**NGWATHE LED STRATEGY**

**FIRST DRAFT**

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| **SECTION 1: INTRODUCTION** |

* 1. **BACKGROUND**

Ngwathe Local Municipality is situated in the northern part of the Fezile Dabi District Municipality previously known as the Northern Free State, it is one of the four local municipalities within the district, the other three (3) being Moqhaka, Metsimaholo and Mafube. The geographical area of the municipality is 7055.0277 square kilometers and it comprises of five towns which are: Parys, Heilbron, Koppies, Vredefort, and Edenville.

As part of the local government mandate, Ngwathe Local Municipality has embarked on the process of developing a local economic development strategy. Ngwathe Local Municipality has approached Fezile Dabi District Municipality to develop its LED strategy. In terms of Section 26 of the Municipal Systems Act (no 32 of 2000) municipalities must develop LED plans/strategies as a core component of their integrated development plans. The purpose of the LED Strategy is to consolidate and add value to existing municipal strategies and programmes and guide economic development and investment in a municipal area. In terms of the National LED Framework (2006) a LED Strategy is needed to:

* Provide direction to the LED unit
* To emphasize the role of the entire municipality in terms of LED
* To set LED targets that are aligned to provincial and national priorities
* Coordinate efforts of private and public sector stakeholders in LED
* To inform the IDPs (as the LED Strategy is a sector plan of the IDP)

The study report was compiled in accordance with the international and national proposed methodology for a strategic framework, consisting of the following components:

* Socio-economic analysis of the municipal area
* Formulation of a vision
* Development of LED goals
* Development of LED objectives
* Development of strategies and sub-strategies
* Project identification
* Project implementation plan
  1. **DEFINITION LED**

A popular definition sees LED as a process in which partnerships between municipalities, community-based groups and the private sector are established to manage existing resources to create jobs and to stimulate the economy of a well-defined area.

The key words in this definition are **partnerships** and **management of existing resources**

* 1. **ROLE OF MUNICIPALITIES IN LED**
* **Facilitator**

Municipalities should create an environment that is able to facilitate the promotion of LED. They should facilitate the following:

* + LED stakeholder meetings
  + The project identification
  + Private-sector investment into the community

Municipalities play a key facilitation role in LED, and communities and other stakeholders are the actual implementers of LED initiatives

* **Co-ordinator**

Municipalities are actually well-positioned not only to carry out their core functions, but also to play a co-ordinating role in terms of co-ordinating LED programmes as envisaged by the provincial and national governments.

* **Developer**

The developmental role refers to four aspects, namely planning for development (LED and IDP), governance and administration, regulations and service delivery. These four aspects are basically aimed at achieving the three outcomes listed in the White Paper on Local Government:

* + The provision of basic household infrastructure and services
  + The creation of liveable, integrated cities, towns and rural areas
  + The promotion of LED
* **Stimulator**

Municipalities need to work hard on stimulating activities aimed at achieving:

* Community development
* LED
* Sustainable service delivery
* Infrastructure and development
* **Enabler**

In order for municipalities to really respond to the call for making local councils institutions of development, they need to be seen to be aiding in all possible ways the creation of an enabling environment where communities can learn how to utilise the sphere of government ‘closest’ to them to achieve their societal needs.

* **Policy maker**

Through their ability to make policy, municipalities can help ensure that small businesses have access to the tender process, prevent by-laws and regulations from becoming barriers to development, create streamlined approval processes for investment and development projects.

* **Entrepreneur**

Municipalities can explore the commercial potential of their assets.

* **Promoter**

Economic development can be promoted by municipalities by creating a positive image of their localities.

* **Catalyst**

Actions can be taken to catalyse new development initiatives- for example new business location and expansion can be catalysed by providing services sites.

* **Lobbyist**

Municipalities can also lobby national and provincial government for policies and programmes that benefit their localities.

The above roles are the most important roles municipalities can play in local economic development.

* 1. **WHY DO WE NEED LED?**

LED is not only a legal obligation for municipalities – it also has many direct advantages:

* Good governance and a stable economy

Municipalities depend on the income generated from rates and taxes for their financial survival. Any successful attempt at increasing the economic well-being of local communities is likely to have a positive impact on the payment of local rates and taxes.

In addition there is a direct link between a productive work force and improvement in the living conditions of people.

Communities are more likely to be supportive of a municipality that they know is actively trying to improve the residents quality of life.

* **Municipalities are equipped to grow the local economy**

Firstly they have a resource base large enough to plan and implement positive economic interventions.

Secondly municipalities have a set of tools at their disposal – the ability to rezone land, develop economic infrastructure and develop by-laws.

Thirdly municipalities are in direct contact with local communities. This means that a municipality becomes a channel for the delivery of national government programmes for social upliftment. In this role, the municipality is able to ensure that national funds are channelled to those who need assistance most and that benefits to them are maximised.

* 1. **CONCLUSION**

LED is a vital tool for the alleviation of poverty and the development of communities. LED can be used as a tool to unlock economic opportunities in Ngwathe that will create job opportunities and ultimately uplift the local communities. In this regard it is important that everyone be actively involved in development efforts.

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| **SECTION 2: LEGAL AND POLICY FRAMEWORK** |

The purpose of this section is to provide the reader with an overview of relevant South African legislation and policies with reference to local economic development and planning.

**2.1 THE CONSTITUTION (no.108 of 1996)**

The overarching piece of legislation is the Constitution. Section 152 of the Constitution outlines the following objectives of local government:

* To provide democratic and accountable government for local communities;
* To ensure the provision of services to communities in a sustainable manner;
* To promote social and economic development;
* To promote a safe and healthy environment; and
* To encourage the involvement of communities and community organisations in the matters of local government.

All of the above mentioned objectives can be associated to local economic development. Municipalities have a legal mandate to promote social and economic upliftment within their areas of jurisdiction. These objectives from part of an integral set of principles from which LED strategies are formulated and implemented.

**2.2 THE WHITE PAPER ON LOCAL GOVERNMENT (1998)**

In terms of the White Paper municipalities have the following responsibilities with regard to LED:

* Provide marketing and investment support in order to attract potential support to their locality;
* To provide small business support services to assist entrepreneurs;
* To provide targeted assistance to a particular sector in the local economy that has potential to expand; and
* To tailor training and placement services to local circumstances in order to match supply and demand

**2.3 THE MUNICIPAL SYSTEMS ACT (no.32 of 2000)**

Among the duties of a municipality listed in section 4(2) of the act is to promote and undertake development in the municipality. Section 26(c) further specifies that the Integrated Development Plan of a Local Municipality must contain its local economic development aims. This awards the municipal LED strategy legal status as part of the IDP process.

**2.4 THE NATIONAL LOCAL ECONOMIC DEVELOPMENT FRAMEWORK (2006)**

The objectives of this framework are:

* to shift towards a more strategic approach to the development of local economies;
* to support local economies in realising their optimal potential and making local communities active participants in the economy of the country;
* to elevate the importance and centrality of effectively functioning local economies in growing the national economy;
* to wage the national fight against poverty more effectively through local level debates, strategies and actions;
* to improve community access to economic initiatives, support programmes and information;
* to improve the coordination of economic development planning and implementation across government and between government and non-governmental actors; and
* to build greater awareness about the importance and role of localities and regions.

**2.5 THE NATIONAL GROWTH PATH (2010)**

The NGP was released in 2010 as a “new” national economic development policy. The policy identifies seven “job drivers”. These job drivers have the responsibility to create jobs on a large scale. The seven key economic sectors or “job drivers” for job creation are listed below:

* Infrastructure development and extension;
* Agricultural development with a focus on rural development and specifically “Agro-Processing”;
* Mining;
* Manufacturing;
* Green economy;
* Tourism; and
* Informal sector of economy.

**2.6 THE NATIONAL DEVELOPMENT PLAN**

The NDP focuses on the following broad issues in relation to LED:

* Job creation;
* Infrastructure development;
* Environmental management;
* Improvement and transformation of urban and rural spaces;
* Education and skills;
* Health care;
* Good governance; and
* Unity and cohesion.

**2.7 THE FREE STATE GROWTH AND DEVELOPMENT STRATEGY (2012)**

The following key pillars are listed in the Free State Growth and Development Strategy (FSGDS) of 2012.

* Job creation;
* Skills development;
* Improvement of quality of life;
* Rural development;
* Social cohesion; and
* Good governance.

**2.8 FEZILE DABI DISTRICT MUNICIPALITY LED STRATEGY**

In line with relevant national, provincial and local policy considerations, the following are the pillars of the Fezile Dabi District Municipal LED Strategy:

* Regional economic, spatial and social integration;
* Ensure an enabling economic environment exists for a thriving private sector with the aim of job creation;
* Skills development directed to support the local economy;
* Rural and agricultural development;
* Infrastructure for economic opportunities;
* Good governance; and
* Provision of basic needs to all communities.

**2.9 CONCLUSION**

This section provided an overview of the legal and policy framework for LED to have an understanding of the importance of LED in South Africa.

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| **SECTION 3: SOCIO-ECONOMIC ANALYSIS** |

This section provides a socio-economic and spatial analysis of Ngwathe Local Municipality. Furthermore this section also contains a rapid rural assessment of the municipal area.

* 1. **SOCIO-ECONOMIC ANALYSIS**

**DEMOGRAPHICS**

**Table1: Total population and population increase from 2000-2010**

|  |  |  |  |
| --- | --- | --- | --- |
| **Total Population** | **2001** | **2011** | **Population growth from 2000-2010** |
| **Free State Province** | 2 706 775 | 2 745 590 | 0,14% |
| **Fezile Dabi DM** | 459 294 | 488 036 | 0,61% |
| **Ngwathe LM** | 118 810 | 120 520 | 0,14% |

(Source: Census 2011)

**Findings:**

Ngwathe Local Municipality’s has had an increase in population growth from 118 810 in 2011 to 120 520 in 2011, which reflects a lower growth rate of 0.14% compared to the 0,61% of the district.

**Table 2: Household dynamics**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Household dynamics** | | | | |
|  | **Households** | | **Average household size** | |
|  | **2001** | **2011** | **2001** | **2011** |
| **Free State Province** | 733 302 | 823 316 | 3,6 | 3,3 |
| **Fezile Dabi District Municipality** | 120 347 | 144980 | 3,7 | 3,4 |
| **Ngwathe LM** | 32 108 | 37 102 | 3,6 | 3,2 |

(Source: Census 2011)

**Findings:**

From the above it is clear that the number of households have increased from 2001 to 2011 and the average household size has slightly decreased for the said period.

**Table 3: Human development index (HDI): 2000 – 2010**

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **Area** | **2000** | | | **2010** | | |
| **Black** | **White** | **Total** | **Black** | **White** | **Total** |
| **Free State Province** | 0,47 | 0,84 | 0,54 | 0,49 | 0,85 | 0,55 |
| **Fezile Dabi DM** | 0,47 | 0,84 | 0,56 | 0,50 | 0,86 | 0,58 |
| **Ngwathe LM** | 0,43 | 0,82 | 0,51 | 0,46 | 0,84 | 0,55 |

(Source: Global Insight: Regional Explorer, 2012)

**Findings:**

* The HDI is generally higher in the district than in the province at 0.58 versus 0.55.
* The HDI level for the black population (0.50) is still substantially lower than whites (0.86) in the district in general. Quality of life of the white population is close to double that of the black population in most areas in the district.
* This inequality needs to be addressed by means of job creation and provision of economic opportunities closer to all communities.

**POVERTY**

**Table 4: % of people living in poverty: 2000 – 2010**

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **Area** | **2000** | | | **2010** | | |
| **Black** | **White** | **Total** | **Black** | **White** | **Total** |
| **Free State Province** | 55,8 | 4,4 | 49,7 | 44,0 | 1,1 | 39,7 |
| **Fezile Dabi DM** | 53,8 | 5,0 | 46,0 | 39,5 | 1,2 | 33,9 |
| **Ngwathe LM** | 60,5 | 5,7 | 52,9 | 43,4 | 2,0 | 37,6 |

(Source: Global Insight: Regional Explorer, 2012)

**Findings:**

* The % of people living in poverty has improved from 2000 to 2010 in all areas of the district. The level of poverty is also lower in the district versus the province.
* It is predominantly still the black population that is in poverty in the district in all areas. The Ngwathe area % of people living in poverty is higher than the district’s. This situation needs to be turned around by means of job creation and rural development projects.

**Table 5: Poverty gaps: 2000 – 2010 (R million)**

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **Area** | **2000** | | | **2010** | | |
| **Black** | **White** | **Total** | **Black** | **White** | **Total** |
| **Free State Province** | 1 289 | 31 | 1 342 | 2 461 | 68 | 2 571 |
| **Fezile Dabi DM** | 196 | 10 | 208 | 357 | 20 | 381 |
| **Ngwathe LM** | 66 | 4 | 70 | 119 | 7 | 128 |

(Source: Global Insight: Regional Explorer, 2012)

**Findings:**

* Poverty gaps are still large in the total district area.
* This is especially evident in the Ngwathe area.
* The levels of poverty need to be decreased by job creation and rural development projects.

**EDUCATION AND LITERACY**

**Table 6: Literacy rate %: 2000 – 2010**

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **Area** | **2000** | | | **2010** | | |
| **Black** | **White** | **Total** | **Black** | **White** | **Total** |
| **Free State Province** | 57,5 | 96,9 | 63,2 | 68,4 | 96,4 | 72,2 |
| **Fezile Dabi DM** | 57,5 | 97,4 | 65,2 | 69,6 | 97,0 | 74,4 |
| **Ngwathe LM** | 52,8 | 96,8 | 60,9 | 63,3 | 96,3 | 69,4 |

(Source: Global Insight: Regional Explorer, 2012)

**Findings:**

* Literacy rates have improved substantially for Ngwathe area since 2000.
* The district has higher literacy rates (74.4%) compared to the province (72.2%).
* Literacy rates can still improve and all effort must be made to provide learning opportunities.

**EMPLOYMENT AND INCOME**

**Table 7: Number of unemployed persons: 2000-2010**

|  |  |  |  |
| --- | --- | --- | --- |
| **Area** | **2000** | **2010** | **Growth rate**  **in %** |
| **Free State Province** | 244 177 | 281 701 | 1,3% |
| **Fezile Dabi DM** | 32 409 | 35 000 | 0,7% |
| **Moqhaka LM** | 9 138 | 9 968 | 0,8% |
| **Ngwathe LM** | 11820 | 12 924 | 0,9% |
| **Metsimaholo LM** | 8 846 | 9 124 | 0,3% |
| **Mafube LM** | 2 605 | 3 053 | 1,5% |

(Source: Global Insight: Regional Explorer, 2012)

**Findings:**

* The total number of unemployed people in the district has increased to 35 000 people and at a rate of 0.7% by 2010.
* Ngwathe area has the highest number of unemployed people followed by Moqhaka area and Metsimaholo areas.
* Unemploymeny levels are too high in the district and needs to be addressed by means of LED and job creation projects.

**Table 8: Unemployment levels in percentage: 2001– 2011**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | **Unemployment Rate (official)** | | **Youth unemployment rate (official)**  **15-34 years** | |
|  | **2001** | **2011** | **2001** | **2011** |
| **Free State Province** | 43,0 | 32,6 | 54,1 | 43,0 |
| **Fezile Dabi DM** | 41,3 | 33,9 | 54,2 | 44,4 |
| **Ngwathe LM** | 47,1 | 35,2 | 59,4 | 45,1 |

(Source: Census 2011)

**Findings:**

* Unemployment levels in the district are lower than in the province.
* The district has an unemployment rate of 33,9%, which has decreased over the last decade.
* Ngwathe area has the highest unemployment rate at 35,2% in the district and therefore efforts should be made to create jobs in the area. (The unofficial unemployment rate is much higher, at approximately 40%.

**Table 9: Index of buying power 2000-2010**

|  |  |  |
| --- | --- | --- |
| **Area** | **2000** | **2010** |
| **Fezile Dabi DM** | 0,009 | 0,011 |
| **Moqhaka LM** | 0,003 | 0,004 |
| **Ngwathe LM** | 0,002 | 0,002 |
| **Metsimaholo LM** | 0,003 | 0,004 |
| **Mafube LM** | 0,001 | 0,001 |

(Source: Global Insight: Regional Explorer, 2012)

**Findings:**

* The buying power of Ngwathe area is very low compared to the other local municipal areas (except for Mafube area which is the lowest) and has remained unchanged for the period 2000 - 2010.
* All efforts should be made to promote buying local and to encourage value added exports.

**ECONOMIC INDICATORS**

**Table 10: Gross value added economic activities: 2000-2010**

|  |  |  |  |
| --- | --- | --- | --- |
| **Area** | **2000** | **2010** | **Growth rate %** |
| **Free State Province** | 45 043 619 | 131 687 262 | 6,6% |
| **Fezile Dabi DM** | 11 805 257 | 38 146 825 | 7,2% |
| **Moqhaka LM** | 2 923 264 | 10 679 708 | 7,3% |
| **Ngwathe LM** | 1 020 826 | 2 984 641 | 6,6% |
| **Metsimaholo LM** | 7 349 801 | 23 150 152 | 6,8% |
| **Mafube LM** | 511 366 | 1 332 323 | 6,1% |

(Source: Global Insight: Regional Explorer, 2012)

**Findings:**

* Value added activities are of key importance for accelerated economic development in conjunction with export activities.
* Value added activities are low in the province and district and potential exists for such activities.
* The value added activities of Ngwathe area are very low followed by Mafube area.
* Efforts should be made to enhance value added activities in Ngwathe area.

**Table 11: Soil potential: 2000**

|  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Area** | **Areas suitable for conservation, not for agriculture (ha)** | | **Soil highly suitable for agriculture (ha)** | | **Soil of lowly suitable for agriculture (ha)** | | **Water bodies (ha)** | |
| **Free State Province** | 529 938 | 4,1% | 1 171 167 | 9,0% | 6 105 876 | 47,1% | 69 192 | 0,5 |
| **Fezile Dabi DM** | 21 180 | 1,0% | 327 592 | 15,4% | 1 261 471 | 59,3% | 22 576 | 1,1 |

(Source: Department of Environmental Affairs: 2000)

**Findings:**

* The district has a total of only 15.4% of high quality agricultural land and 59.3% of low potential agricultural land.
* All efforts should be made to ensure the high potential land is preserved for agricultural uses and used optimally.
* Irrigation services could improve the potential of low potential agricultural land.

**Table 12: Types of agricultural land**

|  |  |  |  |
| --- | --- | --- | --- |
| **Area** | **Grazing land (ha)** | **Dry land (ha)** | **Irrigated land (ha)** |
| **Total Fezile Dabi DM** | 464 184 | 388 155 | 4 317 |
| **Moqhaka LM** | 164 120 | 167 944 | 499 |
| **Ngwathe LM** | 166 813 | 130 735 | 2 475 |
| **Metsimaholo LM** | 34 455 | 28 271 | 379 |
| **Mafube LM** | 98 796 | 61 205 | 964 |

(Source: Fezible Dabi DM, 2005)

**Findings:**

* The district is a strong rural area with large agricultural areas with varying levels of potential.
* Ngwathe and Mafube areas are the main grazing areas and dry land areas in the district, while both areas also provide for irrigated land.
* The development of the agricultural sector should become a priority in Ngwathe.

**Table 13: GDP per capita: 2000-2010 (in Rands)**

|  |  |  |  |
| --- | --- | --- | --- |
| **Area** | **2000** | **2010** | **Growth rate %** |
| **Free State Province** | 17 835 | 50 231 | 6,4% |
| **Fezile Dabi DM** | 28 204 | 89 572 | 6,9% |
| **Moqhaka LM** | 17 930 | 63 807 | 7,2% |
| **Ngwathe LM** | 9 259 | 27 096 | 6,6% |
| **Metsimaholo LM** | 70 851 | 203 903 | 6,5% |
| **Mafube LM** | 9 936 | 24 053 | 5,9% |

(Source: Global Insight: Regional Explorer, 2012)

**Findings:**

* The GDP per capita in the district is substantially higher than in the province at R 89 572 in 2010.
* Metsimaholo area has by far the highest per capita GDP at R 203 903 and Moqhaka area at R 63 807, of which both are much higher than the district average.
* Both Ngwathe and Mafube areas lack far behind in terms of GDP per capita.

**TOURISM**

**Table 14: Tourism spending as % of GDP**

|  |  |  |  |
| --- | --- | --- | --- |
| **Area** | **2002** | **2006** | **2010** |
| **Free State Province** | 6,2 | 5,8 | 5,9 |
| **Fezile Dabi DM** | 2,9 | 3,0 | 3,1 |
| **Moqhaka LM** | 2,6 | 4,0 | 4,3 |
| **Ngwathe LM** | 8,2 | 8,4 | 9,7 |
| **Metsimaholo LM** | 2,1 | 1,8 | 1,7 |
| **Mafube LM** | 5,5 | 6,9 | 6,3 |

(Source: Global Insight: Regional Explorer, 2012)

**Findings:**

* The Ngwathe area has the highest levels of tourism at 9.7%.
* The Ngwathe and Mafube areas are the focus areas for fast tourism growth and this sector plays an important role in the local economies in these areas. The other two areas need to increase the tourism sector and the economy as a result.
* The tourism sector’s contribution to the local economy needs to be increased.

**3.2 SPATIAL CONSIDERATIONS**

LED strategies are guided by the spatial environment of an area. Spatial planning is used as a tool to ensure optimal local economic development by creation of an integrated, interlinked economic and physical environment. In South Africa spatial planning is controlled by the National Spatial Development Perspective (NSDP) and the Development Facilitation Act of 1996.

The NSDP requires the identification of areas of economic potential and areas of need. Government should identify comparative advantages of localities in terms of infrastructure and development potential. The NSDP divides the development potential into 6 categories. If these categories are applied to Ngwathe area the development potential is as follows:

**Table 1: Development potential of Ngwathe area in terms of the NSDP**

|  |  |
| --- | --- |
| **Municipality** | **Ngwathe Local Municipality** |
| 1. Innovation and experimentation | Below average (Parys high) |
| 1. High value diversified production | Low (all areas) |
| 1. Labour intensive mass production | Below average (all areas) |
| 1. Public service and administration | Below average |
| 1. Retail and services | Above average |
| 1. Tourism | Above average |

(Source: NSDP,2006; Free State GDS, 2006 & District LED Strategy, 2012)

**3.2.1 Local spatial perspective**

In terms of the NSD, FSGDS and the Fezile Dabi District Municipality’s SDF (2012) the various types of nodes in Ngwathe area are as follows:

* Parys is the tourism node of the district. This area is well located for tourism with its natural beauty and close proximity to Gauteng.
* Smaller nodes: Heilbron (agro-processing and agriculture), Koppies (agro-processing and agriculture), Vredefort (agro-processing and agriculture) and Edenville (community projects and agriculture)

**3.3 RAPID RURAL ASSESSMENT**

When the District LED Strategy was developed rapid rural assessments were done in 2012 in all four local municipalities. Table 1 is a summary of the Rapid Rural Assessment for Ngwathe Local Municipality.

**Table 1: Local rapid rural assessment (2012)**

|  |  |
| --- | --- |
| **Key issue** | **Ngwathe Local Municipality** |
| General overview | The area is known for its natural resources such as the Vaal river and the Vredefort Dome. Parys is well located within the economic influence sphere of Gauteng and Metsimaholo Area. Parys serves as the main service centre. |
| Visual appearance | * The general visual appearance is average * Access roads are good via the R59 corridor * Main roads in Parys CBD need improvement - the entrance road from North West province also needs improvement * Pot holes are a common problem in all towns within Ngwathe area. |
| Institutional Structures | * LED units exists – Acting LED Manager and 2 x LED officials * Ward committee systems are operational * Business chambers in Parys and Heilbron are operational * Good links with Fezile Dabi District Municipality |
| Key planning documents | * LED Strategy (outdated) * IDP 2012 * SDF to be completed * Service master plans are outdated * Land policy |
| Problems/backlogs | * Foreign business owners * Lack of infrastructure * Insufficient budget for LED * Lack of commonage development and management * Lack of incentive scheme * Large poor areas with housing backlogs * Lack of industrial space |
| Potential/opportunities | * Partnerships * Incentives * Eco tourism * Township tourism * Industrial space (Koppies & Heilbron * Skills development * Agriculture development node |
| Economic sectors and linkages | * Compilation of marketing/investment plan * Road maintenance * Manufacturing: various planned and ongoing projects * Agriculture: various planned and ongoing projects * Parys links with Gauteng, Sasolburg and Potch * Vredefort links with Potch/Parys * Koppies links with Kroonstad/Sasolburg * Heilbron links with Sasolburg |

**3.4 CONCLUSION**

Knowing the characteristics of the local economy is critical to ensure the development of a realistic, practical and achievable LED strategy.

|  |
| --- |
| **SECTION 4: STRATEGIC FRAMEWORK** |

This section contains all the components of a strategic framework, namely the vision, goals, objectives and strategies which will guide LED in Ngwathe.

**Diagram 1: Illustration of the LED strategic process**

|  |  |  |  |
| --- | --- | --- | --- |
| **DEVELOP LED VISION**  **IDENTIFY LED GOALS AND OBJECTIVES**  **FORMULATE STRATEGIES AND SUB-STRATEGIES**   |  | | --- | | **IMPLEMENTATION OF STRATEGY** | | **IDENTIFY PROGRAMMES RELATING TO STRATEGIES** | |  | |

**4.1 DEVELOPMENT OF A VISION**

A close examination of the rapid rural assessment has led to the following proposed LED vision for Ngwathe Local Municipality:

|  |
| --- |
| **Creating an enabling environment for a well-balanced developed economy by making optimal use of its available resources and opportunities to the benefit of its communities** |

**4.2 LED GOALS AND OBJECTIVES**

Goals point to specific outcomes that must be achieved. Goals are much more descriptive and concrete than a vision statement and should be directly linked to the findings from the situation analysis. The following goals for the LED Strategy are proposed:

* Supporting local enterprises and stimulating job opportunities
* Increasing income levels thus enabling residents to pay for municipal services
* Broadening the tax and revenue base of the local municipalities
* Developing a balance between pro-growth and pro-poor intervention
* Attracting outside investment

Given the fact that objectives are supposed to be more specific than goals the following objectives are proposed:

* To enhance and diversify the agricultural sector
* To facilitate growth and expansion of the manufacturing sector
* To support and develop the second economy (informal)
* To provide support to the SMME sector
* To provide and maintain key infrastructure
* To develop sustainable LED institutional structures
* To optimize the tourism potential
* To expand the skills base
* To develop the green economy

**4.3 STRATEGIES**

**Strategy 4.3.1:**

**Contextual statement:**

Successful LED strategies and implementation is dependent on efficient co-operation between the partners in the LED environment namely the public sector, private sector and local communities. This strategy has the aim to ensure functional institutional structures at all levels within the local environment, internally and externally. Local leadership in LED is important with good relations between officials and councillors. The LED unit must be the driver of LED and therefore the local “champion”, with support from senior management and councillors. Municipalities must ensure high quality and intensive participation from local communities and local business. The principles of good governance need to be adhered to such as transparency and accountability. Housing provision is seen as a major catalyst for LED. Housing projects must lead to economic opportunities and upliftment. Partnership creation is important for regional unity and cohesion. Collaborations between government and private sector must be achieved which could lead to better understanding of needs and better responsiveness by government.

**Sub-strategy 4.3.1.1: Strengthening and improvement of internal institutional structures and arrangements:**

* Establishing a LED unit in terms of capacity, skills and position in the municipal structure. The LED unit needs to have a manager with at least 3 LED officers with skills in LED, tourism and agriculture. Relevant training is required for all LED officials. Introductory LED skills training for all councillors and senior officials to create improved awareness.
* Community Development Workers (CDWs) are a key component of LED implementation. Such officials need to be more involved in the LED unit and need specialized LED training.
* Ward committees, in conjunction with CDWs need to be fully operational and have to be trained in the basic concepts of LED.
* Municipal LED committee: LED portfolio committee needs to be fully functional with regular meetings, driven by the LED unit.
* LED forum: Such structure needs to have regular meetings to consider all LED related issues within the area.
* Relaxation of development control regulations to allow SMME’s to develop must be implemented.
* A procurement and tender support process be formulated to ensure that local businesses benefit.

**Sub-strategy 4.3.1.2: Marketing and investment plan**

* Compilation of a marketing and investment plan for Ngwathe.
* Focus on competitive advantages (agriculture, manufacturing and tourism) to attract, remain and expand businesses.
* Formulation of incentives regarding land, tax rebates, etc.
* Annual “early warning” (EWS) surveys to determine the needs of local businesses.

**Sub-strategy 4.3.1.3: Improvement and strengthening of external business structures**

* Support existing business chambers in the area.
* Facilitate the establishment of a community organizations forum including all NGO’s in order to support community projects.

**Sub-strategy 4.3.1.4: Partnership formation and co-operation**

* Identify key businesses and do a road show to improve relations.
* Identify key private sector role players for large scale project based LED projects.
* Include businesses, formal and informal in the LED forum.

**Strategy 4.3.2: Infrastructure development**

**Contextual statement:**

As part of the creation of an enabling economic environment, the provision of physical developmental infrastructure is important. This strategy should focus on hard infrastructure such as roads, electricity networks, water provision, sewer systems, storm-water, and communication infrastructure**.**

**Sub-strategy 4.3.2.1: Provision of infrastructure**

* Compilation of services masters plans for the municipal area.
* Compilation of infrastructure maintenance plans (the maintenance of existing infrastructure is essential).
* Development of a detailed Infrastructure Investment Plan that would quantify the need for infrastructure (the infrastructure budget needs to be informed annually by the LED priorities of the municipal area).
* Prioritization of identified projects which have the largest impact on economic development, job creation and improvement of quality of life.
* Analysis and improvement of ICT in the municipal area to allow better communication (as part of e-governance).

**Strategy 4.3.3: Support and strengthen the agricultural sector**

**Contextual Statement**

Ngwathe LM shows strong potential for an agricultural competitive advantage. Ngwathe area’s climate, topography and soil are generally suitable to agricultural production. The following sub-strategies are proposed to achieve this strategic objective.

**Sub-Strategy 4.3.3.1: Fostering an enabling environment for agricultural development**

* Compile a data base of municipal land.
* Conduct research on agricultural cooperatives in the area.
* Ensure the proper management of commonages in the Ngwathe area.
* Facilitate in the sourcing and the availability of funding for farming equipment and other resources required to operationalize a farming setup.
* Alignment and utilisation of available development programmes to develop independent agro-produce entrepreneurs. Such programmes can be accessed through the Department of Land Affairs, DBSA, Small Enterprise Finance Agency (formerly known as Khula Enterprises), etc.
* Facilitate effective communication and networking with relevant farming suppliers and potential customers, as well as among farmers, to create a support structure within their farming community.
* Develop and support current emerging farmers to enable them to increase their operational output to increase labour force demand.
* Facilitate the establishment of an agri-business incubator.
* Create awareness among specific target groups, especially black youth, to choose the agricultural sector as a career opportunity.
* Enhancement of the agro-processing industry in Ngwathe.

**Sub-Strategy 4.3.3.2: Construct, maintain and improve key infrastructure**

* Provide easy access to an offset area (market) to enable farmers to sell their goods in their local community.
* Ensure that relevant infrastructure is available to other important sectors that support the agricultural sector.
* Ensure that the required infrastructure is available and in good condition to facilitate and promote irrigation of agricultural land.

**Sub-Strategy 4.3.3.3: Develop and improve on value adding processes**

* Identify and create a demand (a market within the area) for agricultural outputs that could be processed into down-stream sellable products for the area and for export.

**Strategy 4.3.4: Support and strengthen the manufacturing sector**

**Contextual statement**

Manufacturing has a vital role to play in terms of employment and economic growth. As this industry is well established in Sasolburg, the focus of Ngwathe should be on providing support and promoting the development of downstream industries and diversification.

**Sub-strategy 4.3.4.1: Fostering an enabling environment for the development of SMMEs**

* Develop a business retention and attraction strategy
* Provide incentives to new businesses to locate near industrial centres (Parys) in order to establish and populate industrial clusters for the agro-processing industries (clustering and specialization)
* Focus on existing demand products and services and niche markets

**Sub-strategy 4.3.4.2: Allocate land and infrastructure to production activities**

* Conduct an investigation into the availability of land, factories and buildings that can be made available for production and economic activities. Vacant buildings or factories identified should be made available to support industries for example in agro-processing.
* Revitalise existing industries through the improvement of infrastructure, particularly in Parys.

**Strategy 4.3.5: Ensure optimal opportunities for development of the informal sector (second economy)**

**Contextual Statement**

Very limited informal jobs are available in the district as a whole and such jobs have increased from 18,477 jobs (2000) to 24,080 in 2010, of which most were added or sustained in the trade sector (14,219 jobs) (District LED Strategy). The support and development of the informal sector in all areas should be encouraged, especially in the secondary sector to provide economic opportunities at a lower skills and education level. This strategy will be integrated as part of strategy 6 (SMME development support) referred to as micro enterprise development and support.

**Sub-strategy 4.3.5.1: Fostering an enabling environment for the development of the informal economy:**

* Assist with access to finance.
* Provide access to facilities, identify trading areas.
* Formulate supporting policies.
* Provide technical and business skills.
* Encourage and allow home based businesses.
* Promote linkages with formal business.
* Utilization of government support programmes for example Department of Trade & Industry (DTI), Department of Tourism and Environmental Affairs (DETEA), Small Economic Development Agency (SEDA), etc.

**Strategy 4.3.6: Entrepreneurial and SMME development and support**

**Contextual Statement**

Municipalities can reap benefits from promoting the development of SMMEs in their area of jurisdiction. Some of the benefits are a) SMMEs are locally owned and controlled; b) SMMEs provide a proving ground for entrepreneurship and local innovation; and c) A stable SMME sector can extend the current municipal revenue base. Entrepreneurial activity in a municipal area is one of the most important job creation tools available. The municipalities have control over an extensive list of factors they could influence to stimulate increased entrepreneurial activity to accelerate job creation. It is therefore extremely important in a municipal area that a focused effort be placed on the development, support and stimulation on entrepreneurship. The following strategies are proposed:

**Sub-Strategy 4.3.6.1: Empower and support black business creation and development**

* Create entrepreneurial awareness among specific target groups, especially black youth, to influence them to consider being an entrepreneur as a possible career option.
* Set-up support to allow home-industries to grow and move to incubator and finally to own business.

**Sub-Strategy 4.3.6.2: Relaxation of rules and regulations**

* Amend relevant rules and developmental control regulations to facilitate the lowering of entry barriers into a market by start-up entrepreneurs.

**Sub-Strategy 4.3.6.3: Construct, maintain and improve key infrastructure**

* Monitor, construct, improve and maintain key infrastructure required by businesses to support and increase the entrepreneurial activity in the region. This should include, but not be limited to infrastructure in certain corridors where trading has high potential and infrastructure is required by start-up businesses, especially fully equipped sites, at a reasonable rent price.

**Sub-Strategy 4.3.6.4: Create “buy-local” awareness**

* Create an awareness campaign for the region in which local businesses, especially large enterprises, are sensitized and motivated to procure inputs in their local district.
* Formulate municipal tender support processes to ensure that local businesses benefit.
* Facilitate leak plugging workshops in the area.

**Strategy 4.3.7: Tourism development**

**Contextual statement**

The municipal area is well located with significant natural features allowing for tourism development. Types of tourism opportunities include small town rural tourism, cultural/historical tourism, eco and adventure tourism, agri-tourism, avi-tourism (birdwatching) arts and craft tourism and battlefields tourism. Although it is in terms of section 84(m) of the Municipal Structures Act (no.117 of 1998) the responsibility of a district municipality to promote local tourism, the following sub-strategies can be followed by a local municipality to compliment the tourism role of a district municipality:

**Sub-strategy 4.3.7.1: Extend and improve municipal support to the tourism sector**

* Identify places, resources and activities for tourism.
* Mobilise stakeholder/role-players for tourism.
* Establish and strengthen the co-ordination of ensuring a clean Vaal river system by means of clean-up operations and monitoring systems.
* Introduce clean-up operations with support from Dept of Environmental Affairs including paper clean-up and removal of alien plants and trees.
* Provide structures to support tourism such as parking, stalls and toilets.

**Sub-strategy 4.3.7.2: Ensure public tourism facilities are maintained**

* Municipal holiday resorts such as Mimosa Gardens must be upgraded and maintained to a high quality and in a sustainable manner.
* Ensure that the municipal swimming pools within the area are re-opened and properly maintained.
* Allow corporate business to be involved in the process as partners/sponsors (consider public private partnerships.

**Strategy 4.3.8: Ensure optimal development of the green economy**

**Contextual statement**

The green economy has, at its core, strategies and projects that are dedicated to enhancing sustainable development of the environment. An economy that is concerned with environmentally sustainable development and practices that ensure the longevity of its natural resources is defined as a green economy. Projects developed within the scope of a green economy should be aimed at enhancing the living standards of local communities – through the provision of clean drinking water, energy and basic foodstuffs to name a few – and should be rooted in the belief that local communities are responsible for their conditions and should change any method or practice that jeopardises their surrounding environment.

**Sub-strategy 4.3.8.1: Reduce energy dependency and institute working for energy programmes**

* Increase access to renewable energy sources in order to reduce the dependence on oil and coal-based sources of energy.
* Develop and implement labour intensive energy related initiatives that use biomass from alien plants.
* Provide communities with solar water heaters to minimise the use of coal and paraffin-based heating systems.

**Sub-strategy 4.3.8.2: Increased waste management**

* Provide incentives for measures to reduce, recycle and re-use waste material.
* Develop community groups that recycle household waste. These groups can be subdivided into those that collect plastics, metal and paper, which can be sold to recycling plants (those involved would earn income from the projects) and those that collect household vegetable waste for conversion into compost, which can be used in community food gardens.

**Sub-strategy 4.3.8.3: Water security and working for water**

* Establish a group of community workers that visits local communities and educates them on the importance of keeping local water sources healthy and pollutant free. These groups should provide education on the effect on the community itself in terms of halting the spread of water-borne diseases and the effect on the environment in terms of preserving soil quality.
* Establish community groups to remove alien trees and manufacture furniture from the timber.

**Sub-strategy 4.3.8.4: Provide sustainable food sources**

* Empower the communities to produce subsistence food gardens in order to supplement basic food provision and enhance environmentally friendly techniques.
* Establish food gardens (linked to social development) that not only enhance environmental awareness but also provide basic food for communities.

**Strategy 4.3.9: Provision of basic needs and social development**

**Contextual statement**

By definition, social development describes actions taken to reverse negative social outcomes such as crime, poverty, illiteracy and unsustainable economic growth and development. Social development is essential for the upliftment of local communities as it places people at the centre of development strategies. As such, LED strategies should be aimed at enhancing the standards of living within the municipal area. The basic needs approach is of key importance and includes aspects such as housing, water, sewer, electricity, clothing, food and education.

**Sub-strategy 4.3.9.1: Improve existing community development projects**

* Identify and improve existing community development projects and involve local CDWs to assist in the development of these projects within the area.

**Sub-strategy 4.3.9.2: Optimal utilization of community facilities**

* Conduct an assessment of existing community facilities in order to determine their condition and the extent of utilization or underutilization.
* Explore expansion of the Parys Airport – the airport provides an important link to Gauteng and other provinces.

**Sub-strategy 4.3.9.3: Early childhood development centres**

* Conduct a needs assessment of all ECDs within the municipal area.
* Develop a policy on support of ECDs.
* The above should be done in collaboration with the Department of Social Development.

**Sub-strategy 4.3.9.4: Develop community urban food gardens**

* These can be established in areas where communities are struggling to obtain basic food. These projects can be linked to enhancing the green economy of the area, as well as community-led development.

**Strategy 4.3.10: Education and Skills Development**

**Contextual Statement**

The Human Development Index (HDI) of the district is generally higher at 0.58 compared to the rest of the province at 0.55, but it is however lower than the HDI of South Africa in totality, which stands at 0.59. The HDI level of the black population (0.50) is still substantially lower than its comparative white counterparts (0.86), which indicates a close to double quality of life for the white population versus the black population (District LED Strategy 2012). This inequality needs to be addressed by means of education and skills development. It is imperative that skills development and education be aligned with the needs of the local municipal area to ensure employability of people and to satisfy local human resource needs to accelerate economic development of the area.

**Sub-strategy 4.3.10.1: Institutional arrangements for education and skills development**

* Develop a Skills Development Strategy focusing on the up-skilling of currently employed persons and appropriate training for unemployed persons).
* Develop mentorship and support programmes that link the youth and women with skills to jobs.
* The above would require close collaboration with the Department of Education and relevant SETAs including, amongst others, Tourism and Hospitality SETA (THETA), Agricultural SETA (AgriSETA), Local Government SETA (LGSETA) and the Wholesale and Retail Education and Training Authority (WRETA).

**4.4 IDENTIFICATION OF PROJECTS**

From the strategies and sub-strategies identified in the previous section, the following projects have been identified as priority projects that need to be implemented in the immediate future:

**Table: Priority projects**

|  |  |
| --- | --- |
| **Strategy: Improve and strengthen institutional structures and arrangements** | |
| **Project** | **Activity** |
| Appointment of a LED Manager | Advertisements should be placed in relevant newspapers |
| LED training | Introductory LED training for councillors and senior officials and specialised training for CDWs |
| LED Forum | Identification of relevant stakeholders |

**SEE ANNEXURE A FOR A LIST OF PROJECTS**

**SEE ANNEXURE B FOR PROJECT TEMPLATE**

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| **SECTION 5: IMPLEMENTATION PLAN** |

This section focuses on the internal and external institutional arrangements that are required for the implementation of the LED Strategy. Key development partners are also identified.

**5.1 INSTITUTIONAL ARRANGEMENTS**

**5.1.1 Internal arrangements**

**LED Unit**

A fully operational LED unit is needed to ensure that Ngwathe Local Municipality fulfil its developmental mandate. This unit requires a Manager who will be able to represent economic development issues in management and in other related structures effectively. Given the size of the municipality it is recommended that the LED Manager be supported by three (3) LED officials – one assigned specifically with the task of agricultural development. The LED Unit should be responsible for the following functions:

* Coordinate the implementation of the LED Strategy;
* Act as knowledge bank and champion on economic issues within the municipality;
* Stakeholder management;
* Improve access to business advisory services
* Mobilise communities and vulnerable sectors such as women, young people and people with disabilities to become economically active;
* Coordinate the monitoring and evaluation framework of the LED department;
* Identify LED constraints and opportunities and develop mitigating strategies; and
* Provide secretariat services to the LED forum.

**Dedicated LED Committee of Council**

It is recommended that a LED Portfolio Committee be established to facilitate oversight. LED-related functions of LED Portfolio Committee could include:

* Provide political direction and oversight over the development of the LED Strategy;
* Mobilise external stakeholders with the objective of encouraging inward as well as local investment in development projects; and
* Mobilise communities by fostering a cohesive vision and understanding of LED that will encourage active participation of communities.

**5.1.2 External arrangements**

It is proposed that a LED forum be established for the Ngwathe area. A LED forum is a group of representatives from local stakeholder groups working together to utilise their knowledge of the area in proposing developments. A functional LED forum facilitates integrated mobilisation of capacity (skills, time, etc) and resources (human, financial, etc) that may be leveraged in the implementation of the LED strategy. Such a forum serves as a useful platform from which the development process may be driven.

It is important for a LED forum to have its Terms of Reference (ToR) which much be adopted by a legitimate forum meeting. The ToR should be a guiding document that serves as a constitution and strategic plan of the forum.

* 1. **Key Developmental Partners and Officials (implementation agents)**

**Key Developmental Partners**

The successful implementation of an LED plan is dependent on co-operation between all spheres of government, the private sector and communities. The following developmental partners are listed in no particular order:

* Local business chambers in all four local municipal areas;
* Department of Trade and Industry (DTI);
* Industrial Development Corporation (IDC). The IDC focus on assistance and support in agro-industries, chemical products, green industries, health care, ICT, metal, transport, machinery, mining, logistics, textiles, clothing, tourism and venture capital;
* Independent Development Trust (IDT);
* Small Enterprise Development Agency (SEDA);
* Free State Development Corporation (FDC);
* Afrikaanse Handels Instituut (AHI);
* South African Federated Chamber of Commerce Council (SAFCOC);
* Rand Water Foundation;
* SALGA;
* Development Bank of South Africa (DBSA);
* National Development Agency (NDA);
* SASOL (ChemCity);
* All applicable National and Provincial Departments;
* All others stakeholders not listed above.

**Key Local Municipal Officials**

LED is “everybody’s business”, including all levels of government, the local communities and business people, as LED is a cross-cutting issue. The following municipal officials are vital in the implementation of LED:

* Local Municipality: The Mayor, Speaker, all councillors on the LED portfolio committee, Ward Councillors, and LED unit officials led by the relevant LED manager. All departmental managers also need to link projects to LED. CDW’s are also of key importance in the implementation of LED. The proposed development agency will also play a key role in implementation of the LED plan.

**5.3 MONITORING AND EVALUATION**

Basic indicators to assess progress and success of the LED plan include:

* Number of people trained per year;
* Number of jobs, formal and informal, created per year;
* Amount of capital spending on major infrastructure per year;
* Provision of basic services to poor communities.

It is also important to incorporate the monitoring and evaluation elements of the strategy into the performance management system of Ngwathe Local Municipality to ensure accountability and responsibility for implementation.

* 1. **CONCLUSION**

In this section the internal and external institutional arrangements for the implementation of the LED strategy were discussed. Basic indicators to assess progress of the strategy were also identified.

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| **SECTION 6: CONCLUSION** |

The LED Strategy of Ngwathe Local Municipality contains the following sections:

* Background to the importance of LED and the role of local municipalities in LED
* The South African legal and policy framework for LED
* A socio-economic analysis of Ngwathe municipal area that dictates the nature of strategies that need to be developed
* A LED vision for Ngwathe Local Municipality
* LED goals and objectives
* Strategies and sub-strategies
* Identification of projects
* Implementation plan

The LED Strategy for Ngwathe provides a roadmap for effectively investing the municipality’s resources and seeking new means to diversify and reposition the economy, create jobs, strengthen and refocus the area’s human capital, develop and promote the municipality’s natural and community assets, improve the business climate and maintain and enhance the necessary infrastructure to achieve the maximum economic impact.

The success of any strategy depends on the implementation thereof. Implementation requires a team effort with local champions taking the lead. The team should include government, private sector and communities.

**ANNEXURE A**

**LIST OF PROJECTS**

|  |  |
| --- | --- |
| **STRATEGIES** | **PROJECTS** |
| Improve and strengthen institutional structures and arrangements | * Development of a marketing and investment plan * Analyse tender and procurement processes to benefit local businesses * Development of an incentive package (land, tax rebates etc.) * ‘Early Warning’ surveys to determine the needs of local businesses * Establishment of a Community Organisation Forum * Road shows to improve business relations |
|  | |
| Infrastructure development | * Compilation of local services master plans * Compilation of infrastructure maintenance plans * Compilation of a infrastructure investment plan * Facilitate the improvement of ICT in the municipal area |
|  | |
| Support and strengthen the agricultural sector | * Establish an agri-business incubator * Initiate research on:   + - Agro-processing potential     - Existing agri infrastructure     - Land utilization * Support emerging farmers * Implement youth agricultural awareness programs * Conduct research on irrigation schemes |
|  | |
| Support and strengthen the manufacturing sector | * Compilation of a retention strategy * Develop SMME incentive programmes * Support existing industries in need of assistance * Investigate the existence of vacant industrial land and buildings |
|  | |
| Ensure optimal opportunities for development of the informal sector (second economy) | * Improve access to finance * Provide access to facilities and trading areas * Develop support policies * Encourage and allow home-based businesses * Promote and facilitate linkages to formal businesses |
|  | |
| Entrepreneurial and SMME development and support | * Review and relax developmental regulations * Implement buy-local initiatives * Organize workshops (for example leak-plugging) and information sessions |
|  | |
| Tourism development | * Identify places, resources and activities for tourism. * Mobilise stakeholder/role-players for tourism. * Establish and strengthen the co-ordination of ensuring a clean Vaal river system by means of clean-up operations and monitoring systems. * Introduce clean-up operations with support from Dept of Environmental Affairs including paper clean-up and removal of alien plants and trees. * Provide structures to support tourism such as parking, stalls and toilets. * Maintenance of municipal tourism facilities * Investigate the re-opening of municipal swimming pools - Allow corporate business to be involved in the process as partners/sponsors (consider public private partnerships. |
|  | |
| Ensure optimal development of the green economy | * Facilitate the improvement of access to renewable and sustainable energy sources to the local community, especially the poor. * Develop working for energy programmes * Implementation of recycling projects * Establish community groups to remove alien trees and manufacture furniture from the timber. * Facilitate the establishment of food gardens (also applies to the next strategy) |
|  | |
| Provision of basic needs and social development | * Conduct a community facility assessment * Identification of existing community projects and improvement of such projects. * Conduct a needs assessment of all ECDs within the municipal area. * Develop a policy on support of ECDs. * Conduct research on the expansion of the Parys Airport. |
|  | |
| Education and skills development | * Develop a Skills Development Strategy focusing on the upskilling of currently employed persons and appropriate training for unemployed persons * Develop mentorship and support programmes for specifically the youth and women. |
|  | |

**ANNEXURE B**

**PROJECT TEMPLATE**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Strategy:** | | | | | |
| **Projects/programme** | **Implementation team** | **Date of project commencement** | **Deliverable** | **Funding sources** | **Budget** |
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