bulk and distribution infrastructure is critically important, especially in the case of Joe Morolong that, compared to Gamagara, has a much shorter history and perhaps lessor capacity to provide such services; • Clean energy provision for heavy industrial development, especially the envisaged plants is non-negotiable, for various reasons. Energy for these plants must not be generated through the burning of fossil fuels and for inter alia the following reasons: -It is not environmentally sustainable, especially considering the impact fossil fuels have in respect of climate change; -It threatens critically sensitive areas and biodiversity; -It will have a detrimental impact on the promotion of the district as a preferred destination, particularly to attract and retain skilled people and to attract tourists; -It is not economically sustainable, considering that the continuously increasing costs in respect of fossil fuels and also because global crude oil production is expected to peak and decline. -A number of solar plants are already developed and/or under development and/or in the planning stages. The district is strategically well located to provide alternative energy, particularly solar energy for these plants and also to export solar energy to the rest of the country and also Sub-Saharan Africa; • Water for the operations of the smelter and sinter plant/s must not be sourced from District groundwater sources, for the following reasons: -Groundwater resources are identified as of national

KEY CATALYTIC PROJECTS	STRATEGIC REQUIREMENTS
	strategic importance. -Alternative sources should be developed, as well as mega-bulk reservoirs. National Infrastructure Plan. Recycling of water is a non-negotiable requirement, both because it is scarce resource and because of climate change is set to become scarcer. Also, some of the water resources have a high nitrate content and are thus not fit for human consumption or agriculture. Mining related dewatering has already caused outcries in the agricultural community. • Neither the iron smelter, nor the sinter plant/s should be established on non-disturbed land, because: -There is already serious land degradation towards the east of the district, especially in the Joe Morolong Area; -There is more than enough land that is already disturbed, because of mining activities; -Mining and mining related activities effectively sterilise land for agricultural purposes. -Numerous complaints in this regard were raised by the agricultural community over the years, as mining do not only affect the land where it is located, but also surrounding land. This is quite detrimental to agricultural production in general, but particularly for animal production.

KEY CATALYTIC PROJECTS	STRATEGIC REQUIREMENTS
	- The visual pollution effect (i.e., the visual impact) of mining and related activities from the perspective of other economic sectors, such as tourism, are potentially detrimental. This is particularly relevant in terms of the skyline, landscape, as well as air and light pollution; and -Mineral extraction has a limited lifespan and as such mining related activities and industrial development must be approached with care and with the eye on post mining economic sustainability. • There must be strict compliance with spatial planning requirements and guidelines, as discussed earlier in this document, but particularly and specifically also SPLUMA, Provincial SPLUMA (when it comes into play) and the SPLUMA By-law, as well as the Spatial Development Framework and Land Use System of the local municipality concerned; • Geo-technical conditions and requirements are of particular importance and where there is dolomite prevalence, the requisite care should be taken to address it; • There must be strict adherence to environmental legislation, specifically (but not limited): -The National Environmental Management Act; -Biodiversity Management Act; -National Water Management Act;

KEY CATALYTIC PROJECTS	STRATEGIC REQUIREMENTS
	-Air Quality Management Act; -Waste Management Act; -Disaster Management Act; -National Health Act; and particularly the -District Environmental Management Framework. • Roadworks on the N14 next to Kathu must be completed as a matter of urgency. Not only are the road conditions next to Kathu extremely dangerous, but is also counterproductive to economic growth and the envisaged key catalytic planning and integrated planning outlined in this document; • Transportation of mining related freight by road to and from the district, must be eradicated, in favour of fast, rapid and reliable rail transport. This will not only contribute to the development of infrastructure and transport connectivity, but will also contribute to environmental-, transport- and economic sustainability, as well as wealth creation and sustainable longer term employment opportunities; • There must be no new human settlements that accompanies this initiative, but existing settlements should be reinforced in line with the guidelines and planning for urban settlements as outlined in strategic frameworks such as the NSDF, SIPs, PSDF and DSDF. The polycentric network of nodes, hubs and corridors are decisively important to ensure that the district core

KEY CATALYTIC PROJECTS	STRATEGIC REQUIREMENTS
	is intensified and promoted, as well as to ensure that planning becomes generally resilient in all aspects; • The development of a knowledge-based economy related to all components of the mining industry and related service provision, should be rolled out. This will not only contribute to diversifying the district economy, but will also contribute to improving the skills and education levels of District residents and creating much needed employment opportunities; • The development of an iron smelter and sinter plants provides an opportunity to link with other key catalytic projects, such as the higher educational facilities and regional airport. Linked to the health and Agri-hub knowledge-based economy, secondary and tertiary training facilities provide unique opportunities to improve the education and skills levels of residents, to diversify the economy and to create opportunities for SMME development; • Within the context of mining, mining infrastructure, solar infrastructure (and alternative energy in general), government infrastructure and agriculture there is a unique and niche opportunity for higher education development, as well as artisan training. Mining- and civil engineering in general, will be particularly relevant here, especially if it could be linked to upgrading

KEY CATALYTIC PROJECTS	STRATEGIC REQUIREMENTS
	of road and rail infrastructure as envisaged in the SIPs; • Telecommunication infrastructure, especially high-speed internet connectivity is of paramount importance for the provision of mining industry related services and particularly for the development of a knowledge-based economy; • Linked to the Kathu Industrial Park, Kuruman Light Industry Area (metals cluster) and light industrial areas elsewhere in the district, the iron smelter and sinter plant/s, mining industry and infrastructure services in general provides unique opportunities for SMME Development and capacity building, especially if it is linked to the three pillars for a knowledge- based economy, i.e., mining and related services, mineral beneficiation, health and the Agri-park; • Linkage to the transport corridor (as discussed as part of the SIPs) from Tshabong in the adjacent Botswana, through the District to Kimberley on the R31 and on the N14 via Vryburg to Gauteng and via Upington to Cape Town provides a unique opportunity to strengthen all the key catalytic initiatives, but especially also the mining industry and proposed knowledge-based economies; and

KEY CATALYTIC PROJECTS	STRATEGIC REQUIREMENTS
	• Opportunities for vulnerable groups, i.e., women, youth and disabled should be prioritised and maximized in both the public and private sector, as it relates to industry development in general. Again, SMME development may play a crucial role in this regard.
Regional Airport	• The location of the regional airport seems to be a bone of contention between the three local municipalities and specifically between Ga-Segonyana and Gamagara. This must be resolved at the political level, as a priority; • Keeping both Kuruman as planned regional anchor and the knowledge-based economy linked to health, mining and the Agri-park, as well as the higher education facilities (discussed below and above) in mind, Kuruman should perhaps be the better choice for the regional airport. Especially, considering that Kuruman is both the district capitol and main service centre. The existing airports in both Kuruman and Kathu should be seen as complimentary to rather than in opposition with each other; • Close proximity to both the N14 as national and provincial corridor, with linkage to the R31 transport corridor as discussed as part of the NSDF, PSDF, NIP (SIPs), and DSDF is an important degerming factor;

KEY CATALYTIC PROJECTS	STRATEGIC REQUIREMENTS
	• The establishment and development of a regional airport is of decisive importance for (1) diversifying the district economy, (2) expanding the existing and potential value chain, (3) establishing and maintaining a knowledge-based economy/economies, (4) and reducing the reliance on mining going forward; • The requirements set out in the planning frameworks of all three spheres of government must be strictly adhered to. SPLUMA and the requirements contained in the Spatial Development Frameworks of all three spheres of government, especially the SPLUMA By-law and Land Use Scheme of the concerned local municipality are highlighted here. In addition, civil aviation requirements related to airports are particularly important when planning the envisaged airport; • Geo-technical conditions and requirements are of particular importance and where there is dolomite prevalence, the requisite care should be taken to address it; • It is preferable that existing infrastructure be expanded upon and maximised, but if this is not possible, already disturbed land must be considered first; • There must be strict adherence to environmental legislation, specifically (but not limited): -The National Environmental Management Act; -Biodiversity Management Act; -National Water Management Act; -Air Quality Management Act; -Waste Management Act; -Disaster Management Act; -National Health Act; and particularly the - District Environmental Management Framework. • Telecommunication infrastructure, especially high-speed internet connectivity is of paramount importance for the provision of services related to the regional airport and particularly for the development of a knowledge-based economy; • Linkage to the transport corridor (as discussed as part of the SIPs) from Tshabong in the adjacent Botswana, through the District to Kimberley on the R31 and on the N14 via Vryburg to Gauteng and via Upington to Cape Town provides a unique opportunity to strengthen all the key catalytic initiatives, but especially also the regional airport and proposed knowledge-based economies; and • Opportunities for vulnerable groups, i.e., women, youth and disabled should be prioritised and maximized in both the public and private sector, as it relates to industry development in general. Again,

KEY CATALYTIC PROJECTS	STRATEGIC REQUIREMENTS
	SMME development may play a crucial role in this regard;
Special Economic zones	• Special Economic Zones (SEZs) are envisaged for each of the three local municipal areas, which should contribute to the diversification of the district economy. In this regard the District Municipality has already identified a feasibility study/studies to guide the process. The envisaged SEZs are also aligned to the North-western Transformation and Economic Transition Zone of the NSDF. • The envisaged SEZs should be considered in relation to and also adding to the other, especially key catalytic projects and the knowledge-based economies that are proposed with it. • Linkage to existing planned initiatives, such as human settlement expansions in both Gamagara and Ga-Segonyana, as well as the Agri-park and light industry areas in Kuruman and the Kathu Industrial/Supplier Park will play a contributing role in establishment and maintaining the envisaged SEZs. SMME development should be further explored and enhanced from this perspective. • As in the case of the other key catalytic projects, there must be strict adherence to planning related requirements and legislation, with emphasis on SPLUMA. In this regard both the requirements

KEY CATALYTIC PROJECTS	STRATEGIC REQUIREMENTS
	contained in the spatial development frameworks of all three spheres of government, as well as the SPLUMA By-law and Land Use System of the concerned municipality must be adhered to; • Geo-technical conditions and requirements are of particular importance and where there is dolomite prevalence, the requisite care should be taken to address it; • There must be strict adherence to environmental legislation, specifically (but not limited): -The National Environmental Management Act; - Biodiversity Management Act; -National Water Management Act; -Air Quality Management Act; -Waste Management Act; -Disaster Management Act; -National Health Act; and particularly the -District Environmental Management Framework. • Compliance with the SEZ Act and guidelines, as well as lessons drawn from SEZ initiatives elsewhere are particularly relevant; • SEZs should not be approached as “greenfield” developments, but should once again be done on already disturbed land. The approach should be to maximise economic benefit and access, whilst also

KEY CATALYTIC PROJECTS	STRATEGIC REQUIREMENTS
	creating room for upward mobility in terms of economic development; • Linkage to the transport corridor (as discussed as part of the SIPs) from Tshabong in the adjacent Botswana, through the District to Kimberley on the R31 and on the N14 via Vryburg to Gauteng and via Upington to Cape Town provides a unique opportunity to strengthen all the key catalytic initiatives, but especially also the SEZs; and • Opportunities for vulnerable groups, i.e., women, youth and disabled should be prioritised and maximized in both the public and private sector, as it relates to industry development in general. Again, SMME development may play a crucial role in this regard
Higher education facilities, i.e., University, University of Technology, FET College and Artisan training facilities	• The key catalytic projects, discussed above, and the knowledge-based economies that are proposed with it, already establishes the importance and relevance of higher and other education facilities and is not further motivated here. It should however be emphasized that low education and skills levels in the district makes this catalytic initiative to be a crucial component for the development of district citizens and even more so when the poverty levels and youth unemployment are factored in; • Emphasis is again placed on the consideration of externalities, such as

KEY CATALYTIC PROJECTS	STRATEGIC REQUIREMENTS
	linkage to the envisaged transport corridor and regional airport; • The strategic requirements identified in relation to all the catalytic projects, but particularly the regional hospital, are all relevant and applicable here and are therefore not repeated; and • Although higher education facilities are highlighted specifically, it should also be seen in conjunction with basic education and training as point of departure. In addition, the approach should be multi-pronged and should focus on higher learning facilities (university, university of technology and FET), as well as artisan training. Adding on to existing facilities such as the SIVOS and Joe Morolong training centres, as well as the Kuruman FET campus will be a bonus. All these facilities should specifically focus on the proposed knowledge-based economies related to: -The health industry; -Mining, -Infrastructure, -Alternative energy construction and related industry; -Agri-Park and related industry; and -Tourism and related industries as a possible fourth pillar. • Linkage to the transport corridor (as discussed as part of the SIPs) from Tshabong in the adjacent Botswana,

KEY CATALYTIC PROJECTS	STRATEGIC REQUIREMENTS
	through the District to Kimberley on the R31 and on the N14 via Vryburg to Gauteng and via Upington to Cape Town provides a unique opportunity to strengthen this catalytic initiative in particular; • The development of higher learning facilities, with the proposed knowledge-based economy, will reinforce economic diversification (well beyond the lifespan of mining extraction activities) and poses unique opportunities for SMME development. In the latter instance focusing on opportunities for vulnerable community groupings will promote equality and equity in general; and • Telecommunication infrastructure, especially high-speed internet connectivity is of decisive importance for the provision of higher and basic education services related, especially considering the potential for a knowledge-based economy. It will also promote the positioning of the district as a global player in terms of the fourth industrial revolution and its possible relevance for a knowledge-based economy.
Basic Education	• The basic education levels, of mainly the historically disadvantaged people in the district, are still inadequate. Improving basic education levels and literacy rates are of paramount importance to (1) promote the continuous development of all district citizens, (2) promote economic development, (3) promote the knowledge-based economies that are envisaged in this plan, (4) enable citizens to access tertiary education and training opportunities and by doing so to be able to enter the mainstream economy, and (5) taking charge of their rights and responsibilities as citizens and in doing so contributing to governance in the District and thereby to promote the continued growth of our democracy • Upgrading and maintenance of all levels of basic education facilities and infrastructure is of paramount importance to ensure that learners participate in their own education in environments that are conducive to learning. The Department of Education has already included numerous projects to reach this objective; • Where new facilities are considered, there must be strict adherence to planning and environmental related legislation, as discussed in the context of the other catalytic projects, with particular emphasis on those of the local municipality in question; • Beefing up roads and transportation networks and particularly connector roads should receive priority attention to make basic education facilities more accessible to learners, as well as to ensure that

KEY CATALYTIC PROJECTS	STRATEGIC REQUIREMENTS
	learner transport is as safe and secure as possible; • Both telecommunication infrastructure and adequate access to information technology equipment will be a critical requirement for improving basic education levels and promoting knowledge-based economies in the age of the fourth industrial revolution. Beefing up access to telecommunication infrastructure and equipment is a catalytic requirement; • Community safety and particularly learner safety is important for success. Safeguarding education infrastructure is critical to ensure continued improvement of basic education; and • Community engagement and ownership to promote the viability of schools and protection of facilities is vital to promote basic education, combat vandalism, to create a "love affair" between communities and their schools;
Agri-Hub and Park	• The establishment of an Agri-Hub and Park is both a national initiative and planned for in the District Rural Development Plan. Kuruman, as both a regional anchor and gateway was identified for the location of the Agri-Hub and to this end a Kuruman Agri-Hub Precinct Plan was adopted in conjunction with and aligned to the Ga-Segonyana Spatial Development Framework. A number of projects were identified and also included in the comprehensive project list that follows later. Funding for and rollout of these projects must now commence; • The Agri-Hub is linked to the various farmer production support units, district economic regions and feeder areas from the rest of the district; • The Agri-Hub provides opportunities for both economic diversification and SMME development, but also provide an ideal opportunity to promote emerging and small-scale farmer development by assisting them to enter opportunities in the main stream economy; • It is envisaged that the entrepreneurial development and skills capacity of SMMEs will provide another opportunity to grow a knowledge-based economy related to agriculture and agro-processing; • Opportunities for sustainable environmental harvesting such as devils' claw, wild silk and alien invasive plant species should be explored to enhance this catalytic project and to ensure that there is adequate diversification to sustain the district economy post mining extraction; • Linkages and trade-offs to other Agri-hubs and initiatives outside the district and even across provincial boundaries should be explored to reinforce an expand the value chain for all concerned; • The availability of water, as well as upgrading the road and transportation

KEY CATALYTIC PROJECTS	STRATEGIC REQUIREMENTS
	infrastructure from the various production areas will be critical determinants for success in this regard; • Both telecommunication infrastructure and adequate access to information technology equipment will play a determining role in this initiative and the knowledge-based economy related to agricultural production in the age of the fourth industrial revolution; and • Many of the strategic and especially legislative requirements, discussed in relation to other catalytic projects are directly and/or indirectly relevant to this initiative and most therefore also be considered
Bulk Infrastructure and distribution networks	• Addressing the significant backlogs related to bulk infrastructure and distribution networks in all three local municipal areas remain a decisive priority for the District, not only to ensure equitable and equal access to services for all citizens, but particularly also to strengthen the development of people, the District economy and diversification thereof, sustaining the settlement growth that should coincide with the envisaged catalytic projects and positioning the District as desired place to stay; • Significant portions of existing bulk infrastructure and distribution networks are old and in need of upgrading and maintenance. In this instance water,

KEY CATALYTIC PROJECTS	STRATEGIC REQUIREMENTS
	sanitation, electricity and refuse removal (particularly landfill sites) should receive priority and focused attention, together with expansion of infrastructure and distribution networks to prepare for future growth; • The expansion and upgrading of the Vaal-Gamagara pipeline, as envisaged in the SIPs and SIP sub-projects be a decisive determinant for expansion and sustaining growth going forward; • Expansion of bulk electricity infrastructure and distribution networks is vitally important for the envisaged catalytic projects and to sustain economic growth and diversification. In this regard high-capacity power lines into and out of the district need to be improved and developed, to ensure that the potential to export alternative (specifically) energy from the district into the national grid, as well as across the border to Botswana and other SADEC countries can be embraced; • Alternative energy solutions should be explored and embraced to ensure household access to affordable, reliable and sustainable energy; • Solar energy provides excellent potential to not only promote green energy and to reduce the district carbon footprint, but specifically to create new sources for economic development and

KEY CATALYTIC PROJECTS	STRATEGIC REQUIREMENTS
	diversification, economies of scale and SMME development; • Compliance with planning and environmental related legislation should receive attention throughout, as highlighted with other catalytic projects, discussed earlier. In this context the spatial development frameworks of all three spheres of must be considered, more especially those of the three local municipalities. Their respective SPLUMA By-laws and land use systems are particularly relevant;
Telecommunication and information infrastructure	• Rolling out high-level, reliable, fast and affordable telecommunication and information infrastructure and access thereto is a critical and game-changing requirement to (1) promote continued economic growth and diversification, (2) enhance the economic value chains across economic sectors, (3) establishing and promoting the envisaged knowledge-based economies, (4) enhancing access to education and training, (5) improving education and training levels, and by extension the ability of citizens to access the mainstream economy in the age of the fourth industrial revolution; • Telecommunication and information infrastructure will be an enabler in the roll-out of the key catalytic projects in particular, but for all the identified projects in general. The arrival of the still ongoing COVID-19 pandemic provided ample motivation for the importance of this infrastructure, to connect people and institutions. It is likely that telecommunication and information infrastructure may change the employment and educational landscape over time, as well as to lessen the financial travel and subsistence burden of all stakeholders and in doing so make critical resources available for development initiatives. In addition, it is likely to contribute to the reduction of the carbon footprint of the district, caused by the consumption of fossil fuels; • Mainstreaming of telecommunication and information infrastructure in the district should create additional possibilities for SMME and entrepreneurial development. It will also promote equal and equitable access to all citizens, but particularly also the vulnerable groups in our society; • Compliance with planning and environmental related legislation should receive attention throughout, as highlighted with other catalytic projects, discussed earlier. In this context the spatial development frameworks of all three spheres of must be considered, more especially those of the three local municipalities. Their respective SPLUMA By-laws and land use systems are particularly relevant; and

KEY CATALYTIC PROJECTS	STRATEGIC REQUIREMENTS
	• The visual impact of telecommunication and information infrastructure must be managed and limited.
Tourism promotion and development	• The continuous development of the district as a preferred destination for domestic and international tourism must receive focused attention; • Linkage in terms of national corridors, regional anchors and gateways, such as along the N14 and R31 and particularly the catalytic projects discussed here will expand the tourism value chain within and outside district boundaries and across the border to other SADEC countries; • Initiatives that may contribute to unlocking and stimulating economic growth, economic diversification and knowledge-economy through the tourism sector, as well as to create possible niche markets include inter alia: -Further development and maintenance of the Go-Ghaap tourism route through the district and linkage with other routes. The development of a centrally placed heritage resource centre and monument as a focal point will promote this initiative; -Further development and upgrading of existing and potentially new tourist destination, including amongst others, the Wonderwerk (Miracle) Cave, Kuruman Eye, Moffat Mission and Kiang Kop. All of them are of historical significance from either an archaeological, paleontological,

KEY CATALYTIC PROJECTS	STRATEGIC REQUIREMENTS
	or democratic development perspective. To this end a proper heritage resource plan is required; -Agricultural sector production and agro-processing initiatives in the functional economic regions, as well as linkages to the Kuruman Agri-Hub and knowledge economy; -Ecological and nature-based tourist attractions such as the wetland restoration and caves near Heuningvlei and the Kalahari in general; -Heavy industry related tourism such as open cast mining in both the iron ore and manganese sectors, as well as related industries (e.g., mineral beneficiation through for example the envisaged iron smelter and sinter plant/s present exciting new opportunities; -The envisaged regional hospital and health related sector, linked to the health knowledge-economy; and -Socio-cultural, sport and educational related tourism linked to the knowledge-based economies. The construction of a stadium in the Kuruman area and the development of sport and entertainment facilities elsewhere in the district will go a long way to unlock this potential and more so when niche festivals/events are explored; and

KEY CATALYTIC PROJECTS	STRATEGIC REQUIREMENTS
	-Alternative energy solutions, particularly solar farms and the exportation of solar energy; • Establishing of the District as preferred tourism destination and corridor, linked to the opportunities discussed above will provide new opportunities for SMME development; • Positioning the District as domestic, regional and global preferred destination requires the following non-negotiables: -Safety of all people within and passing through the district must be addressed through focused and urgent interventions. The current negative perceptions on social media about safety specifically, but also law and order in general in the district and more especially the Kuruman functional area are tantamount to an infectious disease threatening all sectors. Adding gender-based violence, human trafficking and drugs into the mix (which is likely to increase as the district grows) the negative perception about safety may destroy tourism and other developmental initiatives; -The "broken-window" syndrome must be avoided at all cost, as it will not only have a snowball effect on deteriorating human settlement and visual conditions; -Beautification, cleaning and greening of towns and villages must be done in line with urban design requirements. Proper

KEY CATALYTIC PROJECTS	STRATEGIC REQUIREMENTS
	rest stops and urban furniture should be placed for pedestrians; and -Derelict public open spaces should be addressed.
Transport corridor and gateway, with related infrastructure and networks	• Upgrading both the N14 and the R31 has been extensively discussed as part of the National Infrastructure Plan (SIPs) and the other key catalytic projects above and below. Failure to attend to the strategic requirements already discussed in other parts of this document will be seriously counterproductive to establishing and maintaining Kuruman as a regional anchor and the district as a transportation and knowledge-based economic gateway and development corridor. This includes the upgrading of connector roads; • The envisaged regional airport is expected to play a key role in this corridor and gateway; • Mining related exports from the district, as well as importing mining and industrial related products to the district, by road must be eradicated over time in favour of reliable, fast rail transport. The Hotazel to Gqeberha and Sishen to Saldanha railway lines, with connector lines are of strategic importance in this regard. Rapid rail and bus passenger transport should also be rolled out in line with the polycentric nodes, hubs and service centres in the different district functional economic regions;

KEY CATALYTIC PROJECTS	STRATEGIC REQUIREMENTS
	• The introduction of air quality transport levies for especially freight transport through the district should be explored from an air quality management perspective and as source of revenue for the District Municipality. This should also assist in positioning the district to qualify for carbon credits, as an additional revenue source for development; • This catalytic project will also provide ample opportunity to diversify and strengthen the district economy, as well as to contribute to entrepreneurial development and also for vulnerable sections of our society. Additionally, to provide a basis for a knowledge-based economy related transportation. • Compliance with planning and environmental related legislation should receive attention throughout, as highlighted with other catalytic projects, discussed earlier. In this context the spatial development frameworks of all three spheres of must be considered, more especially those of the three local municipalities. Their respective SPLUMA By-laws and land use systems are particularly relevant; • Mining related transport, similar to the domestic taxi industry, has become a huge nuisance and danger factor on the roads, through towns and especially within residential areas. Both modes of transport should be brought under urgent control, with law enforcement agencies taking charge of their responsibilities sooner rather than later. Establishment of a District Transport Authority and the introduction of weighbridges may assist in this regard. Roadworthy inspections of all modes of transport must be stepped up; and • Transportation infrastructure and networks are of make-or-break importance in all aspects of the development of the district and must be stepped up.
Disaster management centre	• A high-capacity district disaster management centre is envisaged to provide a second responder service throughout the district. To this end, the existing centre will either have to be beefed up, or replaced with a modernised centre that can deal with disasters; • It is vitally important that the capacity of local municipalities to act as first responders is beefed up. • Planning for the centre requires compliance with the Disaster Management Act, as well as the Forest and Veldfires Act; • Despite existing disaster risks, such as fires and flooding, the nature of the disaster risk profile is expected to change in order to include accidents related to hazardous

KEY CATALYTIC PROJECTS	STRATEGIC REQUIREMENTS
	materials, particularly the transportation of thereof through the district; and • Compliance with legislation related to disaster management, planning and environmental management is vital
Integrated human settlement development	• Addressing the housing backlog in the district remains a matter that deserves priority attention • Human settlement development will be done in terms of the District and Local Human Settlement Sector Plans, in line with the Implementation Protocol with CoGHSTA and Level 2 Accreditation requirements; • The formalisation of existing settlements, especially in the Joe Morolong area, eradication of mud houses and in situ upgrade of informal housing should take preference; • Emergency shelter will be rolled out to households affected by the floods in 2021 and to this end a business plan was already submitted to COGHTA. There should be continuous linkage to disaster management initiatives to respond to future disasters; • As in the case of the other key catalytic projects, there must be strict adherence to planning related requirements and legislation, with emphasis on SPLUMA. In this regard both the requirements contained in the spatial development frameworks of all three spheres of

KEY CATALYTIC PROJECTS	STRATEGIC REQUIREMENTS
	government, as well as the SPLUMA By-law and Land Use System of the concerned municipality must be adhered to. Urban edges must be enforced and; • The principles of SPLUMA should guide human settlement planning and to this end human settlement should be developed on "brown fields", i.e., already disturbed land. Infill planning should be prioritised to ensure that access to economic and employment opportunities are maximised. In this regard vulnerable groups and military veterans should receive priority attention; • Geo-technical conditions and requirements are of particular importance and where there is dolomite prevalence, the requisite care should be taken to address it; • Bulk infrastructure and distribution networks must be upgraded in existing settlements and in terms of new extensions should be put in place prior to occupation by beneficiaries; and • There must be strict adherence to environmental legislation, specifically (but not limited): -The National Environmental Management Act; -Biodiversity Management Act; -National Water Management Act; -Air Quality Management Act; -Waste Management Act;

KEY CATALYTIC PROJECTS	STRATEGIC REQUIREMENTS
	-Disaster Management Act; -National Health Act; and particularly the -District Environmental Management Framework
Waste to energy plant	• There must be a suitable location for the plant in Ga-Segonyana Local Municipality • There must be strict adherence to environmental legislation, specifically (but not limited): -The National Environmental Management Act; Biodiversity Management Act; -National Water Management Act; -Air Quality Management Act; -Waste Management Act; -Disaster Management Act; -National Health Act; and particularly the -District Environmental Management Framework

5. IMPLIMENTATION COMMITMENTS

5.1 ONE PLAN, ONE BUDGET, ONE TEAM

All spheres of government are coming together and committing to the implementation of the identified strategies within the JTG District. The One Plan is given form by the catalytic projects and supported by the determined programmes identified, this will be achieved through an integrated programme of action between several departments, provincial programmes and projects and State-owned Enterprises and the John Taolo Gaetsewe District Municipality.

To realise the vision, better planning, budgeting and implementation is essential. The success of the One Plan will be achieved through localisation and reprioritisation of the existing programmes and budgets.

5.2 PRIORITY PROGRAMMES

According to the DDM Content guide **"**The One Plan is a Strategic Long-Range Framework including short-, medium- and long-term objectives/interventions to guide all state and private investment within the district and metropolitan areas. It is not a detailed or comprehensive plan covering the full range of departmental and municipal responsibilities."

A catalytic project list was made with strategies to realise the vision of the JTG region. To ensure that the One Plan gives effect to the identified strategies various stakeholders and initiatives were identified to achieve the success of the implementation of JTG One

COMMITMENTS/ ACTIONS REQUIRED

Catalytic project name & description	JTG Regional Hospital			
Role player	**Commitments/ action required**	**Responsible official**	**Budget/resource commitment**	**Time frame**
National Government				
• Dept. Health • Dept. Public works • Dept. Water & Sanitation • Dept. Higher Education, Science, Technology & Innovation • Dept. International Affairs • Dept. of Communications and Digital Technologies • National Treasury • Dept. Tourism • Dept. Social Development • SAPS • Dept. Labour • Dept. Transport • Dept. Small Business Development • Depts. Trade, Industry & Competition and Economic Development • Dept. Fisheries, Forestry & Environment	Funding, staffing, equipping, medication & emergency services Planning, design, project management & construction of facilities Funding for bulk water & sanitation infrastructure & distribution networks Training facilities & Training of the workforce. Research, development & innovation Engagements with Sub-Saharan African countries to provide health services Telecommunication and Information Infrastructure & technologies Allocations from the National Revenue Fund Promotion of domestic and international tourism related to health Social welfare programmes Community, patient safety, crime prevention & law enforcement Workplace safety, skills development and labour relations Integrated transport planning (all modes), funding, construction and maintenance. SMME development & support Investment sourcing, economic development and PPPs Environmental authorisations, environmental management, conservation and protection.			5-10 Years

Catalytic project name & description	JTG Regional Hospital			
Role player	**Commitments/ action required**	**Responsible official**	**Budget/resource commitment**	**Time frame**
Provincial government				
• N. Dept. Roads & Public works • Provincial Treasury • Office of the Premier	Provision & maintenance of access roads Construction of the hospital complex DORA Allocations Coordination and planning support			
Local government				
• JTG District Municipality • Ga-Segonyana LM	Coordination of the District Health Authority IGR Spatial planning support Municipal Health Services and law enforcement Bulk & distribution infrastructure services (engineering services) Spatial planning & land use management Community services, waste/refuse collection and disposal			
Tertiary /Research institutions				
• Medical faculties of university • Universities of Technology • Medical Research council	Education & training for health professionals Research, development & innovation Knowledge economy			
Civil society organisation				
NGO's & CBO's	Support communities SMME development			
Private sector				
• Private hospital companies • Laboratories • Health professionals • SMME's	Funding & cross subsidisation Laboratory services Provide various specialised health services Goods & services provision Investment funding			

Catalytic project name & description	Iron Smelter and Sinter Plant/s			
Role player	**Commitments/ action required**	**Responsible official**	**Budget/resource commitment**	**Time frame**
National government				
• Dept. Mineral resources and energy • Dept. of Trade, Industry & Competition • Department of Transport • Dept. Fisheries, Forestry & Environment • Dept. Water & Sanitation • Dept. of COGTA • Dept. of Small Business Development • National Treasury • Dept. of Communications and Digital Technologies • Eskom • Transnet • Dept. Labour • Dept. Tourism • Dept. Agriculture, Land Reform & Rural Development • Dept. Higher Education, Science, Technology & Innovation	Approval and location, energy sourcing & provision Environmental Authorisation. Electricity provision and grid development Unlocking funding and agreements with investors, PPPs Industry support Provision/upgrading/maintenance of roads and rail infrastructure. Connecting people to services and opportunities through various modes of transport Environmental authorisations, environmental management, conservation and protection. Bulk water & sanitation infrastructure and distribution networks. Water source management, development and conservation Cooperative governance SMME Development & Support National Revenue Fund allocations Telecommunication Infrastructure and digital technology provision Electricity provision and grid development Rail infrastructure and trains Mamatwan compilation yard Workplace safety, skills development and labour relations Domestic and international tourism promotion related to mining industry Spatial planning support Training facilities & Training of the workforce. Research, development & innovation			
Provincial government				

Catalytic project name & description	Iron Smelter and Sinter Plant/s			
Role player	**Commitments/ action required**	**Responsible official**	**Budget/resource commitment**	**Time frame**
• Dept. of Economic Development & Tourism • Dept. Transport Safety & Liaison • Dept. Roads & Public Works • Provincial Treasury • Office of the Premier	Unlocking investment Domestic and international tourism promotion related to mining industry Provision and maintenance of road and rail infrastructure, as well as other modes of transport. Connecting people, services and opportunities. Community safety, crime prevention and law enforcement. Connecting people, services and opportunities. Integrated transport & road infrastructure, planning, design and construction DORA Allocations Coordination and unlocking of blockages, planning support, and strategies			
Local government				
• JTG District Municipality • Gamagara LM & Joe Morolong LM	IGR Spatial planning support Local economic Development Promoting mining related tourism SMME support & development Integrated infrastructure planning Integrated infrastructure and distribution network, planning, provision and maintenance Spatial planning, integration and land use management			
Tertiary /Research institutions				
• Universities and/or Engineering Faculties • Universities of Technology • TVET Colleges • Artisan Training Facilities	Education and training of local workforce and exporting skills from the district Knowledge economy Research and development			
Civil society organisation				

Catalytic project name & description	Iron Smelter and Sinter Plant/s			
Role player	**Commitments/ action required**	**Responsible official**	**Budget/resource commitment**	**Time frame**
• NGOs & CBOs	SMME and community support			
Private sector				
• Mining Companies • Transportation industry • SMMEs	Collaboration, funding, ore production, conducting business Transporting employees to and from work Providing products and services to the mining industry			

Catalytic project name & description	Regional Airport			
Role player	**Commitments/ action required**	**Responsible official**	**Budget/resource commitment**	**Time frame**
National government				
• Dept. of Transport	Funding allocations, integrated transport planning and provision Construction of airport Linkage to transportation networks and systems			
• National Treasury	National Revenue Fund Allocations			
• Civil Aviation Authority	Regulating, setting standards and monitoring			
• Dept. of Trade & Industry & Competition and Dept. Economic Development	Investment sourcing and trade agreements			
• Dept. of Forests, Fisheries & Environment	Environmental authorisations, environmental management, conservation, protection and pollution control.			
• Dept. of Communications and Digital Technologies	Telecommunication infrastructure and technologies			
• Dept. of Public Works	Planning, funding design and construction. Connecting people, opportunities and services			
• Dept. Tourism	Promotion of domestic and international tourism			
• Dept. Higher Education, Science & Innovation	Research, innovation and development. Training the workforce.			

Catalytic project name & description	Regional Airport			
Role player	**Commitments/ action required**	**Responsible official**	**Budget/resource commitment**	**Time frame**
Provincial government				
• Dept. Transport, Safety & Liaison • Dept. of Roads & Public Works • Dept of Economic Affairs & Tourism • Provincial Treasury	Linkage to transportation networks and systems Regulation of transport. Connecting people, services and opportunities. Community safety, crime prevention & law enforcement. Transport infrastructure & road construction and maintenance. Connecting people, services and opportunities. International and domestic tourism promotion Investor promotion and sourcing DORA allocations			
Local government				
• JTG District Municipality • Ga-Segonyana LM, Gamagara LM & Joe Morolong LM	IGR Spatial and infrastructure planning support Spatial planning, integration and land use management Local economic Development Promoting domestic and international tourism SMME support Municipal health Services and law enforcement Integrated infrastructure and distribution network planning, provision and maintenance Spatial planning & land use management Municipal services & law enforcement Local economic Development Promoting tourism SMME support and development			
Tertiary /Research institutions				
• Universities and/or Engineering Faculties • Universities of Technology • TVET Colleges • Artisan Training Facilities	Education and training of workforce Knowledge economy Research and development Exporting skills			

Catalytic project name & description	Regional Airport			
Role player	**Commitments/ action required**	**Responsible official**	**Budget/resource commitment**	**Time frame**
Civil society organisation				
• NGOs & CBOs	Community and SMME support			
Private sector				
• Air Freight & Passenger Transport Firms • SMMEs	Airport services Transportation of passengers and goods Goods and services Investment funding			

Catalytic project name & description	Special Economic zone			
Role player	**Commitments/ action required**	**Responsible official**	**Budget/resource commitment**	**Time frame**
National government				
• Dept. of Trade & Industry & Competition	Investment sourcing & Public private partnerships			
• National Treasury	National revenue fund allocations IGR Financial relations Budget preparation & management			
• Dept. of DALRRD	Spatial planning & land use management support (specifically precinct planning) Agricultural development & support			
• Dept. Economic development	Coordination of economic policies & opportunities Job creation			
• Dept. of Communications and Digital Technologies	Telecommunication infrastructure and technologies			
• Dept. Tourism	Domestic & international tourism promotion Job creation			
• Dept. Higher Education, Science & Innovation	Research innovation & development. Training of the workforce			
• Dept. Social Development	Social welfare services & community support			

Catalytic project name & description	Special Economic zone			
Role player	**Commitments/ action required**	**Responsible official**	**Budget/resource commitment**	**Time frame**
• Dept. Small business development • Dept. Trade, Industry & competition	SMMEs development & support Investment sourcing, PPPs			
Provincial government				
• Dept. Economic development & Tourism • Dept. Agriculture Land Reform & Rural development • Office of the Premier	Implement economic development & domestic and international tourism promotion Agricultural development & support Spatial planning & land use management support. Environmental conservation and protection Coordination & planning support			
Local government				
• JTG District municipality • Joe Morolong L.M, Ga-Segonyana L.M & Gamagara L.M	IGR Municipal health services & law enforcement Spatial & infrastructure planning support Local economic Development Promoting tourism SMME support and development Spatial (precinct) planning, integration and land use management Local economic Development Promoting tourism SMME support development Integrated infrastructure planning, funding, design, construction, maintenance and municipal service provision			
Tertiary /Research institutions				
• Universities and/or Engineering Faculties • Universities of Technology • TVET Colleges • Artisan Training Facilities	Education and training of workforce Knowledge economy Research and development Exporting skills			
Civil society organisation				
NGOs & CBOs	Support to communities and SMMEs			
Private sector				
SMMEs	Provision of goods and services			

Catalytic project name & description	Special Economic zone			
Role player	**Commitments/ action required**	**Responsible official**	**Budget/resource commitment**	**Time frame**
	Donor & investment funding			

Catalytic project name & description	Higher Education Facilities i.e., University, University of Technology, TVET College and Artisan training facilities.			
Role player	**Commitments/ action required**	**Responsible official**	**Budget/resource commitment**	**Time frame**
National government				
• Dept Higher Education, Science & Innovation • Dept. of Communications and Digital Technologies • National Treasury • Dept. Tourism • Dept. Social Development • Dept Transport • Dept. Small Business Development • Dept. Trade Industry & Competition • Dept. Economic Development • Dept. Public Works	Funding, coordination and establishment of higher education facilities. Training the work force and skills export Research, development and innovation Telecommunication infrastructure and technology National Revenue Fund allocations Domestic and international tourism promotion related to higher education -knowledge economy Social welfare services Connecting people, opportunities & services SMME Development & support Investment sourcing & PPPs Economic development, linkages & trade-offs Public service infrastructure development, construction & maintenance			
Provincial government				
• Dept. Economic development & Tourism • Dept. of Education • Office of the premier • Dept. Transport, Safety & Liaison • Dept. Roads & Public Works	Domestic and international tourism promotion related to higher education – knowledge education Implementation of regulatory mandate Coordination and strategic support Connecting people to opportunities and services. Community safety, crime prevention and law enforcement. Provision of integrated transport and roads infrastructure			
Local government				

Catalytic project name & description	Higher Education Facilities i.e., University, University of Technology, TVET College and Artisan training facilities.			
Role player	**Commitments/ action required**	**Responsible official**	**Budget/resource commitment**	**Time frame**
• JTG District municipality • Joe Morolong L.M • Ga-Segonyana L.M • Gamagara L.M	IGR, municipal health services & law enforcement Spatial planning, integration and land use management Local economic Development Promoting domestic & international tourism SMME support Integrated infrastructure planning, design, construction, maintenance and funding Municipal service provision			
Tertiary /Research institutions				
• Universities and/or Engineering Faculties • Universities of Technology • TVET Colleges • Artisan Training Facilities	Education and training of workforce Knowledge economy Research and development Exporting skills			
Civil society organisation				
• NGOs & CBOs	Support to communities & SMMEs			
Private sector				
SMMEs	Investment funding Goods and services provision			

Catalytic project name & description	Basic Education			
Role player	**Commitments/ action required**	**Responsible official**	**Budget/resource commitment**	**Time frame**
National government				
• Dept. Basic education	Budgeting, planning, design for building/renovating of school facilities, school sanitation improvement Staffing and equipping of schools Community engagements & relations Policy and standard setting			

Catalytic project name & description	Basic Education			
Role player	**Commitments/ action required**	**Responsible official**	**Budget/resource commitment**	**Time frame**
• Dept. Higher Education, Science & Innovation • Dept. of Communications and Digital Technologies • Dept. of Public works • National Treasury • Dept. of Social Services • Dept. Public Works • Dept. Transport	Development of teachers, training the workforce. Research development & innovation Telecommunication infrastructure and technology Construction of school facilities National Revenue Fund allocations Social welfare programmes School feeding schemes Construction and maintenance of public infrastructure Connecting people, services and opportunities			
Provincial government				
• Office of the Premier • Dept. Education • Dept. Roads and Public Works • Dept. DTSL • Provincial Treasury	Coordination and strategy support Planning and implementation of mandate Construction & refurbishment of schools Learner transport and support. Community safety, crime prevention & law enforcement DORA allocations			
Local government				
• JTG District Municipality • Joe Morolong LM • Gamagara LM • Ga-Segonyana LM	IGR Spatial planning, integration and land use management Local economic Development Promoting tourism SMME support Integrated infrastructure planning			
Tertiary /Research institutions				
• Universities • University of Technology	Training of teachers Research, Innovation & Development			
Civil society organisation				
NGOs & CBOs	Community Support & SMME development			

Catalytic project name & description	Basic Education			
Role player	**Commitments/ action required**	**Responsible official**	**Budget/resource commitment**	**Time frame**
Private sector				
SMMEs	Goods and services Learner transport Investment funding			

Catalytic project name & description	Agricultural Hubs and Park			
Role player	**Commitments/ action required**	**Responsible official**	**Budget/resource commitment**	**Time frame**
National government				
• Dept. of DALRRD • Dept. Trade, Industry & competition • Dept. of Communications and Digital Technologies • National Treasury • Dept. Tourism • Dept. Higher Education Science & Innovation • Dept. Social Development • Dept. Transport • Dept. Small Business Development • Dept. Water & Sanitation	Spatial planning & land use management support Construction & development of the Agri Park Farmer production support Value chain development Policy & regulatory development PPPs and investment sourcing Telecommunication infrastructure & Technology National revenue fund allocation Domestic & international tourism promotion Training the workforce. Research, development & innovation Social welfare support Connecting people, services and opportunities SMME development & support Bulk water & sanitation infrastructure, water resource management, conservation and development and provision for domestic, agricultural and industrial development			
Provincial government				

Catalytic project name & description	Agricultural Hubs and Park			
Role player	**Commitments/ action required**	**Responsible official**	**Budget/resource commitment**	**Time frame**
• Dept. Agriculture & Rural development and Environment • Office of the Premier • Provincial Treasury • Dept. Transport, Safety & Liaison • Dept. Economic Development & Tourism	Spatial planning & land use support. Farmers support & development. Stock development & support. Land restoration, reform & development. Nature conservation and protection Planning support DORA allocations Connecting people, opportunities & services. Community safety, crime prevention and law enforcement Domestic & international tourism promotion, value chain development			
Local government				
• JTG District Municipality • Joe Morolong LM • Gamagara LM • Ga-Segonyana LM	IGR Spatial planning, integration and land use management Local economic Development Promoting tourism SMME support Integrated infrastructure planning			
Tertiary /Research institutions				
• Universities • University of Technology • TVET Colleges • Artisan training facility	Education and training of workforce Knowledge economy Research and development Exporting skills			
Civil society organisation				
NGOs & CBOs	Community support			
Private sector				
SMMEs	Goods & services Investment funding			

Catalytic project name & description	Bulk Infrastructure and Distribution networks			
Role player	**Commitments/ action required**	**Responsible official**	**Budget/resource commitment**	**Time frame**
National government				
• Dept. of Communications and Digital Technologies • National Treasury • Dept. Tourism • Dept. Higher Education, Science & Innovation • Dept. Social Development • Dept. COGTA • Dept. Water & Sanitation • Dept. Mineral resource & energy & ESKOM • Dept. Trade, Industry & competition	Telecommunication infrastructure development National Revenue fund allocation Domestic & international tourism Research, innovation & development. Training the workforce Social welfare support Cooperative governance MIG & related funding Bulk water and sanitation infrastructure and distribution networks Development of water sources, conservation & management of water sources. Water provision for domestic consumption and industrial development Solar farms & alternative energy solutions, bulk energy infrastructure provision and grid development PPPs & Investment sourcing			
Provincial government				
• Dept. COGHSTA • Dept. Roads & Public Works • DTSL	MIG and related funding Integrated transport infrastructure provision, construction, refurbishment, upgrade and maintenance (various modes) Transport planning, provision (all modes) and management Traffic management & control Crime prevention, community safety & law enforcement			
Local government				
• JTG District Municipality • Joe Morolong LM • Gamagara LM	IGR Spatial planning, integration and land use management Local economic Development Promoting tourism			

Catalytic project name & description	Bulk Infrastructure and Distribution networks			
Role player	**Commitments/ action required**	**Responsible official**	**Budget/resource commitment**	**Time frame**
• Ga-Segonyana LM	SMME support Integrated infrastructure planning Community services			
Tertiary /Research institutions				
• Universities • University of technology • TVET College • Artisan training centre	Education and training of workforce Knowledge economy Research and development Exporting skills			
Civil society organisation				
NGOs & CBOs	Community support			
Private sector				
SMME	Goods & services Investment funding			

Catalytic project name & description	Telecommunication and Information Infrastructure			
Role player	**Commitments/ action required**	**Responsible official**	**Budget/resource commitment**	**Time frame**
National government				
• Dept. of Communications and Digital Technologies • National Treasury • Dept. Tourism • Dept. Higher Education, Science & Innovation • Dept. Trade, Industry & Competition • Dept. Small Business Development	Telecommunication infrastructure development & Technology Increase digital presence and connectivity in the district National revenue fund allocation Domestic & international tourism promotion Research, development & Innovation. Education & Training of the workforce Investment sourcing, PPPs SMME support & development			

Catalytic project name & description	Telecommunication and Information Infrastructure			
Role player	**Commitments/ action required**	**Responsible official**	**Budget/resource commitment**	**Time frame**
Provincial government				
• Provincial Treasury • Dept. Transport, Safety & Liaison • Office of the Premier	DORA allocations Connecting people, services and opportunities. Community safety, crime prevention and law enforcement Coordination and planning support			
Local government				
• JTG District Municipality • Joe Morolong LM, Gamagara LM and Ga-Segonyana LM	Spatial and integrated infrastructure planning support. land use management Local economic development Promoting domestic and international tourism SMME support and development Integrated infrastructure and distribution network planning. Spatial planning and land use management Municipal service provision SMME support & development Promoting tourism in the local space Local economic development			
Tertiary /Research institutions				
• Universities • University of technology • TVET College	Education and training of workforce Knowledge economy Research, innovation and development Exporting skills			
Civil society organisation				
NGOs & CBOs	Community support			
Private sector				
SMMEs	Goods & services Investment funding			

Catalytic project name & description	Tourism promotion and development			
Role player	**Commitments/ action required**	**Responsible official**	**Budget/resource commitment**	**Time frame**
National government				
• Dept. of Communications and Digital Technologies	Telecommunication infrastructure & technologies			
• National Treasury	National Revenue Fund Allocations			
• Dept. Tourism	Promotion of international and domestic tourism. Developing of tourism routes and linkages between routes. Integrated tourism promotion – knowledge economy			
• Dept. Higher Education, Science & Innovation	Education and training of workforce. Research, development & innovation			
• Dept. Sport, Arts and Culture	Funding & construction of stadiums and entertainment facilities. Conservation of heritage resources. Heritage resource management plans. Heritage resource centre. Major event coordination, support and safety (with SAPS)			
• Dept. Small Business Development	SMME Development and support			
• Dept. Women, Youth and Persons with Disabilities	Supporting and promoting the interests of vulnerable groups			
• Dept. COGTA	Promotion of cooperative governance. Coordination of traditional affairs			
• Dept. Human Settlements	Integrated human settlement planning, design, upgrade and maintenance			
• SAPS	Crime prevention and response, safety of communities, safety of tourists			
• Dept. Economic Development	Promotion of economic development, legislative and policy development. Investment sourcing			
• Dept. Trade, Industry and Competition	Investment sourcing, trade & investment legislative and policy frameworks and PPPs.			
• Dept. Transport	Integrated transport planning, design, funding & construction (all modes of transport)			
Provincial government				
• Dept. COGHSTA	Integrated human settlement development and funding. Cooperative governance. Coordination of traditional affairs.			

Catalytic project name & description	Tourism promotion and development			
Role player	**Commitments/ action required**	**Responsible official**	**Budget/resource commitment**	**Time frame**
• Dept. Economic Development & Tourism • Dept. Sport, Arts & Culture • Dept. Agriculture, Environmental Affairs, Rural Development and Land Reform • Dept. Education • Dept. Transport, safety & liaison • Dept. Roads & Public Works • Provincial Treasury • Public entities (e.g., NCEDA, Northern Cape Tourism Authority	Promotion of economic development, economic recovery plans, support to local government, investment sourcing and PPPs. Funding & construction of stadiums and entertainment facilities. Conservation of heritage resources. Heritage resource management plans. Heritage resource centre. Major event coordination, support and safety (with SAPS) Land development & restoration, agricultural development, innovation & farmer support. Training the workforce and exportation of skills Planning, design, construction, maintenance and funding of transport infrastructure (all modes) Traffic law enforcement Event coordination and safety with SAPS Crime prevention, law enforcement and response Planning, funding, design, developing, upgrading, refurbishment and maintenance of roads (all types), to connect people and opportunities & resources DORA allocations Tourism promotion & opportunities, investment & economic development promotion.			
Local government				
• JTG District Municipality	Promotion of Inter-governmental relations. District policy environment (e.g., LED, manufacturing and SMME development strategies, spatial planning) Coordination of district local economic development District branding strategy			

Catalytic project name & description	Tourism promotion and development			
Role player	**Commitments/ action required**	**Responsible official**	**Budget/resource commitment**	**Time frame**
• Joe Morolong LM, Gamagara LM & Ga-Segonyana LM	Coordination of social & labour plans, as well as corporate social investment programmes. Tourism promotion, diversification and marketing. SMME development and support Promotion of the interests of vulnerable groups. Spatial planning & land use management support to LMs LED support to local municipalities Local economic development policy environment. Spatial planning & land use management Rest stops, public open spaces, urban furniture, universal access urban design Beautification and cleansing of settlements Provision, refurbishment, upgrading and maintenance of bulk infrastructure and distribution networks			
Tertiary /Research institutions				
• Universities • University of technology • TVET College • Artisan training centre	Training of the workforce Research development & innovation			
Civil society organisation				
NGOs & CBOs	Community support, development and advocacy			
Private sector				
SMMEs	Provision of goods and services Investment funding and creation of further opportunities.			

Catalytic project name & description	Transport corridor and gateway with related infrastructure and networks			
Role player	**Commitments/ action required**	**Responsible official**	**Budget/resource commitment**	**Time frame**
National government				

Catalytic project name & description	Transport corridor and gateway with related infrastructure and networks			
Role player	**Commitments/ action required**	**Responsible official**	**Budget/resource commitment**	**Time frame**
• Dept. Transport & SANRAL	Integrated transport planning, design, funding & construction (all modes of transport) Regional airport establishment, funding & construction Rollout of rail infrastructure and equipment to enhance mining production, beneficiation and export of products Upgrading of major routes, i.e., R31 & N14 (from Botswana border to Kimberley (R31) and from the District to Gauteng and Upington (N14)) Refurbishment of internal and connector roads Promotion of various modes of transport to improve access to services and opportunities Road, rail & airport maintenance within and trough the district. Promotion of passenger and commuter safety. Transport law enforcement Approval of District Transport Authority Establishment of weighbridges			
• Dept. of Communications and Digital Technologies	Telecommunication infrastructure & technologies			
• National Treasury	National Revenue Fund allocations			
• Dept. Tourism	Promotion of international and domestic tourism in general, but specifically related to transport. Knowledge economy			
• Dept. Higher Education, Science & Innovation	Education & training of the workforce, exportation of skills, as well as research, development & innovation			
• SAPS	Law enforcement and user safety. Investment & infrastructure protection.			
• Dept. Trade, Investment & Competition	Investment sourcing & PPPs			
• Dept. Economic Development	Economic development, unlocking of economic development potential.			
• Dept. Small Business Development	SMME Development & support			
Provincial government				

Catalytic project name & description	Transport corridor and gateway with related infrastructure and networks			
Role player	**Commitments/ action required**	**Responsible official**	**Budget/resource commitment**	**Time frame**
• Dept. Transport, safety & liaison	Integrated transport planning, design, funding & construction (all modes of transport) Regional airport establishment, funding & construction Rollout of rail infrastructure and equipment to enhance mining production, beneficiation and export of products Upgrading of major routes, i.e., R31 & N14 (from Botswana border to Kimberley (R31) and from the District to Gauteng and Upington (N14)) Refurbishment of internal and connector roads Promotion of various modes of transport to improve access to services and opportunities Road, rail & airport maintenance within and trough the district. Promotion of passenger and commuter safety. Transport law enforcement Approval of District Transport Authority Establishment of weighbridges			
• Dept. Roads & Public Works	Provincial and connector road funding, planning design, upgrading/construction, refurbishment and maintenance. Funding, design and construction of public infrastructure.			
• Dept. COGHTSTA	Cooperative governance, integrated human settlement development Coordination, unlocking blockages, strategy			
• Office of the Premier	Promoting economic development, economic recovery, promoting domestic & international tourism and knowledge economy			
• Dept. Economic Development & Tourism	Investment promotion, sourcing of investment and investor confidence SMME Development & support			
Local government				
• JTG District Municipality	IGR Coordination of integrated human settlement infrastructure and transport planning within and through the district and support to LMs Establishment of district transport authority Establishment of district weighbridges			

Catalytic project name & description	Transport corridor and gateway with related infrastructure and networks			
Role player	**Commitments/ action required**	**Responsible official**	**Budget/resource commitment**	**Time frame**
• Joe Morolong LM, Gamagara LM & Ga-Segonyana LM	Law enforcement & development District Spatial planning Spatial planning & land use management support to LMs Local economic Development Promoting domestic and international tourism SMME development and support Community services Spatial planning & land use management Integrated human settlement transport planning in the LM space. Planning, design, funding, construction & maintenance of transportation infrastructure, i.e., streets, sidewalks and public open spaces Traffic law enforcement			
Tertiary /Research institutions				
• Universities • University of technology • TVET College • Artisan training centre	Education and training of workforce Knowledge economy Research and development Exporting skills			
Civil society organisation				
NGOs & CBOs	Community support			
Private sector				
SMMEs	Goods and services provision Investment funding			

Catalytic project name & description	Disaster management centre			
Role player	**Commitments/ action required**	**Responsible official**	**Budget/resource commitment**	**Time frame**
National government				

Catalytic project name & description	Disaster management centre			
Role player	**Commitments/ action required**	**Responsible official**	**Budget/resource commitment**	**Time frame**
• Dept. COGHTA	Regulatory & policy environment Funding Fourth responder to disasters Allocations from Disaster Emergency Housing Grant Coordination of traditional affairs			
• Dept. of Communications and Digital Technologies	Telecommunication infrastructure & technologies			
• National Treasury	National Revenue Fund Allocations			
• Dept. Tourism	Domestic & International Tourism Promotion related to disaster management			
• Dept. Higher Education Science & Innovation	Training of workforce. Research & technology			
• Dept. Social Development	Social welfare programmes & grants and community support			
• SAPS	Community support and support to manage disasters Crime Prevention and law enforcement			
• SANDF	Community support and support to manage disasters. Support to SAPS			
• Dept. Forestry, Fisheries and the Environment • Government Communication and Information System (GCIS) • Dept. Health	Registering & regulating fire associations Funding & training of fire associations Coordination of communication. Communication strategies. Planning for and provision of public health & emergency medical services Treatment of patients during disasters. Prevention and treatment of communicable disease outbreaks.			

Catalytic project name & description	Disaster management centre			
Role player	**Commitments/ action required**	**Responsible official**	**Budget/resource commitment**	**Time frame**
• Dept. Public Works & Infrastructure • State Security Agency • Dept. Water and Sanitation • Dept. DALRRD • Dept. Sports, Arts and Culture • Dept. Transport	Planning, design, staffing and equipping of medical facilities. Coordination, policy and standard setting. Funding for and repair and maintenance of government infrastructure Identification of and responding to potential man-made disasters (e.g., threat to people, infrastructure and services) Legislation, policy development and standard setting. Drought relief funding Development of water sources. Monitoring and management of water quality. Groundwater management Bulk water and sanitation infrastructure and distribution networks Assistance with equipment & infrastructure in times of disaster Agricultural development support. Land development and restoration Drought, flood and fodder relief funding Provision of firefighting equipment and training Continued training & development of farmers Veterinary services, disease outbreak prevention and response Spatial planning & land use management coordination and support Event coordination and safety with SAPS Development & maintenance of transport (all modes) infrastructure			
Provincial government				
• Dept. COGHSTA	Third responder to disasters and management of disasters across district boundaries. Coordination and monitoring of disaster management Assistance to JTG DM and LMs to plan for and manage disasters Disaster management funding (e.g., NEAR & Fire Grants) Agricultural development support.			

Catalytic project name & description	Disaster management centre			
Role player	**Commitments/ action required**	**Responsible official**	**Budget/resource commitment**	**Time frame**
• Dept. Agriculture, Environmental Affairs, Rural Development and Land Reform • Dept. Economic Development & Tourism • Provincial Treasury • Dept. Roads & Public Works • Dept. Social Development • Dept. Sport, Arts and Culture • Dept. Transport, Safety and Liaison	Land development and restoration Drought, flood and fodder relief funding Provision of firefighting equipment and training Continued training & development of farmers Veterinary services, disease outbreak prevention and response Environmental management & control Domestic & international tourism promotion related to disaster management. Promotion of economic development and opportunities. Promotion of knowledge economy. Sourcing of investment funding. DORA allocations Planning, design, maintenance of provincial and connector roads, as well as government infrastructure Social welfare programmes and relief and grants. Food parcel distribution/vouchers. School feeding schemes/soup kitchens Event coordination and safety with SAPS Planning, design, construction, maintenance and funding of transport infrastructure (all modes) Traffic law enforcement Event coordination and safety with SAPS Crime prevention, law enforcement and response Support to district disaster centre.			
Local government				
• JTG District Municipality	Operations & management of District Disaster Management Centre. Planning, design & construction. Disaster Management Framework, Plan Policy and Contingency Plans.			

Catalytic project name & description	Disaster management centre			
Role player	**Commitments/ action required**	**Responsible official**	**Budget/resource commitment**	**Time frame**
• Joe Morolong LM, Gamagara LM & Ga-Segonyana LM	Second responder to disasters Food parcel distribution and temporary shelter provision Training of disaster management volunteers Municipal Health Services (communicable disease outbreak prevention and response) Law enforcement & development in respect of municipal health services Spatial planning & land use management support to LMs Local economic development and tourism promotion SMME support and development First responders to disasters Local disaster centre operations and maintenance, planning and funding Training of disaster volunteers and fire associations. Fire brigade services Integrated spatial-, human settlement-, infrastructure & distribution networks planning, provision, refurbishment and maintenance Municipal services provision			
Tertiary /Research institutions				
• Universities • University of technology • TVET College • Artisan training centre	Education and training of workforce Knowledge economy Research and development Exporting skills			
Civil society organisation				
NGOs & CBOs	Community support			
Private sector				
SMMEs	Goods and services provision Investment and donor funding			

Catalytic project name & description	Integrated smart human settlement development			
Role player	**Commitments/ action required**	**Responsible official**	**Budget/resource commitment**	**Time frame**
National government				
• Dept. of Human Settlements	Human settlement development policy, funding and accreditation. Promotion of green technology Human settlement subsidies Emergency housing funding Disaster management coordination			
• Dept. COGTA	Cooperative governance			
• Dept. of Communications and Digital Technologies	Telecommunication infrastructure development & digital technologies			
• National Treasury	National revenue fund allocation			
• Dept. of Transport	Provision of integrated transport infrastructure, connecting people to services and opportunities			
• Dept. Forestry, Fisheries & Environment	Environmental authorisations, law enforcement, environmental management, conservation and protection			
• Dept. Water & Sanitation	Planning, funding and regulation of bulk water & sanitation infrastructure and distribution networks. Water resource protection and management. Alternative water source development Potable water provision for human and animal consumption, as well as agricultural and industrial development.			
• Dept. Minerals & Energy with ESKOM	Electricity provision & grid development for human settlement consumption and industrial development Alternative and clean energy sources – i.e., solar farms and alternative energy source development. Domestic and Sub-Saharan exportation of electricity			

Catalytic project name & description	Integrated smart human settlement development			
Role player	**Commitments/ action required**	**Responsible official**	**Budget/resource commitment**	**Time frame**
• Dept. Social Development • Dept. of Health • Dept. Public Works • Dept. Higher Education, Science, Technology & Innovation • Dept. Basic Education • Dept. Agriculture, Land Reform & Rural Development • SAPS • Dept. Home Affairs • Dept. Sport, Arts & Culture	Reduction of fossil fuel dependence Planning, funding & provision of social welfare programmes, grants and support to community members Medical and emergency facilities, staffing, equipment and medication and service provision. Preventing, combatting and responding to communicable diseases Construction of Government and service infrastructure Education and training of the workforce. Education & training facilities, staffing & equipment. Research, development & innovation Planning, budgeting, provision, staffing and equipping of basic education facilities Spatial planning and land use management support, agricultural development and food security Crime prevention and law enforcement Home Affairs services Planning, funding, promotion of sports, arts & culture, conservation and protection. Providing & maintaining sport, cultural, library and entertainment facilities			
Provincial government				
• Dept. COGHSTA	Human settlement planning, funding and provision.			

Catalytic project name & description	Integrated smart human settlement development			
Role player	**Commitments/ action required**	**Responsible official**	**Budget/resource commitment**	**Time frame**
• Dept. Transport, Safety & Liaison • Dept. Roads & Public works • Dept. Agriculture, Environmental affairs & Rural development • Provincial Treasury • Office of the Premier	Coordination of district human settlement accreditation and implementation framework Training and support of human settlement officials of the district. Integrated Transport planning, funding and provision. Connecting people to opportunities & services Community safety, crime prevention and law enforcement Planning, design and funding roads and transport infrastructure, construction, road refurbishment & maintenance Construction and maintenance of Government facilities and infrastructure Environmental authorisations, protection, management & conservation. Agricultural & rural development and support, food security and SMME development DORA allocations Planning and strategy support.			
Local government				
• JTG District Municipality • Joe Morolong LM, Gamagara LM & Ga-Segonyana LM	IGR Integrated human settlement planning and rollout of accreditation implementation framework Spatial planning Spatial planning support to LMs Integrated development planning Municipal Health Services, air quality management and law enforcement. Prevention and responding to communicable diseases and environmental pollution. Local economic development, SMME development and support. Promotion of domestic and international tourism Local law enforcement & development Traffic management			

Catalytic project name & description	Integrated smart human settlement development			
Role player	**Commitments/ action required**	**Responsible official**	**Budget/resource commitment**	**Time frame**
	Spatial planning& land use management. Approval of general layout plans, township establishment, title deed registration Integrated planning, provision and maintenance of bulk infrastructure & distribution networks (water, electricity, sewerage, streets, sidewalks, street lighting, storm water drainage) Local economic Development Promoting tourism in the local space SMME support and development Community services, refuse removal, developing and maintaining public open and green spaces, public parks and public amenities.			
Tertiary /Research institutions				
• Universities • University of technology • TVET College • Artisan training centre	Education and training of workforce Knowledge economy Research and development Exporting skills			
Civil society organisation				
NGOs & CBOs	Community support			
Private sector				
SMMEs	Goods & services Investment funding Job creation			

Catalytic project name & description	Waste to Energy Plant			
Role player	**Commitments/ action required**	**Responsible official**	**Budget/resource commitment**	**Time frame**
National government				
• Dept. of Communications and Digital Technologies • National Treasury • Dept. of Transport	Telecommunication infrastructure development & digital technologies National revenue fund allocation Provision of integrated transport infrastructure, connecting people to services and opportunities			
• Dept. Forestry, Fisheries & Environment	Environmental authorisations, law enforcement, environmental management, conservation and protection. Pollution control.			
• Dept. Water & Sanitation	Water resource protection and management			
• Dept. Minerals & Energy with ESKOM	Electricity provision & grid development for human settlement consumption and industrial development Alternative and clean energy sources – i.e., solar farms and alternative energy source development. Domestic and Sub-Saharan exportation of electricity Reduction of fossil fuel dependence. Receiving and distribution of energy generated by the plant			
• Dept. of Health	Medical and emergency facilities, staffing, equipment and medication and service provision. Preventing, combatting and responding to communicable diseases. Medical waste disposal			
• Dept. Higher Education, Science, Technology & Innovation	Education and training of the workforce. Education & training facilities, staffing & equipment. Research, development & innovation			
• Dept. Agriculture, Land Reform & Rural Development • SAPS	Spatial planning and land use management support, agricultural development and food security. Agricultural waste disposal. Crime prevention and law enforcement			

Catalytic project name & description	Waste to Energy Plant			
Role player	**Commitments/ action required**	**Responsible official**	**Budget/resource commitment**	**Time frame**
• Dept. Labour • Dept. Small Business Development	Labour relations, skills development, workplace safety. SMME development & support			
Provincial government				
• Dept. Transport, Safety & Liaison • Dept. Roads & Public works • Dept. Agriculture, Environmental affairs & Rural development • Provincial Treasury • Office of the Premier • Dept. Economic Development & Tourism • Dept. COGHSTA	Integrated Transport planning, funding and provision. Connecting people to opportunities & services Community safety, crime prevention and law enforcement Planning, design and funding roads construction, road refurbishment & maintenance Agricultural & rural development and support, food security and SMME development DORA allocations Planning and strategy support Investment sourcing and economic development Cooperative governance & integrated human settlement development			
Local government				
• JTG District Municipality • Ga-Segonyana LM	IGR Spatial planning support to LMs Integrated development planning Municipal Health Services and law enforcement. Prevention and responding to communicable diseases and environmental pollution. Local economic development, SMME development and support. Promotion of domestic and international tourism Local law enforcement & development Spatial planning& land use management			

Catalytic project name & description	Waste to Energy Plant			
Role player	**Commitments/ action required**	**Responsible official**	**Budget/resource commitment**	**Time frame**
• Joe Morolong LM & Gamagara LM	Integrated planning, provision and maintenance of bulk infrastructure & distribution networks (water, electricity, sewerage, streets, sidewalks, street lighting, storm water drainage) Receiving and treatment of water generated by the plant Refuse/waste collection, removal and transportation to the waste plant Local economic Development Promoting tourism in the local space SMME support and development Refuse/waste collection, removal and transportation to the waste plant			
Tertiary /Research institutions				
• Universities • University of technology • TVET College • Artisan training centre	Education and training of workforce Knowledge economy Research and development Exporting skills			
Civil society organisation				
NGOs & CBOs	Community support			
Private sector				
SMMEs	Goods & services Investment funding Job creation Operating waste to energy plant Recovery & recycling of waste			

6. ONE PLAN IMPLIMENTATION, MONITORING AND EVALUATION

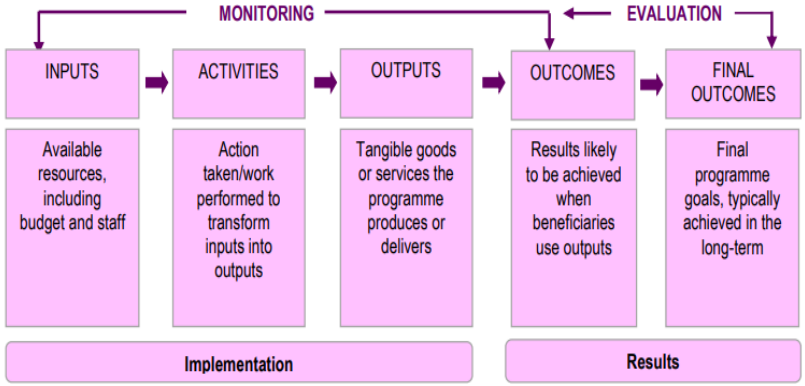
The purpose of monitoring and evaluation is to assess the performance of projects, institutions and programmes set as well as establish the impact of the project within and around the environment. Monitoring provides detailed information on assessed activities and where improvements can be made while evaluation side refers to the examination of a program to understand what has been achieved.

The One Plan cannot and does not replace any existing prescribed development, departmental strategic and annual performance plans that each sphere, department and state entity is responsible for. It is therefore the intent to take the baseline as a point of departure and additional informant when making decisions regarding budget choices.

6.1 MONITORING AND EVALUATION

Monitoring and Evaluation will be achieved using Theory of change. Theory of change describes how an intervention will deliver the planned results. A result chain outlines how the sequence of inputs, activities and outputs of a programme will attain specific outcomes (objectives). This in turn will contribute to the achievement of the overall aim of the DDM One Plan of JTG District.

Table: Monitoring and evaluation process



Monitoring of the JTG District One Plan will take place at various levels and will be achieved through surveys, Quarterly meetings and Progress reports, Track changes in departmental and municipal plans, budgets and performances Tracking of quantitative indicator measures (Stats SA), Evaluation of qualitative measures, Extent to which departments and officials embrace joint planning, budgeting and implementation, Extent to which national and provincial departments decentralise operations at district level and extent to which departments and other entities work cooperatively

7. CONCLUSION

The vision of the JTG One Plan is “A global centre of excellence for environmentally sustainable, innovative and competitive manganese mining and steel beneficiation that anchors a diversified and inclusive economy with an empowered and prosperous local community”.

From the assessment carried out during the formulation of the JTG District One Plan, it is clear that the region has potential for economic growth, thus the vision can be realized through proper coordination between all spheres of government, sectors and the people.

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