

JOHN TAOLO GAETSEWE DISTRICT MUNICIPALITY

**APPOINTMENT OF SERVICE PROVIDER(S) TO REVIEW THE JOHN
TAOLO GAETSEWE RURAL DEVELOPMENT SECTOR PLAN LOCATED IN
THE NORTHERN CAPE PROVINCE FOR A PERIOD OF NINE (9)
MONTHS.**

INCEPTION REPORT AND PROJECT IMPLEMENTATION PLAN

AUGUST 2022

CLIENT:



**agriculture, land reform
& rural development**

Department:
Agriculture, Land Reform and Rural Development
REPUBLIC OF SOUTH AFRICA

DELIVERABLE:

**Inception Report, Implementation Plan
and Stakeholder Engagement Plan**

MILESTONES:

**Final Inception Report
Project Implementation Plan**



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ABBREVIATIONS

- CRDP – Comprehensive Rural Development Program
- CSIR – Council for Scientific and Industrial Research
- DALRRD – Department of Agriculture, Land Reform and Rural Development
- DM - District Municipality (In this case the John Taolo Gaetsewe District)
- IDP - Integrated Development Plan
- LM - Local Municipality
- MSA – Municipal Systems Act
- NDP - National Development Plan
- NSDF – National Spatial Development Framework
- PIP – Project Implementation Plan.
- PSC – Project Steering Committee as defined in the SLA
- PSDF - Provincial Spatial Development Framework (Northern Cape PSDF)
- RDSP – Rural Development Sector Plan (RDSP)
- RACI - Responsible, Accountable, Consulted, and Informed
- SANRAL - South African National Roads Agency Limited
- SLA – Service Level Agreement (between MVD Consulting Engineers and Town Planners (Pty) Ltd and the DALRRD).
- SDF - Spatial Development Framework
- SDI – Spatial Data Infrastructure
- SPLUMA - Spatial Planning and Land Use Management Act
- TORs – Terms of Reference

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1 INTRODUCTION

MVD CONSULTING ENGINEERS AND TOWN PLANNERS (PTY) LTD LTD (hereafter referred to as MVD) was appointed by the Northern Cape Department of Agriculture Land Reform and Rural Development (DALRRD) to review the current John Taolo Gaetsewe Rural Development Plan (RDSP) for the John Taolo Gaetsewe District. This review process will also ensure alignment with the approved Guidelines for Rural Development Planning which makes provision for the development of a Rural Development Sector Plan (RDSP) for each district. For the purpose of this report the previous Rural Development Plan (DRDP) will now be referred to as the Rural Development Sector Plan (RDSP) of DALRRD.

This submission represents the **Inception Report and Project Implementation Plan** for the project and will guide the implementation and management of the project over the stipulated timeframe (August 2022 to March 2023). The Report must be read against the background of the Service Level Agreement (SLA) and the Tender submission by MVD.

1.1 BACKGROUND

As per the Terms of Reference, the Rural Development Sector Plan (RDSP) is regarded as a priority planning tool to **guide the work of Branches within the Department. This implies that all projects within the respective branches should be informed by the District Sector Plan.**

For the past five years, these plans have been used by Provincial Shared Services Centre (PSSCs) for the identification, monitoring, evaluation, and implementation of initiatives, programs, and projects by the Department in the municipalities. Components of these District Sector plans would also be built into various Municipal Spatial Development Frameworks (SDFs) to ensure that the departmental footprint finds its spatial expression **as a sector** within the rural space. This also ensured smooth project implementation.

The RDSPs must be integrated with existing National, Provincial and Municipal plans, processes, and priorities, in terms of both the content of the various plans and the various structures involved in the management and alignment of planning processes e.g. **District Development Model**, IDPs, etc. There is a critical need for alignment between sector departments, parastatals, and the municipal development agenda in ensuring integrated and sustainable development.

The Rural Development Sector Plan is based on the Mandate of the DALRRD, and is aligned to the Vision and Mission, as well as Strategic Priorities and Outcomes for the department as defined in the DALRRD APP Business Plan, 2019-2024.

In essence, the DALRRD Rural Development Sector Plan represents the department's operational plan and programme for the specific geographic area (IGR Zone).

The Department deems it necessary to develop Rural Development Sector Plan (RDSPs) that will assist in identifying opportunities in these rural spaces of South Africa to ensure that they achieve their development potential.

As the Department has gone through a merger, there are new developments such as the Agriculture and Agro-Processing Master Plan (AAMP), Comprehensive Land and Agrarian Strategy (CLAS), and Land Use Master Plan (LUMP) for Land Reform purposes and other developments which include new vision, strategic direction, the Medium Term Strategic Framework (MTSF 2019-24) to mention but a few. With these new developments, it has become necessary that more comprehensive and inclusive programs of action be developed to accommodate the following issues:

- Rural communities are still characterised by poverty, inequality, limited access to basic social infrastructure, underdevelopment, lack of economic opportunities, fragmented spatial patterns, and environmental degradation. Previously rural communities relied more on agriculture and subsistence farming for food and income/exchange benefits.
- The rural parts of the country are still associated with high levels of poverty, poor spatial planning, lack of economic opportunities, and poor access to basic services.
- The inequality of the past is more vivid in rural areas since spatial planning had neglected these areas for quite a long time. Land use practices in these areas were in most cases done in an unsustainable manner with no proper plans in place to manage and guide development to maximise improvement of livelihoods of the rural communities, as a result, these areas have been left displaced, segregated, underdeveloped and impoverished.
- Above all, these plans need to ensure the transformation of rural South Africa into socially cohesive and stable communities with viable institutions, sustainable economies, and universal access to social amenities

1.2 OBJECTIVES

The main objective of the project is **to formulate a comprehensive plan of action for enhancing rural development in the District**. Such a comprehensive plan should comprise a clear set of objectives, strategies, projects, and a phased implementation program related to rural development for the district.

There is a need to ensure that the Rural Development Sector Plan (RDSP) is aligned with other government initiatives including the National Development Plan (NDP), New Growth Path (NGP), Industrial Policy Action Plan (IPAP), and other relevant plans. Provincially, these plans need to align but are not limited to the following: Provincial Growth Development Plan (PGDP), Provincial Spatial Development Framework (PSDF), and Provincial Rural Development Strategy (PRDS). Alignment at the Local level will be based on plans like Spatial Development Framework (SDF), Precinct Plans, Integrated Development Plans (IDP), and up to local area planning and aligned to municipal local economic development (LED) institutional arrangements.

The plans need to feed into the District Development Model (One Plan) to ensure the sector (DALRRD) input finds expression in this Multi-Sectoral Institutional Approach which caters to inputs from various sector departments at all three spheres of government and Spatial Approach.

These multi-sectoral inputs from various provincial and/or national government departments are provided as "Sector Plan Inputs". Hence, it is recommended that the "Sector Plan Input" of the DALRRD be provided by way of a Rural Development Sector Plan (RDSP) to be compiled for each of the 44 District Municipalities and 8 Metropolitan Municipalities (IGR Impact Zones) in South Africa. These plans also need to be aligned to the Guidelines for Rural Development Planning prepared by DALRRD.

2 THE RURAL DEVELOPMENT SECTOR PLAN (RDSP)

2.1 DEFINITION AND STATUS OF THE RDSPS

The Rural Development Sector Plan (RDSP) will be an enabling mechanism that responds to and complies with, in particular, the National Spatial Development Framework (NSDF). The latter encourages lower sphere spatial development plans and frameworks (such as the (RDSPs) to create an environment that promotes a developmental state. This corresponds with the Northern Cape Provincial Growth and Development Plan which has committed the Northern Cape Province to 'building a prosperous, sustainable growing provincial economy to reduce poverty and improve social development. The RDSP is to give effect to the above commitment and addresses the current situation in the Northern Cape Province as described in the Northern Cape Planning Legislation, namely 'inefficient, impoverished and scattered settlements while the poor is generally located far away from places of economic, social and environmental opportunities. To date, spatial fragmentation continues to pose major challenges despite the progress made by the government in formulating relevant spatial planning legislations and policies since 1994.

The RDSPs builds on the notion that such a situation requires innovative economic intervention, which can only result from a dynamic developmental state. The RDSP is to serve as an innovative strategy that will apply sustainability principles to all spheres of land-use management throughout the five (5) Districts within the Province and is to facilitate practical results as it relates to the eradication of poverty and inequality and the protection of the integrity of the environment. In short, the RDSP is to serve as a mechanism for enhancing the future of the District and its people by ensuring that:

- All land uses enable people to live a dignified life and enhance the integrity of the environment.
- Innovative management skills and technologies are employed to bring human demands for resources into balance with the carrying capacity of the environment. In this regard the RDSP is premised on the principle that shared resources can only be sustainable if the ethic of environmental care applies at all applicable levels, ranging from the international to the local.
- The comparative and competitive advantages which each District holds over its bordering Districts and Provinces and developed and utilised sustainably.

2.2 DALRRD'S SECTOR PLAN

The following guidelines are provided in the **Guidelines For Rural Development Planning** for the drafting and approval of the Sector Plan:

- DALRRD Rural Development Sector Plan (RDSP) represents the department's operational plan and programme for the specific geographic area (Inter-Governmental Relation Zone).
- The Rural Development Sector Plan (RDSP) is based on the mandate of the DALRRD and is aligned to the vision and mission, as well as **Strategic priorities and outcomes for the department** as defined in the DALRRD Annual Performance Plan Business Plan, 2019-2024.
- The Rural Development Sector Plan (RDSP) will comprise **two main components**: Rural Development Framework and an Implementation Plan:
 - The Rural Development Framework is a spatial plan intended to depict the **Rural Spatial Concept** or Rationale for the specific district/metropolitan "IGR Impact Zone".
 - The existing Municipal Spatial Development Framework represents the **"base map" for the Rural Development Framework** from which the Rural Spatial Concept for the area should be derived.
- The **Rural Spatial Concept will be supplemented with inputs from the various Programmes/Branches of the DALRRD** which will be structured in line with the three key pillars of the departments' Comprehensive Rural Development Programme namely:
 - Agrarian Transformation
 - Rural/Infrastructure Development
 - Land Reform.
- From the Rural Spatial Concept/Rationale, a number of **Priority Rural Intervention Areas may be demarcated** to enhance future spatial targeting in the district, and/or to initiate more detailed future Community-Based Planning (Rural Intervention Area/ Precinct Plans) in conjunction with the relevant local municipality.
- The Rural Development Sector Plan (RDSP) to form a basis for the integration of rural development issues into the planning tools of municipalities including the municipalities' IDPs, SDFs, and DDMs.
- The Implementation Plan should comprise a list of short-term and medium- to long-term projects to be implemented in the area under the various programs of the DALRRD.
- These projects must be geo-referenced and spatially plotted on the Rural Development Framework in order to determine whether these are aligned to the underlying Rural Spatial Concept/Rationale for the area.
- Once the Rural Development Sector Plan (RDSP) for five districts is completed, it is submitted as input to the relevant District Municipal IDP from where it feeds into the District Development Model.

2.3 STUDY AREA

The John Taolo Gaetsewe District Municipality (previously Kgalagadi) is a Category C municipality located in the north of the Northern Cape Province, bordering Botswana in the west. It comprises the three local municipalities of Gamagara, Ga-Segonyana, and Joe Morolong, and 186 towns and settlements, of which the majority (80%) are villages.

The boundaries of this district were demarcated in 2006 to include the once north-western part of Joe Morolong and Olifantshoek, along with its surrounds, into the Gamagara Local Municipality.

It has an established rail network from Sishen South and between Black Rock and Dibeng. It is characterised by a mixture of land uses, of which agriculture and mining are dominant. The district holds potential as a viable tourist destination and has numerous growth opportunities in the industrial sector.

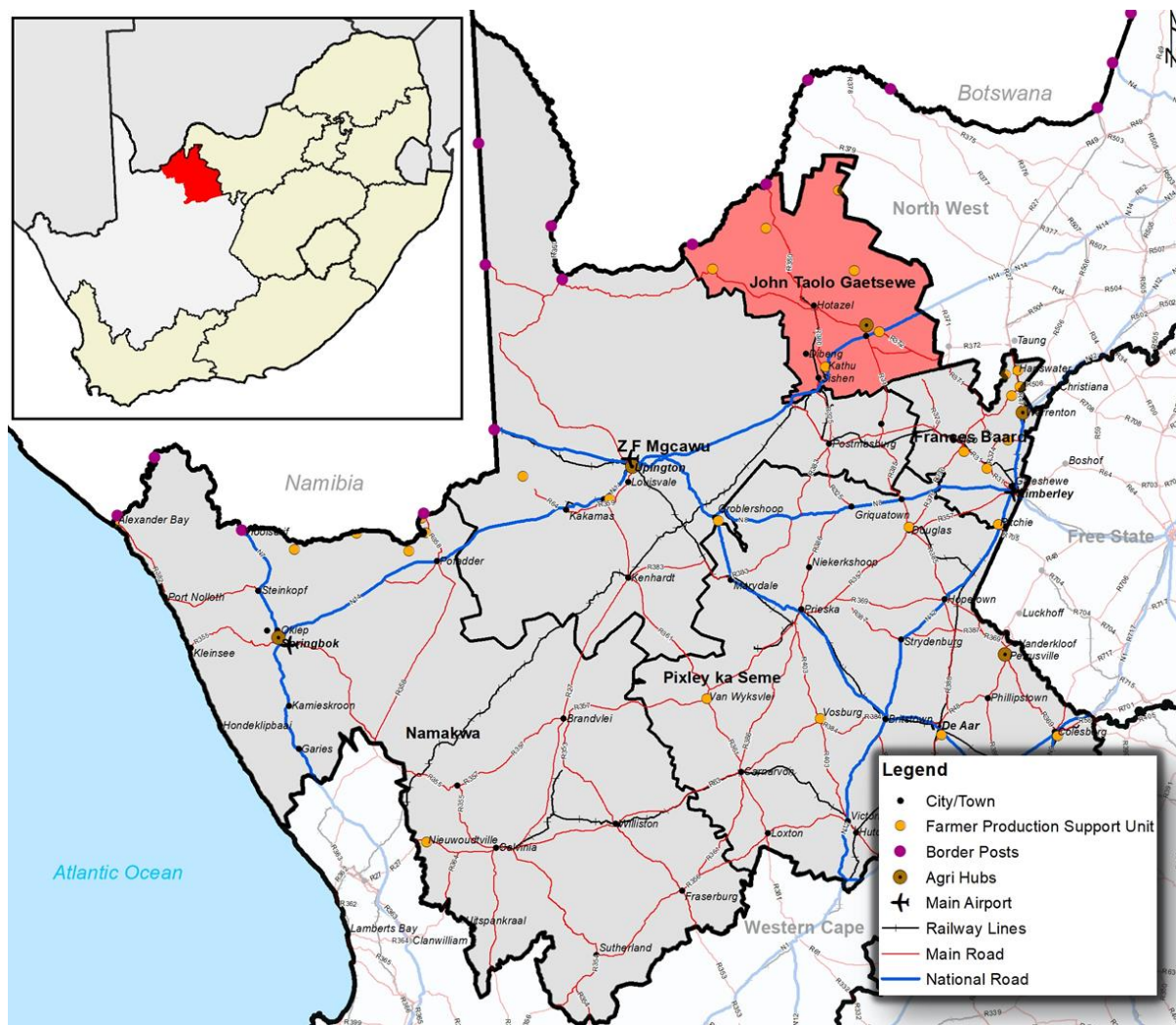


Figure 1: Project Study area

3 APPROACH AND METHODOLOGY

3.1 KEY LEGISLATION

The following key Legislative tools and instruments do form and guide rural Development:

- National Spatial Development Framework (NSDF),
- The National Development Plan (2011)
- National Outcomes and Medium-Term Strategic Framework
- Comprehensive Rural Development Plan (CRDP) 2009
- Integrated Sustainable Rural Development Strategy 2004
- Rural Development Framework 1997
- Rural Development Strategy 1995
- Municipal Systems Act
- Intergovernmental Relations Framework Act
- Spatial Planning And Land Use Management Act (SPLUMA), alignment towards the District, and more importantly Local Spatial Development Frameworks are important to guide the rural space.
- District Development Model (One Plan)

Departmental Strategies Include:

- Annual Performance Plan of the Department of Agriculture, Land Reform and Rural Development.
- Agriculture and Agro-Processing Master Plan (AAMP)
- National Integrated Rural Development Strategy and Implementation Framework (**NIRDS**)

Provincial and district Strategies include:

- Karoo Regional Spatial Development Framework
- Northern Cape Spatial Development Framework
- Northern Cape Growth and Development Plan
- District Spatial Development Framework
- District Development Plan (One Plan)
- Local and District Integrated Development Plans
- Municipal Land Use Schemes and Spatial Development Frameworks.

3.2 PROPOSED DISTRICT SECTOR PLAN MODEL

Taking the Guidelines For Rural Development Planning (DALRRD) into consideration a model for the drafting of the RDSP has been prepared. The model is aligned to guidelines and accommodates the need to develop an E-Governance/Monitoring Tool. In essence, the model addressed the key ingredients required for a compliant Rural Development Sector Plan (RDSP). (**see figure on the next page**)

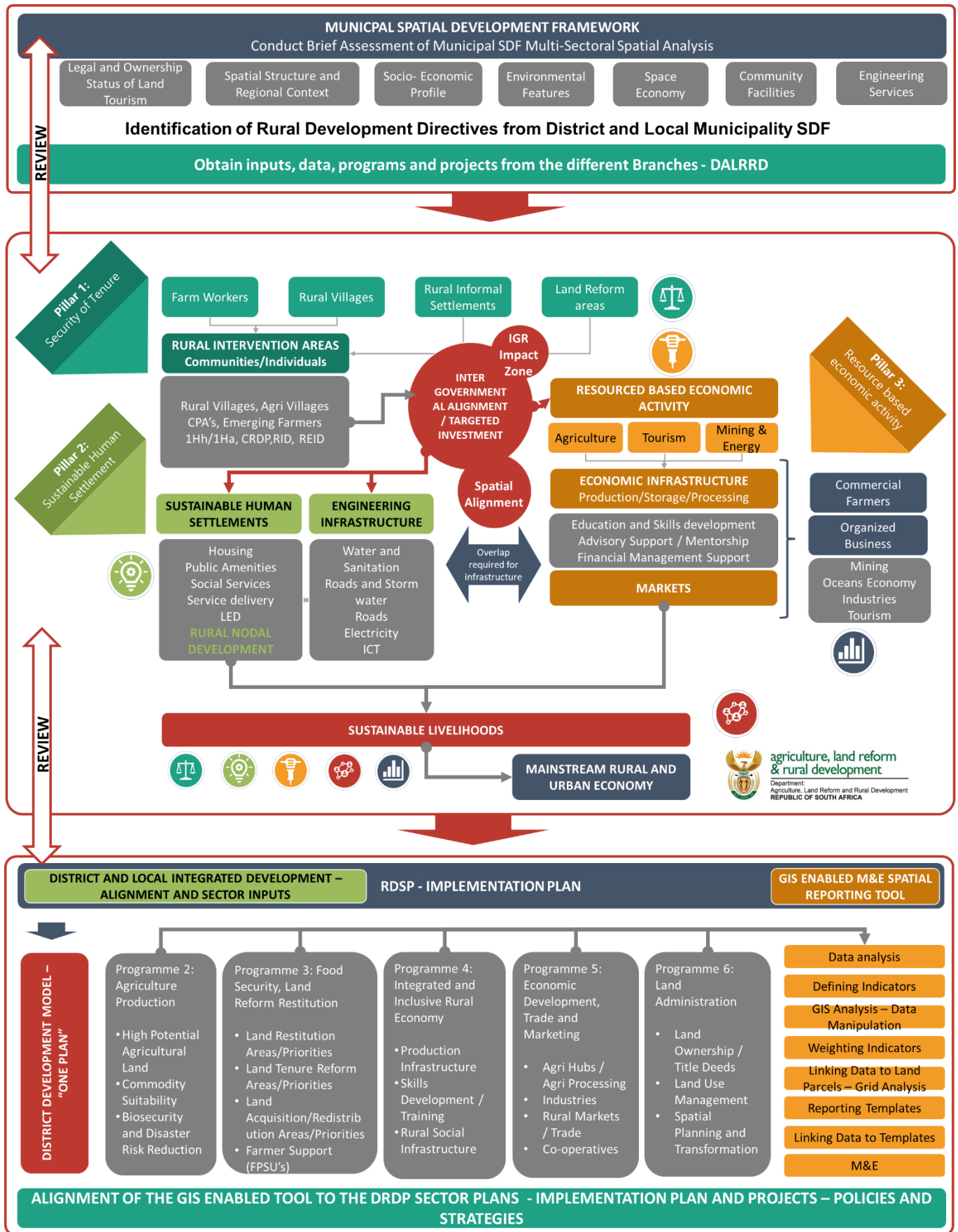


Figure 2: Proposed RDSP Model

3.3 PROJECT METHODOLOGY

The applied methodology requires a strategic planning approach but is strongly informed by the key principles of integration, sustainability, and participation. The following provides an outline of the key aspects of the methodology relating to the acquisition of information, engagement, and analysis. The planning process will involve the use of the following methods to collect, generate, and analyse data:

- Desktop data review.
- Interviews with a range of stakeholders.
- Focused sessions.
- Stakeholder workshops.

It is important to indicate that stakeholder participation in the form of workshops, project steering committee meetings, and interviews will unfold throughout the project.

3.3.1 DESKTOP ASSESSMENT AND DEVELOPMENT

The RDSP forms an integral part of the District and Local IDPs and supports the objective of development-oriented local government. It must align with the national, provincial, and district strategic plans, build on policy generated at the national and provincial level and apply these to the challenges of district-wide rural development.

3.3.2 STAKEHOLDER INTERVIEWS

A number of interviews will be conducted with various stakeholders¹. These will include virtual interviews with DALRRD Branches, Municipal/District, and Government Officials. These interviews will be undertaken to obtain both specific types of information and perspectives relating to the role of the stakeholder and for obtaining general local knowledge.

3.3.3 STAKEHOLDER WORKSHOPS

Two (2) workshops² will be undertaken and involved strategies and visioning workshops held with the respective DALRRD branches and other key stakeholders. These workshops will provide an opportunity for process-driven events in which participants are actively engaged in the challenges faced in terms of project planning, project alignment, prioritisation, and implementation. Through the workshop format, stakeholders will be able to confirm, or correct information obtained and contribute to the aims, objectives, and strategies informing the preparation of the RDSP.

3.3.4 SPATIAL DATA

Geographic data obtained will be thoroughly assessed and information will be filtered through the overlaying of data to give direction and shape to the spatial planning decision-making process.

¹ Interviews would be done using the Microsoft Teams Platform

² Depending on the status and severity of the COVID-19 pandemic, workshops could either be held virtual or physical at a pre-agreed venue within the Municipality

3.4 SYSTEM METHODOLOGY

A scientific GIS-based optimal surface calculation methodology will be utilised to calculate and determine the rural intervention areas (IGR Impact Zone) within the District. All new data sets that are available will be incorporated within the development of the new tool on an ArcGIS compatible Platform and will form part of the E-GIS Tool.

Agricultural-related data sets will be used to support the envisaged rural intervention zones within the Districts to promote rural development with functional linkages that will be targeted toward the identification of areas that have unique rural development characteristics and potential. Priority areas have will be identified for the development of a credible yet realistic Rural Development Sector Plan (RDSP), with the key focus on identifying initiatives that include the following:

The detailed system methodology, outcomes, and expectations are to be formalised in a dedicated E-Tool Workshop scheduled for August 2022. The following outcomes are expected from the workshop:

- Data requirements and sourcing
- Data Manipulation Approach
- How data is to be linked ()e.g, Farm Portion Level)
- Determination of output indicators and the respective weighting of the indicators
- Monitoring indicators and expectations
- Template development to be used for Monitoring and Evaluation
- System Compatibility with DALRRD's systems and networks
- Data hosting and sharing/maintenance

- **Food Security** - Improving the lives of the poor by reducing food prices. The basic food basket is targeted toward different food groups that will be identified to address the required nutritional value required by rural communities.
- **Agri-Park Alignment** - Alignment of existing and proposed projects with the Agri Park and existing policies such as the PSDF, SDF, and IDP of the district and province. Existing and proposed projects and strategies should also be aligned with agricultural policies.
- **Agricultural Value Chains** - Proposing Farming Production Support Units (FPSUs) as well as identifying specialized commodities per Agri hub with the required Agri-processing value chain needs.
- **Sustainable Livelihoods** - Identifying existing access to services and social amenities, identifying poverty pockets, and improving the lives of the poor by proposing potential focus areas for economic opportunities. Special attention will be given to other economic sectors and possible job opportunities that could be unlocked from other value chains not discussed in the Agricultural Sector.
- **Urban-Rural Linkages** - Linkages between urban and rural areas will be focused on reviving and providing economic opportunities for the rural communities and the poorest of the poor.
- **Disaster Management** - A Brief look at different agricultural-related disaster data sets with the emphasis on frost, hail occurrence, fires, droughts, and flooding.

- **Commodity Regions** – Identification of commodities that are located within the area or region and identification of possible new commodities that can be sustainable in an area.

The following process is to be followed:

- **Step 1:** Identification of Inputs (Key data sets supporting the Rural Environment)
- **Step 2:** Data Conversion (converting the data sets to uniform indicators)
- **Step 3:** Hierarchy Assessment (Prioritising and weighting of the Indicators)
- **Step 4:** Functional Region Layer (Integrating indicators and presenting optimum rural development priority areas that can be used as Rural Intervention Areas)

4 PROJECT PHASES

4.1 PHASE 0 | INCEPTION REPORT AND PROJECT IMPLEMENTATION PLAN

The Inception phase kicks off with the service provider submitting an inception report to the Project Team consisting of the relevant DALRRD Branches and Departments/Municipalities deemed necessary to form part of the process (See SLA). A Project Inception Report which includes an exposition of role and requirements, the scope of the projects and a project plan, and approval of the report by the Project Steering Committee nominated by the Project Team, attend to the following aspects:

4.1.1 REACHING AGREEMENT ON THE SCOPE AND PLAN OF WORK.

The scope of work is finalised in consultation with the Project Team, with attention to identifying the pressing spatial and non-spatial issues that the RDSP needs to address as set out in the terms of reference. The agreed scope of work is included in a **Service Level Agreement**.

4.1.2 SET UP THE PROJECT STEERING COMMITTEE (PSC).

The Project Team oversees the implementation of the RDSP process and the timely finalisation of tasks by the service provider and government officials. The PSC acts to promote inter-governmental relations. The Project Steering Committee needs to consist of a small group representing the departments making up the Project Team and approves the finalisation of each phase of the project.

4.1.3 STAKEHOLDER ENGAGEMENT PLAN

The Service Provider will guide the process in terms of participation. Provision for limited unforeseen meetings and workshops has been made and included in the costing.

4.1.3.1 Interested and Affected Parties may include:

- Branch Representation (RID, TRI, LDS, SLA, Narysec, EDTM, other)
- Provincial departments and State Entities need to be involved.
- Organised stakeholder groupings.

4.1.3.2 Develop a Stakeholder Engagement Programme including:

- Identifying interested and affected parties
- Workshops with major role players (a maximum of 2 workshops are proposed)

- One-on-one engagements with identified branches (through the Microsoft Teams Platform).
- Reporting to committees and/or forums

4.1.3.3 Data Collection

A database will be set up including all data available from the relevant departments and stakeholders. This includes inter alia:

- Relevant reports including departmental policies, strategies, programs, and plans.
- GIS data basis (existing and planned projects, infrastructure, etc).

Key Activities	Inception report and Project Implementation Plan
Time Frame	1 Week
Key Deliverables	<ul style="list-style-type: none"> • Project Implementation Plan • Signed Service Level Agreement • Inception Meeting • Establishment of a Project Management Committees

4.2 PHASE 1: ASSESSMENT OF EXISTING MUNICIPAL SPATIAL DEVELOPMENT FRAMEWORK.

4.2.1 PHASE 1.1: CONDUCT A BRIEF ASSESSMENT OF MUNICIPAL SDF MULTI-SECTORAL SPATIAL ANALYSIS

This phase will focus on the analysis of the current state of spatial issues within the proposed Regions (5 Districts of the Northern Cape Province). The situational analysis will cover the following critical areas:

- Sustainable Agrarian Reform, with a thriving small & large farming sector in terms of farming activities.
- Improved access to diverse and affordable food, to ensure Food security.
- Improved Rural services to support sustainable livelihoods, by investigating existing Infrastructure & Services.
- Improved employment opportunities and economic Livelihoods looking at Jobs & Skills.
- Institutions and Inclusive growth enable an institutional environment for sustainable and improved growth.
- An interpretation of the relevance of various national and provincial policies and plans to the study area.
- An assessment of the study area in the context of the district and local municipalities.
- A multi-sectoral spatial analysis of the study area with specific emphasis on features relevant to the priority issues identified during the previous phase.

MVD will ensure that the Rural Development Sector Plan (RDSP)s are aligned with the required guidelines, directives, and targets set out in national, provincial & local policies and plans.

Key Activities	<ul style="list-style-type: none"> • Legal and Ownership Status of Land • Spatial Structure and Regional Context • Socio- Economic Profile • Environmental Features • Space Economy • Community Facilities • Engineering Services
Time Frame	3 Weeks
Key Deliverables	<ul style="list-style-type: none"> • E-Tool Project Methodology • Municipal SDF Multi-Sectoral Assessment and Spatial Analysis Report. • Spatial Analysis Report (Synthesis)

4.3 PHASE 1.2: IDENTIFICATION OF RURAL DEVELOPMENT DIRECTIVES FROM DISTRICT AND LOCAL MUNICIPALITY SDF

In line with RDSP Guidelines, the following directives are to be assessed to guide and support Rural Development:

- Urban and Rural Nodal Network
- Regional Movement Network and Development Corridors
- Areas earmarked for Conservation
- Areas earmarked for Rural Human Settlement
- Rural Areas earmarked for Mining, Tourism, and Industrial/Commercial Uses
- Areas earmarked for Agriculture (Commodities/Emerging Farmers / Agrarian Transformation), Agri Processing, and/or Markets

Key Activities	<ul style="list-style-type: none"> • Directives for District and Local Municipality Spatial planning • Consultation with the Local and District Municipalities
Time Frame	3 Weeks
Key Deliverable	<ul style="list-style-type: none"> • Development Directives • RDSP Development Vision • Synthesis Report on Rural Development Sector Plan (RDSP)s and Consultation

4.4 PHASE 2: RURAL DEVELOPMENT SECTOR PLAN (RDSP)

4.4.1 PHASE 2.1: OBTAIN AND ANALYSE DALRRD PROGRAMMES/BRANCH INPUTS FOR THE AREA

This phase is required to obtain a thorough understanding of the different Branch Programs for the District. Key programs and subprograms applicable to the development of the RDSP include:

4.4.1.1 Agricultural Production, Health and Food Security, Natural Resources, Disaster Management

- High Potential Agricultural Land
- Commodity Suitability
- Biosecurity and Disaster Risk

4.4.1.2 Food Security, Land Reform, and Restitution

- Land Restitution Areas/Priorities
- Land Tenure Reform Areas/Priorities
- Land Acquisition/Redistribution Areas/Priorities
- Farmer Support (FPSUs)

4.4.1.3 Rural Development

- Production Infrastructure
- Skills Development/Training
- Rural Social Infrastructure

4.4.1.4 Economic Development, Trade, and Marketing

- Agri Hubs / Agri Processing Industries
- Rural Markets / Trade
- Co-operatives

4.4.1.5 Land Administration

- Land Ownership / Title Deeds
- Land Use Management
- Spatial Planning and Transformation

Key Activities	Understanding of the DALRRD Branches and Programs Data gathering (GIS, Projects, Plans)
Time Frame	3 weeks
Key Deliverables	<ul style="list-style-type: none"> • Project Matrix (combined for Branches) • Spatial depiction of Branch Programs • Capital Investment Framework (existing projects) • 1st Draft Rural Development Framework

4.4.2 PHASE 2.2: COMPILE RURAL DEVELOPMENT FRAMEWORK

This phase will involve the analysis of the comments and proposals for amendment, finalisation of the RDSPs, and the approval of the Sector Plans by the relevant authorities. The service provider in consultation with the Project Task Team / Steering Committee will complete this phase once all inputs and representation from all stakeholders have been received and consolidated on the RDSP documents. The Rural Development Framework must at least address the following:

Draft and refine the Rural Spatial Concept/Rationale with DALRRD Programme/Branch Inputs, the Spatial rationale should accommodate the following:

- Rural Nodes and Zones
- Movement Framework to support Rural Development (Urban and Rural Linkages)
- Address Tenure Reform
- Address Restitution and Redistribution of Land/Claims
- Identify and protect High Potential Agricultural Land
- Manage Commodity Suitability
- Manage Biosecurity and Disaster Reduction
- Implement the Agripark program through farmer production support
- Unlock Agri-Industries and markets
- Identify Rural Intervention Areas (RIA)

Key Activities	<ul style="list-style-type: none"> • Drafting a Spatial concept / Rationale for Rural Development
Time Frame	3 Weeks
Key Deliverables	<ul style="list-style-type: none"> • Spatial Rationale • Identification of Priority Rural Intervention Areas • Draft Rural Development Sector Plan (RDSP) • Rural Development Sector Plan (RDSP) GIS e-tool • 2nd Draft Rural Development Framework

4.4.3 PHASE 2.3: COMPILE RURAL DEVELOPMENT IMPLEMENTATION PLAN

This Phase provides guidelines on the implementation and monitoring of the RDSP, which should be coordinated with the Departmental and Municipal IDP cycles. The Implementation Plan includes the monitoring of the goals or key performance indicators, as well as the implementation of a capital investment framework. The following key issues are to be addressed:

- A detailed **Action Plan** that includes Priority Activities/ Projects to be implemented (Short-Term)
- Medium- to Longer-Term Investment Plan
- Project priority matrix (projects, their location, etc.)
- Institutional Arrangements for Implementation / Monitoring
- Updated Northern Cape Rural Development Sector Plan (RDSP) GIS Tool

The action plan should indicate the relevant stakeholders for each process of implementation with timeframes. The process plan should indicate the linkages with other departmental and municipal processes. Identify agents that will be responsible for implementing the Rural Development Sector Plan (RDSP).

Key Activities	Final Comprehensive Draft SDF document Stakeholder Engagement Report
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Time Frame	4 Weeks
Key Deliverable	<ul style="list-style-type: none"> • Rural Development Sector Plan (RDSP) Inclusive of Implementation Plan • Implementation of the Northern Cape Rural Development Sector Plan (RDSP) GIS e-tool

4.5 PHASE 3: STAKEHOLDER ENGAGEMENTS

As per the TOR, It is critical that the process of compiling the draft Rural Development Sector Plan (RDSP) that participation/consultation (Stakeholder consultation – different sister branches/programs) is done from the onset. The Rural Development Sector Plan (RDSP) should take cognizance of the institutional arrangement required to ensure alignment among the department (all branches at national and provinces) and other spheres of Government.

The Rural Development Sector Plan (RDSP) should aim to integrate the work of the different Branches in the department and avoid working in silos toward one common vision of the department. The plan will help integrate different Branches' work within the DALRRD to facilitate inter-governmental coordination and integration towards the development of these rural areas.

Key Activities	<ul style="list-style-type: none"> • Final Comprehensive RDSP • Stakeholder Engagements
Time Frame	4 Weeks
Key Deliverable	<ul style="list-style-type: none"> • Stakeholder Engagement Report

4.6 CLOSE-OUT

The Project Close Out includes the delivery of the final documents, data, and reports which is supported by a formal Close Out Report and Completion Certificate.

Key Activities	<ul style="list-style-type: none"> • Data handover • System Training • Compiling with the TOR deliverables
Time Frame	2 Weeks
Key Deliverable	<ul style="list-style-type: none"> • GIS Map Packages and data as per TOR • Close Out Report

5 PROJECT MANAGEMENT

The project specialists that have been assigned to this project are as follows:

Table 1: Consultants Team

MEMBER	NAME	HIGHEST QUALIFICATION	YEARS EXPERIENCE	PROFESSIONAL REGISTRATION
PROJECT MANAGEMENT TEAM				
Project Leader (PM)	Mr. Henri Marais	BSc Town Planning, Town Planning Masters	40 Years	SACPLAN Pr. Pln. A/399/1985
PLANNING SUPPORT – JOHN TAOLO GAETSEWE DISTRICT				
District Planning Manager / Coordinator	Mr. Fred Mathey	B Art et Scientiae Planning	37 Years	SACPLAN Pr. Pln A/284/1985
TECHNICAL SUPPORT TEAM				
Professional GIS Specialist	Dr. Herman Booysen	PhD in Geography MA in Geography B.A. (Hons) in Urban Geography	24 Years	PGP: 0100 GISc: 0100
OTHER PROFESSIONALS				
Economist	Ms. Erene Labuschagne	MCom in Economics	12 Years	n/a
Agricultural Specialist	Dr. Johan Willemse	Ph.D Agricultural Economics	20 Years	n/a
Environmental Specialist	Mr. Danie Krynauw	BSc. Natural Science (Zoology)	20 Years	EAPASA: 2019/1348

5.1 PROJECT MANAGER

The Project Manager (PM) for this project will be **Mr. Henri Marais**, a registered Town, and Regional Planner with more than 40 years of professional experience. The PM will have the responsibility, authority, and accountability for the overall success of the RDSP, as well as the overall management of the project and coordination with members of the project team. The PM must ensure that the team produces the required deliverables to the required standard of quality and within specified constraints of time and cost. **Mr. Fred Mathey** would be seconded to present the technical outputs and proposals on behalf of the John Taolo Gaetsewe District to the Project Leader (DALRRD). Project management is therefore crucial to ensure timeous and effective completion of the project in close co-operation with the client and to attain the necessary interaction and participation of affected parties. The project team will report to the client regularly through the scheduled meetings in the work plan as well as ad-hoc contact, as and when the need arises.

5.2 PROJECT ASSIGNMENT MATRIX (RACI³)

Table 2: High level RACI Matrix - Project Responsibilities

NO	TASK	PROJECT MANAGER	TOWN PLANNER	GIS	AGRICULTURAL SPECIALIST	ECONOMIST	ENVIRONMENTALIST	DALRRD
PROJECT ASSIGNMENT								
1	Project Inception	A	R	I	I	I	I	C
2	Brief Assessment of the Municipal SDF(s)	A	R	C				
3	Data Assessment and Gathering		A	R				
4	Sector / Spatial Analysis		R	R	C	C	C	C
5	Spatial Synthesis / Summary	A	R					
6	Defining spatial Indicators	A	C	R	C	C	C	C
7	Spatial Rationale		R	C				
8	Branch Inputs / Assessment	A	R	I	I	I	I	C
9	Rural Development Strategies	A	R	C	C	C	C	
10	Defining Indicator weighting and priorities		A	R	C	C	C	C
11	Rural Development Plan	A	R	C	C	C	C	
12	Manipulation of data to indicate Rural Intervention area priorities – Land Parcell assessment		A	R				
13	Rural Composite Plan	I	A	C				
14	Rural Intervention Areas	I	R	A	I	I	I	
15	E-Tool Development	R		A				
16	Institutional Framework	A	R					
17	Governance Model	R/A	R					
18	Capital Investment Framework	A	R		C	C	C	
19	Project Matrix	A	R					C
PROJECT MANAGEMENT								
20	Report Structure		R/A					
21	Monthly Progress Report	A						
22	Stakeholder Management	A	R	C	C	C	C	C
23	Project Administration	A	R					
24	Risk Management	R						
25	System Training			R/A				

³ RACI is an acronym that stands for responsible, accountable, consulted, and informed. A RACI chart is a matrix of all the activities or decision-making authorities undertaken in an organisation set against all the people or roles

5.3 PROJECT STEERING COMMITTEE

5.3.1 PROJECT STEERING COMMITTEE (PSC)

The Committee should be structured and managed as per the Service Level Agreement

The Committee is to be comprised of:

- The different Branches of the Northern Cape Province: Department of Agriculture, Land Reform, and Rural Development (DALRRD).
- John Taolo Gaetsewe District Municipality.
- The respective Local Municipalities.
- Northern Cape Department: Co-operative Governance and Traditional Affairs
- Northern Cape Department: Economic Development and Tourism.
- Northern Cape Department: Agriculture, Rural Development, Land and Environmental Affairs.
- Northern Cape Department: Human Settlements.
- Municipal Infrastructure Support Agent (MISA).
- SALGA.

This Committee should share responsibility for arrangements of stakeholder arrangements, participation, and communication, as well as:

- Meet according to a dedicated program approved between the Service Provider and DALRRD.
- Integration of Sectoral Interest.
- Liaise with the Service Provider and other institutions and affected parties.
- Endorse compliance with the Service Level Agreement.
- Verify Performance and compliance with the approved Program.
- Evaluate Deliverables put forward by the Service Provider; and
- Supervising the project according to the Service Level Agreement.
- Promote principles of co-operative governance.
- Approval of the project phases.
- Co-ordinate high-level inputs and facilitate communication in terms of
- This Committee should meet in accordance with a dedicated program and as may be required.

5.3.2 TASK MANAGEMENT

An electronic Task Management Tool (e.g. Dropbox, Microsoft Teams) would be made available to capture key actions that need to be addressed in the Project Minutes. The Tool would ensure that the following is executed:

- Accountability of project tasks.
- Expected time frames.
- Tracking of Actions.

5.3.3 DATA AND DOCUMENT MANAGEMENT

To ensure continuity of reporting deliverables, a centralised document server is made available by MVD that would accommodate the following roles and functions for the duration of the project:

- Storage/filing structure.
- Archives management.
- Backup of all project documentation.
- Only documents obtained or developed by MVD would be uploaded to the Storage Facility.
- Additional documents provided by the Project Task Team / Steering Committee can be accommodated where required.
- DALRRD will assume ownership of all data and information, in both electronic and hard copy format, obtained and/or created during the project and reserves the right to use it as it deems fit.

The data management process followed by MVD would include the following key criteria:

- Management of custodianship.
- Cleaning of data required.
- Developing a data structure aligning to the SDI Act.
- Proof of data obtained, provided for record purposes.
- Shapefile extracting from System (where required).

5.3.4 GENERAL ARRANGEMENTS

- Draft Documents/reports are to be submitted at least **three(3) working days** in advance of the Steering Committee Meeting(s)
- Invitations to meetings discussed above will be forwarded at **Least Two Weeks** before the date of the meeting.
- Steering Committee Meetings for similar or other Rural Development Plans to be developed should be held on the same day/ session where possible.
- Project deliverables should be submitted at least 7 days before the Project Committee.
- DALRRD will chair and facilitate meetings.
- DALRRD will be responsible for the facilitation of meetings and record-keeping
- The specific dates of broader consultation meetings will be determined by the cycle of meetings of the specific structures. These meetings are to be approved between both MVD and the Project Steering Committee.
- The Project Team shall at all times adhere to the conditions as set out in the Service Level Agreement.
- MVD has committed itself to support the department to fulfill the project requirements within a time frame that **is outside the project scope** and that the envisaged project penalties in terms of late submissions would still be in line with the initial project time frames. The assumption is that we could only be penalised on the initial dates.

6 PROJECT OUTCOMES AND DELIVERABLES

The following key outcomes are underlined in the TORs:

- Monthly reports are to be forwarded by the service provider to the project manager on agreed-upon terms. The service provider will be required to report via a hard copy and electronic.
- The final document must be delivered in both hard (3 copies) and soft copies (MS Word format & PDF). An Implementation Plan, detailing the plan of actions and priority projects must form part of the final report.
- The final documents must be accompanied by all maps in ArcGIS Pro map package format as well as electronic image files (JPEG/PNG/PDF) in full compliance with relevant legislation. All deliverables to be compatible with ArcGIS Pro.
- All the data (results/outputs) should be made more accessible to existing tools/platforms within the department especially the desktop GIS Systems which runs on ESRI software
- Spatial information collected and derived should be submitted in GIS-capable file format and must include metadata records captured in line with the South Africa National Standard (SANS -1878). Spatial information captured must be in line with Regulation 5(2) of the Spatial Data Infrastructure Act, 2003. All works relating to spatial information remain the property of the state and shall be disseminated in line with the Policy on the pricing of spatial information products and services.
- Visual representation (maps and graphics) must form part of the spatial analysis and desired form of the plans.
- The indicated Rural Development Sector Plan (RDSP) for each of the five district municipalities must also make provision for the implementation of a GIS e-tool through a topic view, with dashboard functionality with live access via Web Feature Services (WFS) and the Web Map Services (WMS) as a core requirement that will enable the integration with NSPDR (or other systems) which will run on the National Spatial Planning Data Repository (NSPDR) tool to help monitor and achieve success with the implementation of the Northern Cape Rural Development Sector Plan (RDSP)s.

6.1 PROJECT IMPLEMENTATION PLAN

Table 3: Abbreviated project plan

PHASES	Period (weeks)	Document Submission	Steering Meeting
PHASE 0: Inception Report	1 Week	17 August 2022	18 August 2022
Phase 1: Assessment of Existing Municipal Spatial Development Framework			
PHASE 1.1: Conduct a Brief Assessment of Municipal SDF Multi-Sectoral Spatial Analysis	4 Weeks	13 September 2022	19 September 2022

PHASES	Period (weeks)	Document Submission	Steering Meeting
(Background Information)			
PHASE 1.2 Identification of Rural Development Directives from District and Local Municipality SDF	4 Weeks	14 October 2022	18 October 2022
PHASE 2: Rural Development Sector Plan (RDSP)			
PHASE 2.1: Obtain and Analyse DALRRD Programmes / Branch Inputs for the Area	4 Weeks	21 November 2022	14 December 2022
PHASE 2.2: Compile Rural Development Framework	4 Weeks	23 January 2023	16 February 2023
Phase 2.3: Compile Development Implementation Plan	3 Weeks	13 February 2023	16 March 2023
Phase 3: Stakeholder Engagements	2 Weeks	6 March 2023	13 April 2023
Close Out Report			26 April 2023

Document submission dates would be three(3) working days apart to allow for interim feedback and communications before the envisaged Meeting dates.

6.2 PROJECT PAYMENTS

To ensure the project is managed in a timely and effective manner, the following timeframes have been allocated to the various phase deliverables. A more detailed breakdown of the activities undertaken per phase, along with the expected completion date, is attached as **ANNEXURE A**. The payment schedule is provided below and is based on the provision of key deliverables, as set out in the work plan.

Table 4: Project payment schedule

PHASE	OBJECTIVE	OUTCOME	DELIVERABLE	DURATION (Weeks)	PAYMENT (%)
PHASE 0: Inception Report	<ul style="list-style-type: none"> Project Management Project Implementation 	<ul style="list-style-type: none"> Project Kick-off 	<ul style="list-style-type: none"> Project Plan, Inception Report. Signed Service Level Agreement 	1 Week	5%
Phase 1: Assessment of Existing Municipal Spatial Development Framework					
PHASE 1.1: Conduct a Brief Assessment of Municipal SDF Multi-Sectoral Spatial Analysis (Background Information)	<ul style="list-style-type: none"> Understanding the Spatial context SPLUMA Compliance Sector Input 	<ul style="list-style-type: none"> Status Quo analysis Foundation for the RDSP Sector Plan 	Municipal SDF Multi-Sectoral Assessment and Spatial Analysis Report.	4 – 6 Weeks	20%
PHASE 1.2 Identification of Rural Development Directives from District and Local Municipality SDF	<ul style="list-style-type: none"> Spatial Options Inter-Government Relations Governance Structure 	<ul style="list-style-type: none"> Spatial Alignment 	Synthesis Report on Rural Development Sector Plans and Consultation	4 – 6 Weeks	10%
PHASE 2: Rural Development Sector Plan (RDSP)					

PHASE	OBJECTIVE	OUTCOME	DELIVERABLE	DURATION (Weeks)	PAYMENT (%)
PHASE 2.1: Obtain and Analyse DALRRD Programmes / Branch Inputs for the Area	<ul style="list-style-type: none"> Assessment of DALRRD Programs and branches 	<ul style="list-style-type: none"> Understanding and identifying branch projects and programs 	1 st Draft Rural Development Framework	4 - 6 Weeks	10%
PHASE 2.2: Compile Rural Development Framework	<ul style="list-style-type: none"> Data analysis to guide Rural Intervention Areas Prepare spatial structuring elements to facilitate rural development. 	<ul style="list-style-type: none"> Spatial Concepts / Rationale Spatial Strategies Rural Intervention Areas 	2 nd Draft Rural Development Framework implementation of a Northern Cape District Rural Development Sector Plan (RDSP) GIS e-tool	4 - 6 Weeks	20%
Phase 2.3: Compile Development Implementation Plan	<ul style="list-style-type: none"> Project identification and budgeting Priorisation matrix – per branch 	<ul style="list-style-type: none"> Short and Long-Term Projects 	Rural Development Sector Plan Inclusive of Implementation Plan Implementation Rural Development Sector Plan GIS e-tool	3 – 5 Weeks	20%
Phase 3: Stakeholder Engagements	<ul style="list-style-type: none"> Continuous engagement 	<ul style="list-style-type: none"> Ownership of the RDSP Capacity Building 	Stakeholder Engagement Report	2 – 4 Weeks	10%
Close Out Report			Close Out Report		5%
TOTAL				6 MONTHS	100%

7 PROJECT FINANCE

7.1 BUDGET INCLUSIONS

The accepted budget for this project, read in terms of the methodology and understanding of the scope of work as set out above, includes the following components:

- Preparation and submission of a Project Plan (Inception Report) indicating phases, work activities, and deliverables to be undertaken, including the estimated time required for each task.
- Project Steering Committee (PSC) meetings.
- Monthly progress reports (**7 in total**) to be delivered before the **7th of each month⁴**. Monthly reports (per phase) will be forwarded by MVD to the Project Manager of DALRRD and this will be done via written and electronic reports.
- It is assumed that all stakeholder engagement and PSC meetings would be virtual.
- All costs pertaining to travel and disbursements for MVD team members.
- All In-House Administrative fees of MVD, including document production and postage.
- Addressing the key project deliverables.
- Provision of the data and hosting of the E-Tool on a compatible ArcGis solution for the project period only (thereafter the hosting credits are to be the responsibility of the Department – DALRRD).

7.2 BUDGET EXCLUSIONS

The following components were not part of the Terms of Reference and are thus excluded as part of the budget, namely:

- This budget layout does not cover any catering or travel costs of any local, provincial, and national government official or that of any management committee member, should this be required by the project.
- All stakeholders are responsible in their capacity, or that of the organisation they represent, for the costs associated with attending meetings.
- This budget layout does not cover any catering or travel costs of any project committee member, other than the formally employed staff of MVD. All stakeholders are responsible for their traveling and accommodation costs.
- Any additional work not included in the scope of work provided will only be conducted once both parties have agreed to the extent thereof and a fee has been agreed to before any such work will commence.
- If for some reason, some of the basic information identified as being readily available, cannot be accessed, it will not be included in the final document and will be separately identified.

⁴ The seven(7) days is required to consolidate inputs and comments from the respective District Project Coordinators.

8 STAKEHOLDER AND COMMUNICATION PLAN

The objective of this stakeholder and communications strategy is to document the planned communication activities for the following:

- To facilitate and record the engagement process with the different DALRRD Branches in the Northern Cape Province.
- To develop partnerships with key stakeholders to understand the importance of aligning projects spatially and to be aligned to the different levels of the Rural Development Sector Plan (RDSP),
- To communicate the importance, purpose, and goals of the RDSP to the Local Municipalities for alignment with the respective IDPs and SDFs.
- Spatially aligning investment programs and projects.
- Improved Governance.

8.1 REPORTING PROTOCOL

The Service Provider's Team Leaders (Mr. Henri Marais / Mr. Badenhorst) will report directly to:

Mr. Janco du Plessis

Spatial Planning and Land Use Management Unit (SPLUM) – Northern Cape

Department of Agriculture Land Reform and Rural Development (DALRRD)

email: janco.duplessis@dalrrd.gov.za

Tel: (053) 8324588

Cell: 072 7348 146

8.2 MONTHLY PROGRESS REPORTS

Monthly progress reports and/or invoices must be submitted by the 7th of each month⁵ until the termination of the contract. The progress reports should address project progress against the project program, cash flow against budget milestones, and a project risk management statement. Reports and Invoices are to be submitted as per paragraph 8.1.

8.3 INTERNAL COMMUNICATION

Important decisions or matters which may have a critical bearing on the execution of the project following the project program must be communicated in writing (e-mail) and followed up, if necessary, by telecom to confirm receipt of information timeously by parties.

⁵ The seven(7) days is required to consolidate inputs and comments from the respective District Project Coordinators.

8.4 EXTERNAL COMMUNICATION

8.4.1 PUBLIC INQUIRIES AND PUBLIC RECORDS REQUESTS

Requests for milestone deliverables must be made in writing (e-mail). The request must be authorised by the Service Provider's Team Leaders to ensure the correct document is distributed to the public.

8.4.2 COMMUNICATION WITH STAKEHOLDERS

Whenever possible, to expedite the dissemination of information, documents will be distributed electronically. Teleconferencing (Teams Meetings) or e-mail correspondence will be used to the maximum extent possible to communicate with stakeholders.

8.4.3 COMMUNICATION CHANGES

Changes to the communication process may be proposed by the Service Provider's Team Leaders. Mr. Janco du Plessis must approve the change for it to be effective.

8.4.4 PLANNED MEETINGS & PRESENTATIONS

Provision has been made for Virtual Meetings only.

8.4.5 SECRETARIAT RESPONSIBILITIES

DALRRD will record and summarise the minutes of the Project Steering Committee (PSC) and other project-related meetings. The Service Provider must establish and maintain a project file that contains a record of milestone deliverables and Project Meetings, other related meetings, and stakeholder engagements.

8.5 CAPACITY BUILDING AND SKILLS TRANSFER

MVD shall, from the commencement of the contract, provide a structured development programme designed to improve the entrepreneurial and basic business management skills of identified employees/Young Professionals as identified by DALRRD and/or the District Municipality who show initiative, as well as specific task skills commensurate with applicable levels of contracting that, will enable the identified employees to achieve the successful execution and completion of projects as far as their potential allows them.

- Identification and approval of suitable Young Professionals (YPs) to register for the Capacity and Skills Development Program.
- Approved list of Candidates (A Maximum of 4 per District is proposed)
- Basics of Rural Development Planning.
- Rural Development in context (District Observations)
- E-GIS Tool, Virtual Seminar.
- Data Capturing and information sourcing.
- Assisting in the report writing and analysis of all spatial data.
- Preparing the RDSP's "for dummies" presentation to be presented at consultations to brief non-planners on the Importance of these projects. Exposing YPs to be able to make presentations and to improve confidence towards addressing crowds in planning.

- Preparing graphic material to be used for the RDSPs as well as E-GIS Tool and Planning supporting material – Posters, etc
- Verification and Compliance of credible data for E-GIS Tool.

8.6 RISK MANAGEMENT

Risk will be reported in the Monthly Progress Reports and managed throughout the project duration following the Risk Assessment matrix below.

RISK ASSESSMENT MATRIX

RISK RATING KEY		LOW 0 ACCEPTABLE OK TO PROCEED	MEDIUM 1 ALARP (as low as reasonably practicable) TAKE MITIGATION EFFORTS	HIGH 2 GENERALLY UNACCEPTABLE SEEK SUPPORT	EXTREME 3 INTOLERABLE PLACE EVENT ON HOLD
LIKELIHOOD		SEVERITY			
		ACCEPTABLE LITTLE TO NO EFFECT ON EVENT	TOLERABLE EFFECTS ARE FELT, BUT NOT CRITICAL TO OUTCOME	UNDESIRABLE SERIOUS IMPACT TO THE COURSE OF ACTION AND OUTCOME	INTOLERABLE COULD RESULT IN DISASTER
	IMPROBABLE RISK IS UNLIKELY TO OCCUR	LOW – 1 –	MEDIUM – 4 –	MEDIUM – 6 –	HIGH – 10 –
	POSSIBLE RISK WILL LIKELY OCCUR	LOW – 2 –	MEDIUM – 5 –	HIGH – 8 –	EXTREME – 11 –
	PROBABLE RISK WILL OCCUR	MEDIUM – 3 –	HIGH – 7 –	HIGH – 9 –	EXTREME – 12 –

Figure 3: Proposed Risk Matrix to be included in the Monthly Progress Reports

8.7 COMMUNICATION MATRIX

Table 5: Communication Plan (Matrix)

COMMUNICATION TYPE	OBJECTIVE	MEDIUM	FREQUENCY	AUDIENCE	DELIVERABLE
Key Meetings and Workshops					
Inception Meeting	Work Scope SLA Sign-off	MS Teams	Once	Consultants Team Project Team	PSC Approval SLA Sign off
PSC Meeting (6)	Consultation and Approval	MS Teams	Per Phase	PSC	Project Phases
Engagement with District and Local Municipalities	SDF and IDP Alignment and support	MS Teams / Physical Workshop	Once	Local & District Management	Engagement Report
Engagement with DALRRD-NC Branches	Data gathering, understanding of Branches	MS Teams	Frequently	DALRRD NC Staff	Data Plans and Reports
Monthly Progress Reports	Project Management	Report	Monthly	Project Manager	Progress Report
E-Tool Weighting and Indicator Workshop	E-Tool setup/definitions	Ms Teams / Physical	Once	DALRRD Consultants Team	E-Tool Indicators
Capital Investment Framework Workshop	Identification of Projects	Ms Teams	Once	DALRRD Consultants Team	Project Prioritisation Matrix
Training Session	Training on the E-Tool	Ms Teams / Physical	Once	DALRRD	Capacity Building
Project Close-Out	Finalisation of Project	Report	Once	Project Manager	Close Out Report
Key Stakeholders					
COGHSTA	Stakeholder Engagement	Ms Teams	Once		

COMMUNICATION TYPE	OBJECTIVE	MEDIUM	FREQUENCY	AUDIENCE	DELIVERABLE
Northern Cape Department: Agriculture, Environmental Affairs, Rural Development, and Land Reform				Technical Staff (Service's Needs, Projects, Plans)	Stakeholder Engagement Report
DEDAT					
Northern Cape Department: Transport, Safety, and Liaison					
District and Local Municipalities					
Other Stakeholders					
SALGA	Stakeholder Engagement	Email	Once	Technical Staff (Service's Needs, Projects, Plans)	Stakeholder Engagement Report
DMRE					
Tourism					
DWS					
Eskom					
Transnet					
SANRAL					
Water Board(s)					
Health					
Education					
Traditional Leaders					
Private Sector					
Business Forums	Stakeholder Engagement	Email	Once	Technical Staff (Service's	Stakeholder Engagement Report
Mining Houses					
Commercial Farmers					

COMMUNICATION TYPE	OBJECTIVE	MEDIUM	FREQUENCY	AUDIENCE	DELIVERABLE
Tourism Associations NGO's				Needs, Projects, Plans)	

9 ANNEXURES

9.1 ANNEXURE A: PROJECT GHANT CHART

Table 6: Project Gantt Chart

No	Activity	August 2022	September 2022	October 2022	November 2022	January 2023	February 2023	March - April 2023
PHASE 0: INCEPTION REPORT								
1	Project Inception (SLA and Report)							
PHASE 1: ASSESSMENT OF EXISTING MUNICIPAL SPATIAL DEVELOPMENT FRAMEWORK								
2	Obtaining project data and documents for the RDSP Sector Plan							
3	Assessment of Policies and Plans (SDFs)							
4	Sector / Spatial Analysis							
5	Identification of Rural Development Directives – DM SDFs and LM SDFs							
6	Prepare RDSP Sector Objectives and Principles							
7	Prepare a RDSP Sector Plan Model							
8	Defining Data Indicators – Data Manipulation							
PHASE 2: RURAL DEVELOPMENT SECTOR PLAN (RDSP)								
9	Weighting data indicators – E- Tool							
10	DALRRD Branch assessment and information							
11	Branch programs							
11	RDSP Sector Plan Strategies aligned to programs							

No	Activity	August 2022				September 2022				October 2022				November 2022				January 2023				February 2023				March - April 2023			
12	RDSP Development Proposals																												
13	Preparing an RDSP Composite Plan																												
14	Analysis of priority Rural Development Areas – E-Tool																												
15	Linking the data analysis to the Rural Area Intervention areas																												
16	RDSP Institutional Framework																												
17	Development of a Governance model																												
18	Identification of Projects and opportunities																												
19	Project Prioritisation and Weighting																												
20	Budget Allocations per Project																												
21	Monitoring and Evaluation																												
PHASE 3: STAKEHOLDER ENGAGEMENT																													
21	Document / Report Submission																												
22	Presenting project progress per Phase to the PSC																												
23	DALRRD Branches Engagements																												
24	District and Local Municipality Engagements																												
25	Governance Model and Implementation																												
26	Launching E- Tool / Capacity Building																												
27	Project and Data handover																												
28	Close Out Report																												

9.2 ANNEXURE B: PROJECT INFORMATION REQUIREMENTS

Access to the latest reports, data, and information for the development of the Rural Development Sector Plan (RDSP) is critical and would require the support of all role players. It is therefore important to obtain the latest reports, plans, projects, data, and information for the area. MVD would as far as deemed possible source information from the Department, DALRRD Branches, and other stakeholders, and the support and speedy feedback from stakeholders would be of utmost importance. The following is required for the successful delivery of a Rural Development Sector Plan (RDSP):

9.2.1 DATA

The following data is required:

- Property Valuation Roll (Excel Spreadsheet) – To determine access to state land, and municipal land within the respective LMs – For the district.
- GIS (Shapefiles) data including:
 - Existing SDF(s)
 - Bulk Services
 - Projects and Programs (e.g., Land Reform, RID, Narysec, AVMP, RVCP, MIG, Land Claims, Sector Departments)
 - Latest Education and Health Facilities
 - Disaster Management Facilities
 - ICT Facilities and Projects
 - Human Settlements Projects
 - Waste Management Facilities
 - Tourism Facilities. Projects and initiatives
 - Local Economic Development Projects/Facilities
 - Agriculture and Mining Projects, Facilities
 - Traditional Authorities, CPA's areas.
 - Economic Activities (Filling Stations, Shopping Malls, etc)

9.2.2 REPORTS, PLANS, FRAMEWORKS, AND STUDIES

The following Reports, Plans, and Frameworks are required:

- Provincial Environmental, Human Settlements Plans, and Strategies applicable for the DM
- Provincial Transportation Plans
- Latest IDP and supporting Sector Plans for the District and Local Municipalities.
- Tourism Strategy
- Economic studies and/or plans
- DALRRD Branch Strategies and Plans (project list)

9.2.3 PROJECTS

A detailed list of projects planned within the Municipality is required, the projects could include projects planned by the Local Municipalities within the Municipality as well. Typical Projects include:

- MIG, MWIG, RBIG Projects

- Human Settlements Projects (status, type, progress, planned)
- Agriculture, Tourism, Energy, and Mining Projects
- Socio-Economic Projects (Health, Education, Social, and Community)
- Disaster Management
- DALRRD Projects and Programs
- Traditional Authority Projects and Programs (if applicable)