

- NORTHERN CAPE PROVINCE

PROVINCIAL SPATIAL DEVELOPMENT FRAMEWORK

APPOINTMENT OF SERVICE PROVIDER / CONSORTIUM OF SERVICE PROVIDERS TO REVIEW THE NORTHERN CAPE
PROVINCIAL SPATIAL DEVELOPMENT FRAMEWORK.

INCEPTION REPORT AND PROJECT IMPLEMENTATION PLAN

OCTOBER 2023

CLIENT



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

IN SUPPORT TO



Province of the
Northern Cape
REPUBLIC OF SOUTH AFRICA



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NORTHERN CAPE PROVINCE PROVINCIAL SPATIAL DEVELOPMENT FRAMEWORK

PHASE | 1 INCEPTION REPORT

October 2023

PREPARED FOR:

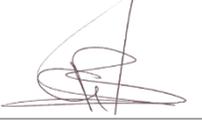


Province of the
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ABBREVIATIONS

COGHSTA	Department of Cooperative Governance, Human Settlements and Traditional Affairs
DALRRD	Department of Agriculture, Land Reform and Rural Development
DEDAT	Department of Economic Development and Tourism
DENC	Department of Environmental Affairs and Nature Conservation
DDM	District Development Model
DM	District Municipality
DR & PW	Department Roads and Public Works
DSAC	Department Sports Arts and Culture
DSD	Department of Social Development
DTSL	Department Transport Safety & Liaison
DWS	Department Water and Sanitation
GIS	Geographic Information System
LM	Local Municipality
SEZ	Special Economic Zone
NCDOE	Northern Cape Department of Education
NCDOH	Northern Cape Department of Health
NCPT	Northern Cape Provincial Treasury
NSDF	National Spatial Development Framework
OTP	Office of the Premier
PSDF	Provincial Spatial Development Framework
PSC	Project Steering Committee
RSDF	Regional Spatial Development Framework
SACN	South African Cities Network
SALGA	South African Local Government Association
SPLUMA	Spatial Planning and Land Use Management Act 16 of 2013

GLOSSARY OF TERMS

Sustainable Development

The planning system is facing up to some of the most important challenges of our time – climate change, economic restructuring, demographic shifts, housing affordability, and deep questions about the nature of our democracy. The acknowledgement of major global issues of environmental degradation and resource depletion, as well as the deterioration of living standards has contributed to the collective agreement that sustainability is no longer a minor developmental issue, but a trans-disciplinary challenge that must be placed at the forefront of the development agenda.

Integrated Planning

In recent years, calls for cross-sectoral coordination and integrated planning approaches have echoed across different fields of planning. Internationally recognized, one of spatial planning's primary roles is to enhance the integration between sectors such as housing, transport, energy, and industry, and to integrate planning policy within the often-complex hierarchy of plans. It is therefore crucial that the approach to the preparation of a regional strategy must facilitate cross-sectoral analysis and institutional arrangements while also ensuring constant consideration of the various scales of planning, highlighting the links between policy-making and delivery at national, regional, and local scales.

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INTRODUCTION

1.1 BACKGROUND

Maswana JV (Pty) Ltd (hereafter referred to as Maswana) was appointed by the Department of Agriculture, Land Reform and Rural Development (DALRRD) for the review of the Northern Cape Provincial Spatial Development Framework (NC PSDF) for a period of Eighteen (18) months (*with effect from 4 September 2023 – 4 March 2025*).

The PSDF review is required to be aligned with Section 12(1) of the Spatial and Land Use Management Act, Act 16 of 2013, SPLUMA, and the SDF guidelines published by the Department of Rural Development and Reform in 2014/2017.

Section 15(1) and 15(5) of the Spatial Planning and Land Use Management Act, Act 16 of 2013 (SPLUMA) outlines the requirements for provinces to develop and review provincial Spatial Development Frameworks (PSDFs) once every five years.

The Provincial Spatial Development Framework (PSDF) is a strategic document that sets out provincial development objectives and strategies, reflecting the desired spatial landscape of the province in order to create an enabling environment for sustainable development, as prescribed by Section 16 (a-f) of SPLUMA.

The Start-up of the project requires the preparation of an Inception Report with a supporting Stakeholder and Communication Plan.

This submission represents the Inception and Communication Report for the project and will guide the implementation and management of the project over the stipulated timeframe –

4 September 2023 – 4 March 2025.

The Report must be read against the background of the Service Level Agreement (SLA) and the Tender submission by Maswana.

1.2 PURPOSE OF THE INCEPTION REPORT

The Inception report represents the agreement reached between the DALRRD (as the project sponsor) / OTP (as the project custodian), as well as the consulting team appointed to provide technical input into the review process.

1.3 PROJECT OBJECTIVES

The main objective is to **Review, Refine**, and **strengthen** the existing **PSDF** (as stipulated under Section 15 of the SPLUMA).

The existing 2020 PSDF as well as the NC PGDP will be used as a point of departure for this development.

Key sub-objectives include:

- Provide a clear and comprehensive Spatial Framework for the Northern Cape Province that aligns to the provisions of Section 15 of SPLUMA.
- Inform, improve and guide cross-sectoral policy or project implementation and integration.
- Provide a strategic spatial development vision for the province in line with the broad development objectives of the National, existing Provincial and Regional policies.
- To establish appropriate institutional mechanisms to promote spatial and land use management at Provincial and Municipal

levels including Traditional Councils in line with the provincial sector plans.

- ❑ To align the principles of SPLUMA (as stipulated under Section 7 of the SPLUMA).
- ❑ To review the provincial space economy in the context of the national, district and municipal space economies.
- ❑ To fulfil the requirements for the development of a PSDF (as Stipulated under Parts A and C of the SPLUMA).
- ❑ To address matters of Provincial Interest (as stipulated under Section 12 of the SPLUMA).
- ❑ To fulfil the requirements for the preparation of a PSDF (as stipulated under Section 12(1) of the SPLUMA).
- ❑ To align and integrate with the NC PGDP, NSDF (development levers), neighbouring PSDFs, RSDF as well as key District/Provincial Sector Plans, as also stipulated under Section 16 of the SPLUMA.
- ❑ To guide the preparation of SDFs for District and Local Municipalities in the Province (as stipulated in Chapter 4 of the SPLUMA as well as Section 26€ of the Municipal Systems Act).
- ❑ To present a common spatial agenda for development in the province.
- ❑ Promote integrated development among stakeholders (spatial governance).
- ❑ Provide a spatial reflection of the needs and priorities established in the different provincial sectors and national government and identify specific issues which are unique to the Province, the municipalities and communities.
- ❑ To promote Sustainable Development in the Province.
- ❑ To provide updated spatial and demographic data that reflects the current status quo of the province.

1.4 STUDY AREA

1.4.1 THE NORTHERN CAPE PROVINCE

1.4.1.1 INTERNATIONAL CONTEXT

The Northern Cape Province is a unique part of the globe. This is primarily due to its rich endowment of natural, cultural, economic, and human resources. Consequently, the province has become an international economic, scientific, and environmental focal area, as is demonstrated by inter alia the designation of the Square Kilometre Array (SKA, *now referred to as SARAO*) project, UNESCO's registration of both the Richtersveld Botanical and Landscape as well as the †Khomani Cultural Landscape World Heritage Sites, and the growing investors' interest in the Gamagara Development Corridor¹.

The international focus and the need to utilise the resource base of the province in order to grow both the provincial and the national economy poses a huge challenge to the people of the Northern Cape. The core of the challenge is to implement innovative and best-practice strategies to create a 'developmental state' as advocated by the South African Constitution whilst, simultaneously, giving effect to our global obligations pertaining to social, economic, and environmental sustainability.

¹ Northern Cape Spatial Development Framework, 2020.

1.4.1.2 NATIONAL CONTEXT

The Northern Cape is South Africa's largest province, with sparse population concentrations distributed over vast distances. The Northern Cape is mostly known for the significant deposits of diamonds, iron, lead-zinc ores associated with copper and silver. Furthermore, it is known for cultural and natural heritage, encapsulated within the six (6) National Parks situated within the province.

The major river system is the Orange (or Gariep) River Basin, draining the interior of South Africa westwards into the Atlantic Ocean. The principal tributary of the Orange is the Vaal River, which flows through part of the Northern Cape from the vicinity of Warrenton. The river system within the Northern Cape is crucial to sustain life within the province and is also a crucial component required for a thriving dominant primary economic sector.

Due to the vast open spaces, high levels of radiation and non-cloudy days, experienced within the Northern Cape, makes it ideally suited for solar energy production. From a national point of view, the Northern Cape along with Mpumalanga can be known as the main energy producers of South Africa.

Overall, the province is recognized as being part of the Karoo and Kalahari Deserts regions, known for its lamb production. Various other livestock commodities are also produced within the province. Another prominent agricultural product of the Northern Cape is

table grapes, as well as dessert wines, dates and nuts due to the combination of an arid climate, with access to a river.

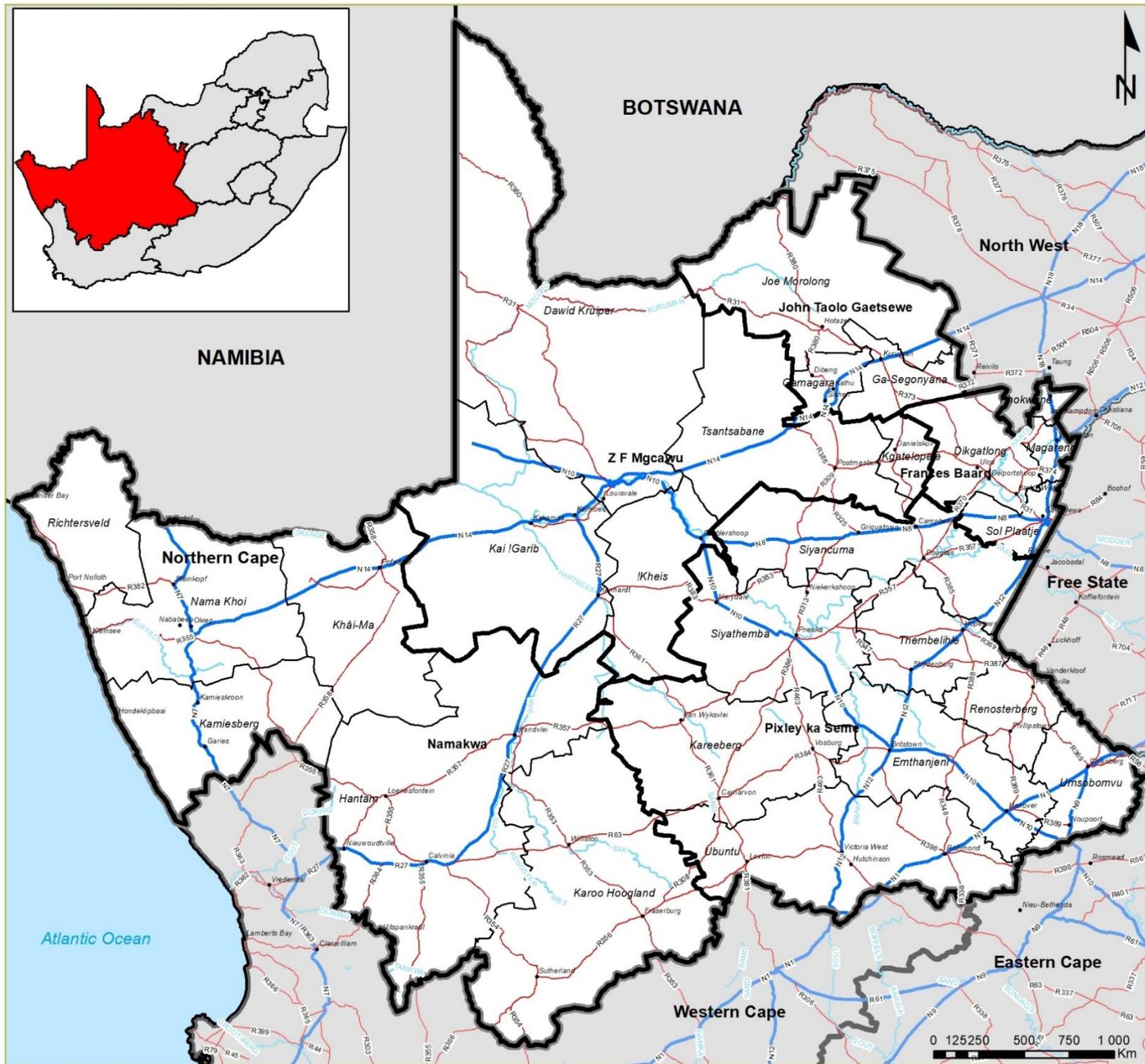
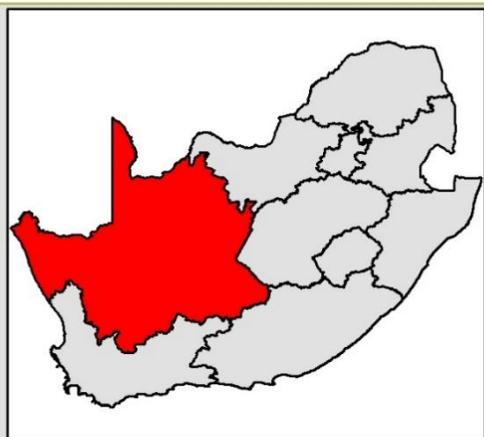
Table 1: Administrative overview of the Northern Cape Province²

DISTRICT MUNICIPALITY	LOCAL MUNICIPALITY	MAIN TOWN	MAIN ECONOMIC ACTIVITY
Frances Baard District Municipality	Dikgatlong Local Municipality	Barkly West	Mining
	Magareng Local Municipality	Warrenton	Agriculture
	Phokwane Local Municipality	Jan Kempdorp	Agriculture
	Sol Plaatje Local Municipality	Kimberley	Regional Centre
John Taolo Gaetsewe District Municipality	Gamagara Local Municipality	Kathu	Mining
	Ga-Segonyana Local Municipality	Kuruman	Service Centre
	Joe Morolong Local Municipality	Hotazel	Mining
Namakwa District Municipality	Hantam Local Municipality	Calvinia	Service Centre
	Kamiesberg Local Municipality	Garies	Small Service Centre
	Karoo Hoogland Local Municipality	Williston	Small Service Centre
	Khai-Ma Local Municipality	Pofadder	Small Service Centre

² Municipal Demarcation Board.org.za

	Nama Khoi Local Municipality	Springbok	Service Centre
	Richtersveld Local Municipality	Port Nolloth	Transportation
Pixley Ka Seme District Municipality	Emthanjeni Local Municipality	De Aar	Transportation
	Kareeberg Local Municipality	Carnarvon	Small Service Centre
	Renosterberg Local Municipality	Petrusville	Small Service Centre
	Siyancuma Local Municipality	Douglas	Agriculture
	Siyathemba Local Municipality	Prieska	Service Centre
	Thembelihle Local Municipality	Hopetown	Small Service Centre
	Ubuntu Local Municipality	Victoria West	Small Service Centre
	Umsobomvu Local Municipality	Colesberg	Service Centre
ZF Mgcawu district Municipality	!Kheis Local Municipality	Groblershoop	Small Service Centre
	Dawid Kruiper Local Municipality	Upington	Regional Centre
	Kai !Garib Local Municipality	Kakamas	Service Centre
	Kgatelopele Local Municipality	Danielskuil	Mining

	Tsantsabane Local Municipality	Postmasburg	Mining
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LOCALITY MAP

Legend

- Town/Settlement
- Main Roads
- National Roads
- Main Rivers
- Local Municipality
- District Municipality

Map 1: Locality Map of the Northern Cape Province

Source: Demarcation Board

NORTHERN CAPE PROVINCIAL SPATIAL DEVELOPMENT FRAMEWORK



1.4.2 REGIONS

1.4.2.1 FRANCES BAARD DISTRICT MUNICIPALITY

Although the district is well known for its agriculture and rich history in mining, it is also the capital of the Northern Cape Province and host to various provincial departments and private sector companies. The district was previously known as Diamantveld district municipality and it was then renamed in honour of Frances Baard, a woman who played an important role in the struggle for democracy in South Africa, in 2001.

The Frances Baard District Municipality is the most populous region in the Northern Cape Province for 2019. It accounts for a total population of 438,904, or 32.4% of the total population in the Northern Cape Province. Between 2009 and 2019 the population growth averaged 2.31% per annum which is slightly higher than the growth rate of South Africa as a whole (1.61%)³.

The National Spatial Development Framework of 2022 (NSDF)⁴ identifies the Frances Baard (FB) District as a National Transformation Corridor Priority (Northwestern Transformation Corridor) area focussing on a production transition area and rail corridor from Mahikeng via Vryburg and Taung to Kuruman, Postmansburg and Sol Plaatje. Kimberley has also been identified as an urban node under stress.

The district has a population of 220 830, which is 16.4 % of the total population of the Northern Cape Province. The annual population growth rate for 2019 was 1.5 percent. The district had a total number of 61 296 households and a population density of 2.14 people per square kilometre. There are 244 child-headed households and 20 721 (36.8%) women-headed households. 35.3% (77 953) of the

1.4.2.2 PIXLEY KA SEME DISTRICT MUNICIPALITY

The Pixley ka Seme District Municipality is situated in the southeast of the Northern Cape Province. It shares its boundaries with three other provinces, namely the Free State to the east, the Eastern Cape to the southeast, and the Western Cape to the southwest.

The district is ideally placed, as rivers such as the Orange River pass through certain sections of the district as well as various national routes. These provide a potential source of income in the area via different avenues. There are 7 main towns within the local municipalities Douglas, Prieska, Carnarvon, Victoria West, Colesberg, Hopetown, and De Aar (with De Aar being the largest of these towns). The closest major city to these towns is Bloemfontein in the Free State province⁵.

The Pixley ka Seme District Municipality covers an area of 103 411km², which is also 27,7% of the total area that constitutes the Northern Cape province. The district is the second largest in the country in terms of land size, following Namakwa which is the largest. This district municipal area is the easternmost district Municipality within the Northern Cape and borders the Western Cape, Eastern Cape, and Free State provinces. There are 8 category B (local) municipalities within the municipal area, namely, Emthanjeni, Kareeberg, Renosterberg, Siyancuma, Siyathemba, Thembelihle, Ubuntu, and Umsobomvu.

population lived below the lower poverty line in 2019. 30.5% of the population older than 20 years had matric or higher qualification. 25.2% of the population older than 15 years have not completed grade 7 and are regarded as not functionally literate.

³ Frances Baard District Rural Development Sector Plan, 2023.

⁴ National Spatial Development Framework, 2022.

⁵ Pixley Ka Seme District Rural Development Sector Plan, 2023.

1.4.2.3 NAMAKWA DISTRICT MUNICIPALITY

The Namakwa District covers the region known for its cultural history, which was preserved by the Nama and Khoisan tribes. It is home to the Nama people, the largest group of Khoikhoi people who had originally populated the area around the Orange River in southern Namibia and northern South Africa⁶.

The Namakwa District Municipality has the lowest population of all districts in the Northern Cape, although it is geographically the largest. With a population of 139 370 people, the Namakwa District housed 0.2% of South Africa's total population in 2019. Compared to Northern Cape's average annual growth rate (2.05%), the growth rate in Namakwa's population at 1.17% was about half that of the province⁷.

The National Spatial Development Framework (NSDF, 2022)⁸ identified the Namakwa District as part of the Arid Innovation Region. Key national roads (N7 and N14) are traversing the district. The N7 links South Africa with Namibia and the N14 is an important link with districts to the east. The region comprises the arid and sparsely populated western and south-western central parts of the country. It is set to be significantly affected by future climate change trends and requires a consolidated response. The NSDF (2022) make proposals such as regional adaptation, economic diversification, and agriculture innovation at scale, limited expansion and development of settlements, enhanced regional cross-provincial collaboration, strong compacts with role-players, enhanced ICD linkages,

⁶ Namakwa District Rural Development Sector Plan, 2023.

⁷ Municipalities of South Africa, 2023

discouraging temporary settlements such as mining or large-scale construction projects, etc.

1.4.2.4 JOHN TAOLO GAETSEWE DISTRICT MUNICIPALITY

The John Taolo Gaetsewe District Municipality (JTGDM), located towards the north-east of the sparsely populated Northern Cape Province, adjoining borders with the Northwest Province's Dr. Ruth Segomotsi Mompati District Municipality, is a predominantly rural area, surrounded by predominantly rural areas. JTGDM shares an international border with the Republic of Botswana⁹.

JTGDM has a rural character with 85% of the population residing in rural areas consisting mainly of traditional areas and farms. The main towns are Kuruman, Kathu/Sishen, Churchill, and Hotazel. Although urban, these towns are also fulfilling the function of service centres for a vast rural population residing mainly in concentrated and remote settlements and villages. These settlements and villages are mostly characterised by poverty and low levels of socio-economic and engineering and social services infrastructure within a mainly subsistence economy.

The dependency of JTGDM on an economy concentrated on the mining industry makes the population vulnerable to economic cycle performances. Attention to broadening the economic base by diversifying into other economic sectors, in particular agriculture and tourism, could mitigate the negative impact that mining could have within the district.

⁸ National Spatial Development Framework, 2022.

⁹ John Taolo Gaetsewe District Rural Development Sector Plan, 2023.

1.4.2.5 ZF MGCAWU DISTRICT MUNICIPALITY

ZF Mgcawu District Municipality is located in the mid-north of the Northern Cape Province. It covers a total area of more than 102 000 square kilometres and over 27% of the Northern Cape Province area. With a land size of 102 484 km², ZF Mgcawu is the third largest district in South Africa, after Pixley ka Seme and Namakwa, both also Northern Cape Districts¹⁰.

The National Spatial Development Framework (NSDF, 2022) identify the ZF Mgcawu district as part of the Arid Innovation Region. Key national roads (N10 and N14) are traversing the district. Traffic flows through the region, linking the major industrial areas of the country. The region comprises the arid and sparsely populated central part of the country.

The district borders Botswana to the northeast and Namibia to the north. 65 000 square kilometres of the total 102 484 square kilometres encompass part of the “Kalahari Desert, the Kgalagadi Trans Frontier Park and the former Bushman Land”. ZF Mgcawu comprises six (6) local municipalities, namely the Kail Garib, Kgatelopele, !Kheis, David Kuiper (formerly Mier local municipality) and Tsantsabane local municipalities.

The region encompassing the ZF Mgcawu District Municipality (ZFMDM) includes what is known as the Kalahari and can be characterised as a semi-arid region, which experiences high temperatures in the summer and low average annual rainfall. The district has one airport located in Upington.

¹⁰ ZF Mgcawu District Rural Development Sector Plan, 2023.

2 APPROACH AND METHODOLOGY

2.1 PLANNING APPROACH

2.1.1 SUSTAINABLE DEVELOPMENT

The PSDF needs to respond and give practical effect to the overarching objective stipulated in both the National Spatial Development Framework (NSDF) as well as the respective provincial development plans to ensure the integration of development processes and to facilitate sustainable development throughout the province.

To achieve sustainable development, it is imperative that all parties (public sector, private sector, and end-users) involved in the development, have an agreed common vision and strategy for the Spatial Structure of the Region.

To this end there must be a common Vision, Objectives and understanding of the preferred Spatial Structure of Humanity's 21st-century challenge is to meet the needs of all within the means of the planet. In other words, to ensure that no one falls short on life's essentials (from food and housing to healthcare and political voice) while ensuring that collectively we do not overshoot our pressure on Earth's life-supporting systems, on which we fundamentally depend – such as a stable climate, fertile soils, and clean water.

The Doughnut (Raworth, 2017)¹¹ of social and planetary boundaries is a playfully serious approach to framing that

¹¹ Raworth, K, A safe and just space for humanity, 2017

challenge, and it acts as a compass for human progress this century. This requires agreement on “Structuring Elements”.

The outer ring presents a set of nine Earth-system processes (like freshwater use, climate regulation, and the nitrogen cycle) that are critical for keeping this planet in the stable state which has been so beneficial to humankind over the past 10,000 years (it gave us agriculture and all that has followed). Putting excessive stress on these critical processes could lead to tipping points of abrupt and irreversible environmental change, so (Rockström, 2009) proposed a set of boundaries for avoiding those danger zones. Together, the nine boundaries constitute an environmental ceiling – what their authors call a safe operating space for humanity.

The ecological ceiling consists of nine planetary boundaries, as set out by Rockstrom et al, beyond which lie unacceptable environmental degradation and potential tipping points in Earth systems. The twelve dimensions of the social foundation are derived from internationally agreed minimum social standards, as identified by the world's governments in the Sustainable Development Goals in 2015.

Dark green circles show the social foundation and ecological ceiling, encompassing a safe and just space for humanity. Red wedges show shortfalls in the social foundation or overshoot of the ecological ceiling. The extent of pressure on planetary boundaries that are not currently being overshoot.

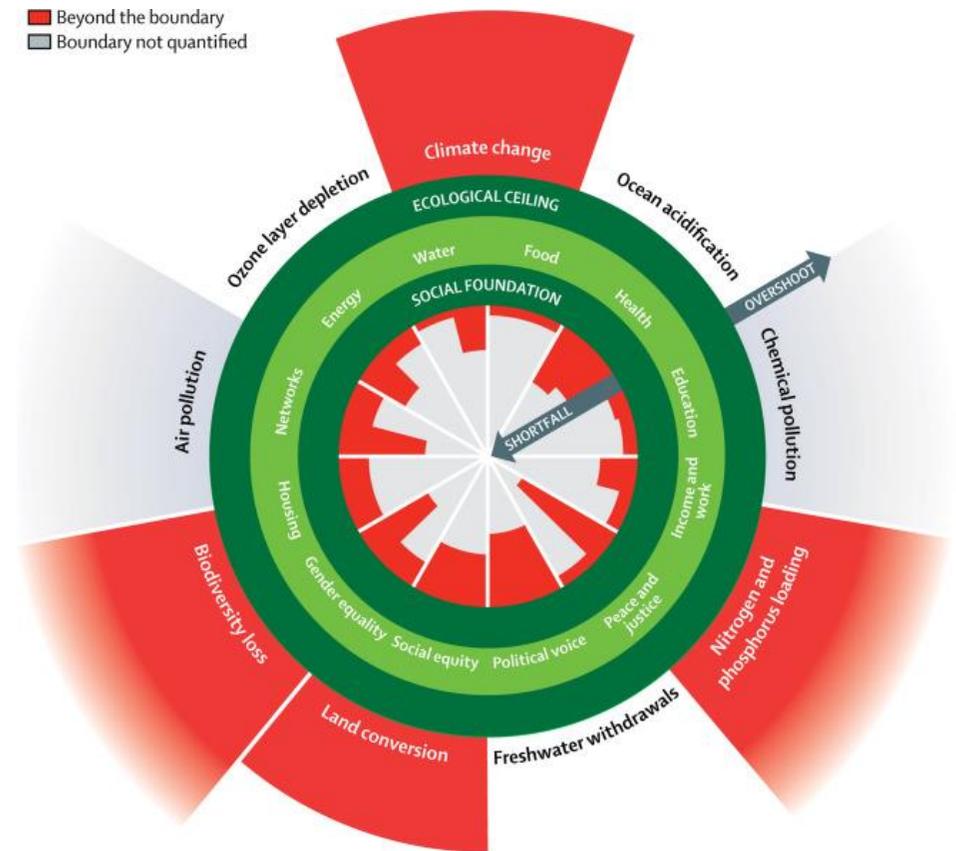


Figure 1: The doughnut of social and planetary boundaries



Visit the link to obtain more information on the Doughnut of social and planetary boundaries.

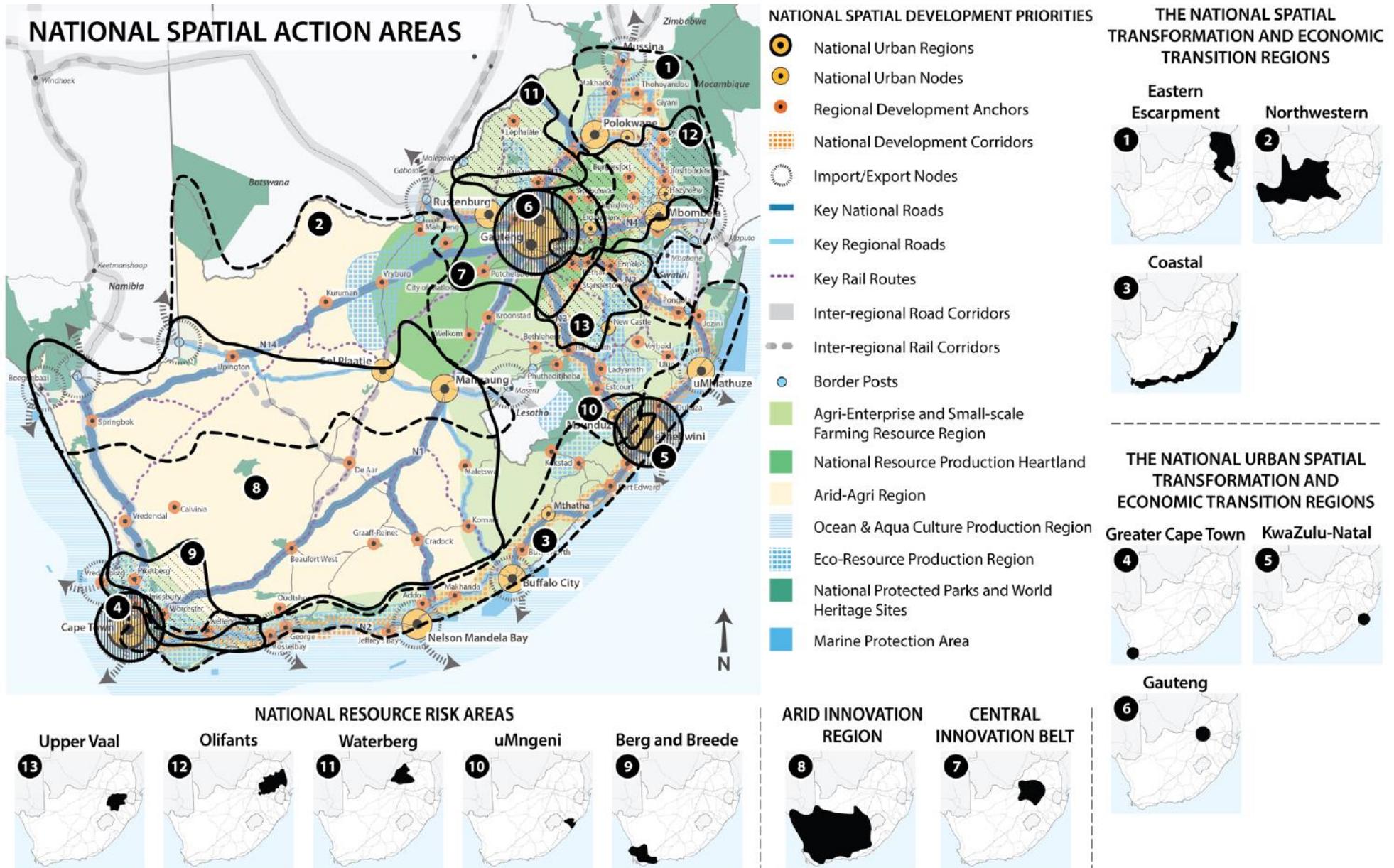


Figure 2: National Spatial Action Area, NSDF 2022

2.1.2 NSAA FIVE: THE ARID-INNOVATION REGION

- Pursue regional adaptation, economic diversification and Agri innovation at scale to ensure greater resilience of livelihoods in the region.
- Carefully consider expansion and development of new settlements in very arid areas, and instead pursue and support compact settlement development around social service nodes and public transport facilities and along taxi routes in existing regional development anchors, rural service centres and/or villages/hamlets.
- Enhance regional, cross-provincial, and cross-municipal boundary collaborative spatial development planning and governance.
- Establish strong regional growth and development compacts, including all role-players, i.e., the three spheres of government, traditional leaders/authorities, communities (notably youth), the private sector, CBOs, NGOs, and organised labour.
- Encourage and support the inhabitants of isolated small towns and villages/hamlets in the region to become self-sufficient and 'go off the grid' with regard to water, electricity, sanitation services, and food production; and

- Enhance ICT linkages to support distance learning and provide access to other social services and economic opportunities.



Figure 3: NSAA Five: The Arid-Innovation Region, NSDF 2022

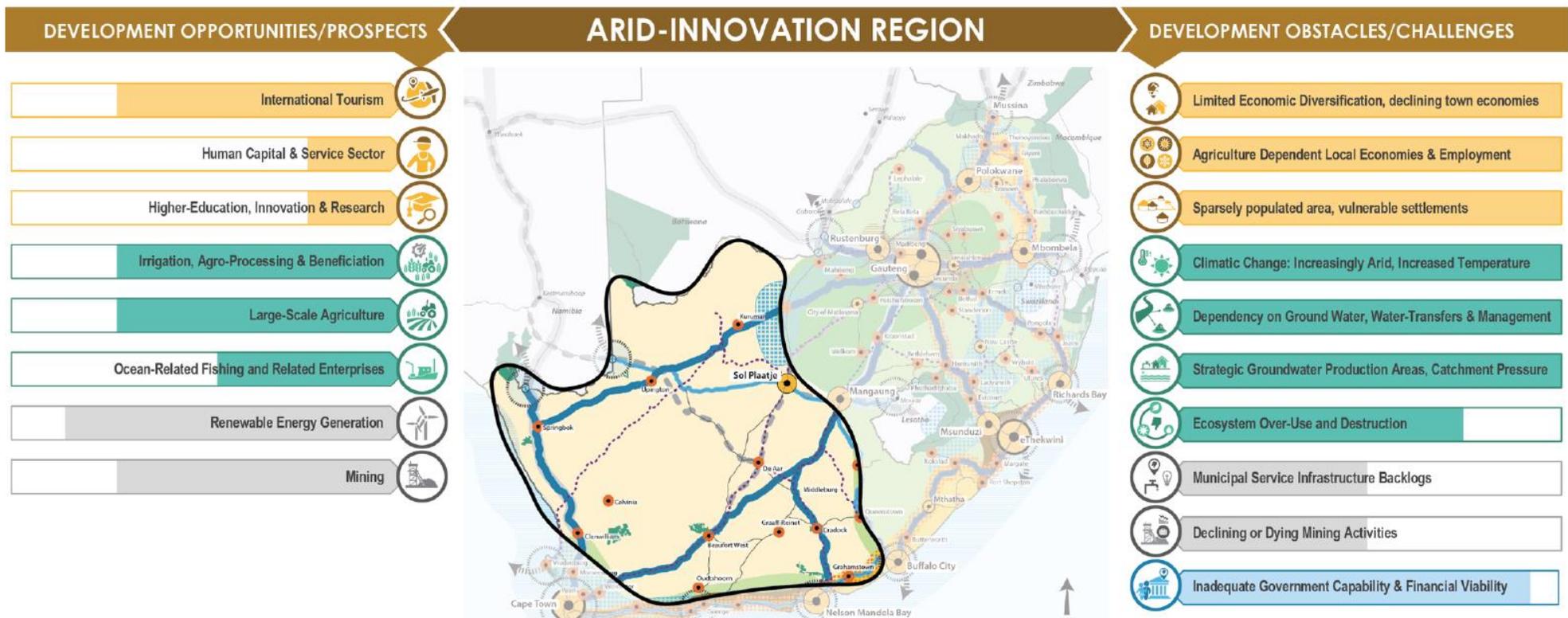


Figure 4: Arid Innovation Region Overview, NSDF 2022

2.1.3 NATIONAL TRANSFORMATION CORRIDORS

While these three corridors have their own unique contexts and challenges, they share many similarities: They all have (1) large, youthful populations, (2) shared histories of deep deprivation and neglect as former Apartheid Bantustans, (3) high levels of poverty and unemployment, and (4) dense and sprawling rural settlement forms.

Guided by the Ideal National Spatial Development Patterns and the NSDF Sub-Frames, the following national priorities require strategic spatial action to (1) bring about transformation in the national spatial pattern, (2) enable national and regional-scale climate and developmental adaptation, and (3) achieve developmental impact at scale:

- ☐ Extend and improve the transportation networks, ensure regular maintenance and upgrading of existing infrastructure, notably roads, increase investment in high-speed ICT infrastructure and enhance urban-rural and rural-rural connectivity;
 - ☐ Develop a network of strong and vibrant existing and emerging cities and large towns to fulfil the role of fully-fledged national urban nodes, viable regional development anchors, and well capacitated rural service centres;
 - ☐ Ensure effective city and town management to prevent sprawl, ensure innovative settlement planning and urban land reform, well managed land-use, enabling infrastructure investment;
 - ☐ Introduce rural design, urban/rural edges, land administration and urban land reform, to consolidate place-specific urbanisation in dense rural settlements
- within a strategically located network of rural service centres and towns ;
- ☐ Provide catalytic, innovative and contextually-suitable sustainable infrastructure, social and basic services to support enterprise development, well-being and inclusive growth with both an ecological and human-focussed approach;
 - ☐ Prioritise human capital and people-centred enterprise development, e.g. arts and culture, tourism, knowledge creation, education and innovation;
 - ☐ Optimise the agricultural opportunities in the region and support the establishment of small-scale farming activities, agri-enterprises and agri-led industrialisation, to foster productive rural regions, enhance national food security, and strengthen national water security;
 - ☐ Develop the tourism sector and creative industries in the region, with an emphasis on small-and-medium-sized farming activities, and agri-eco production;
 - ☐ Ensure the protection and management of ecological infrastructure and national resources and protected areas, including SWSAs and high-value agricultural land; and
 - ☐ Establish strong regional growth and development compacts, including all role-players, i.e. the three spheres of government, traditional leaders, communities (notably youth), the private sector, CBOs, NGOs and organised labour, and ensure regional, cross provincial and cross-municipal boundary collaborative spatial development planning and governance.

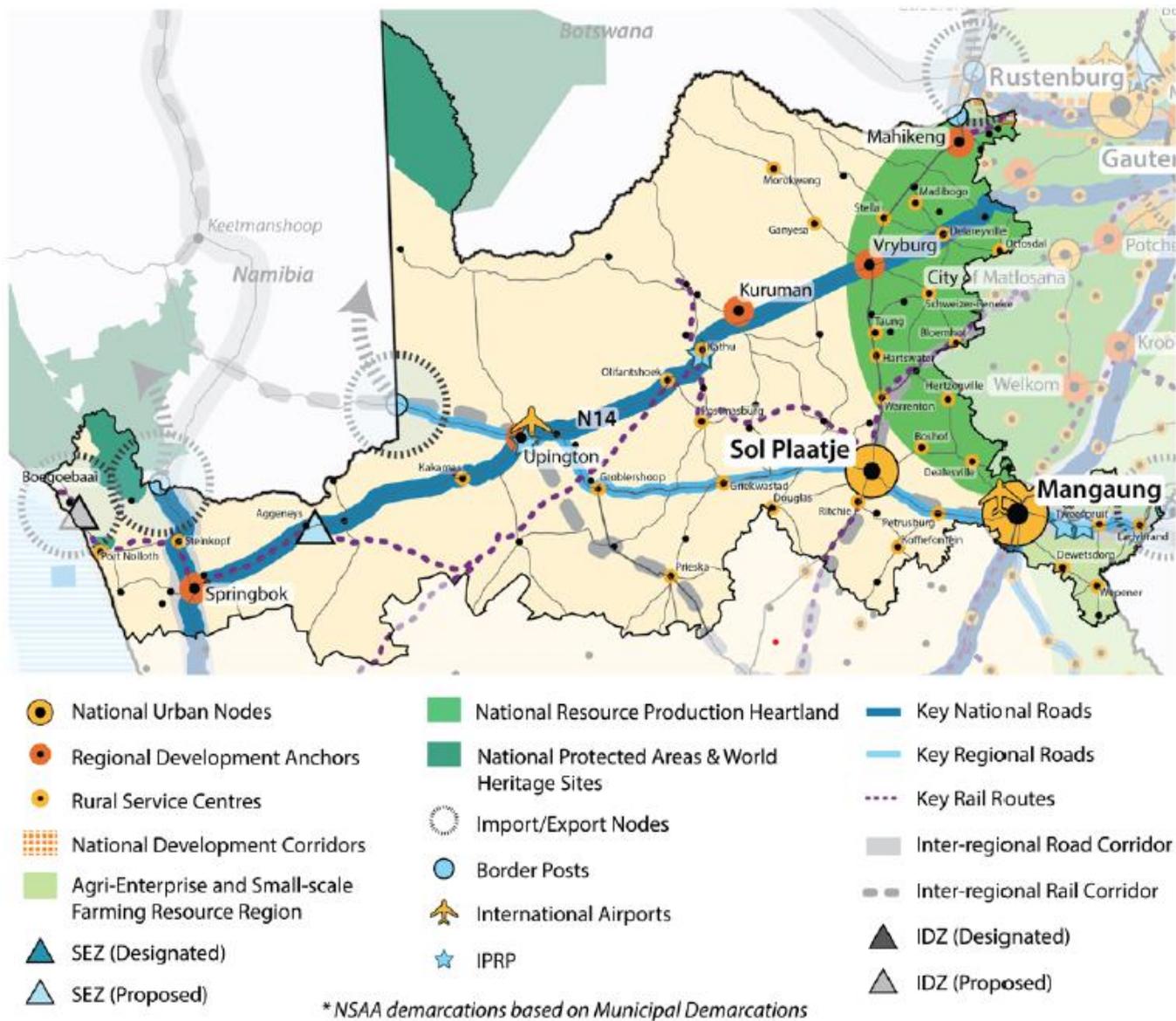


Figure 5: Northwestern Transformation Corridor, NSDF, 2022

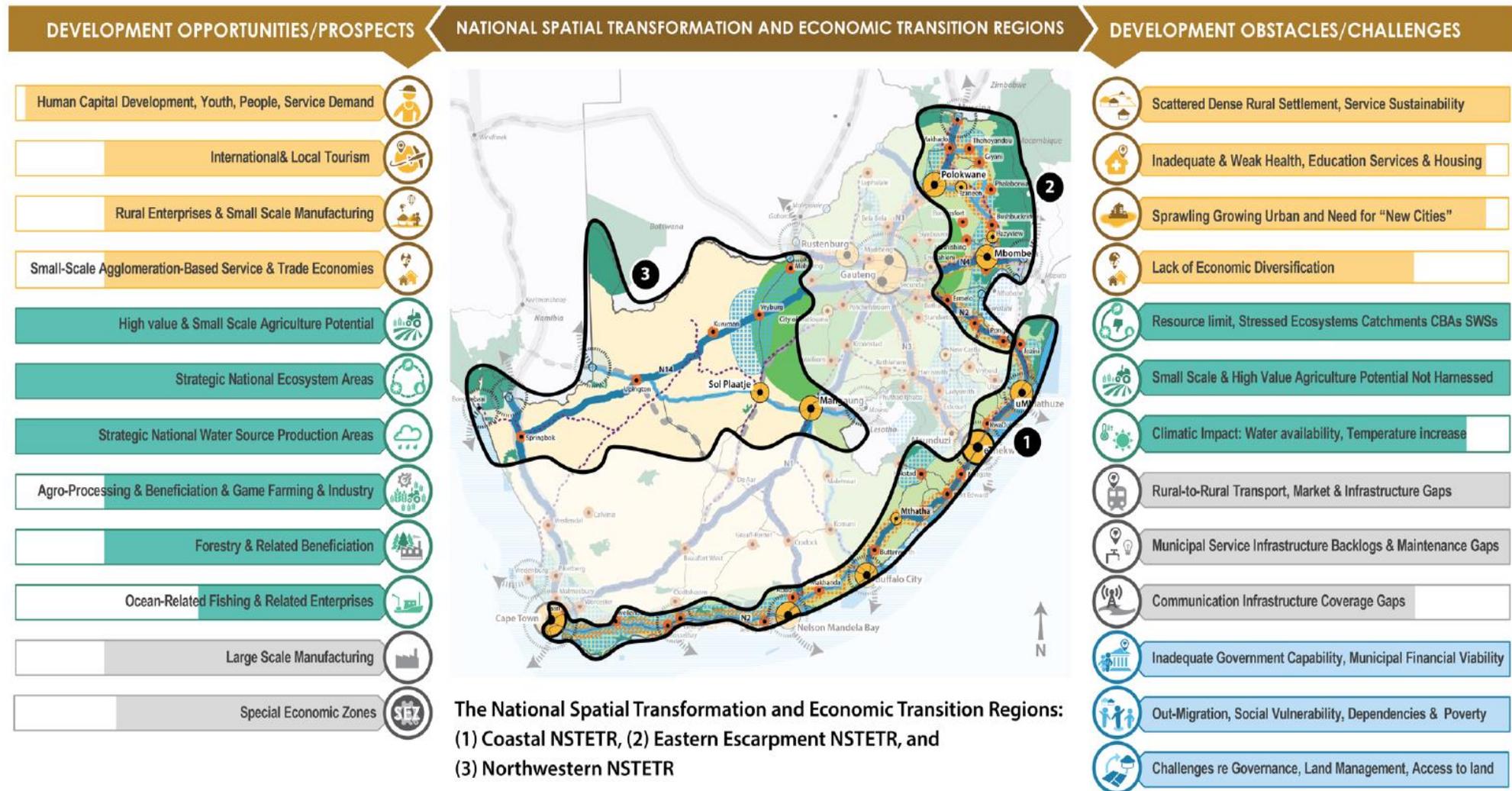


Figure 6: National Transformation Corridors Overview, NSDF 2022

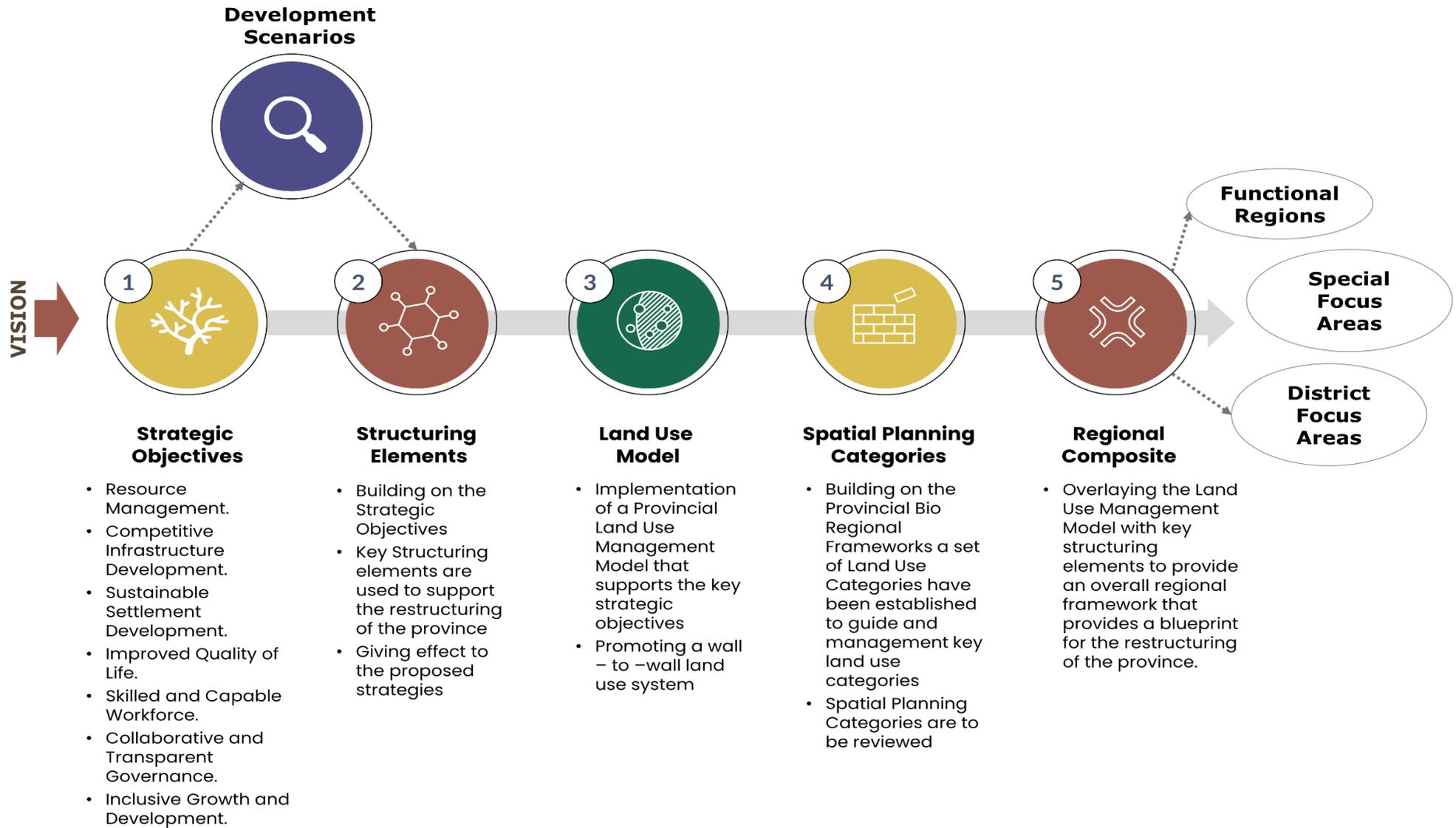


Figure 7: Proposed PSDF approach (high level)

PSDF PROCESS:

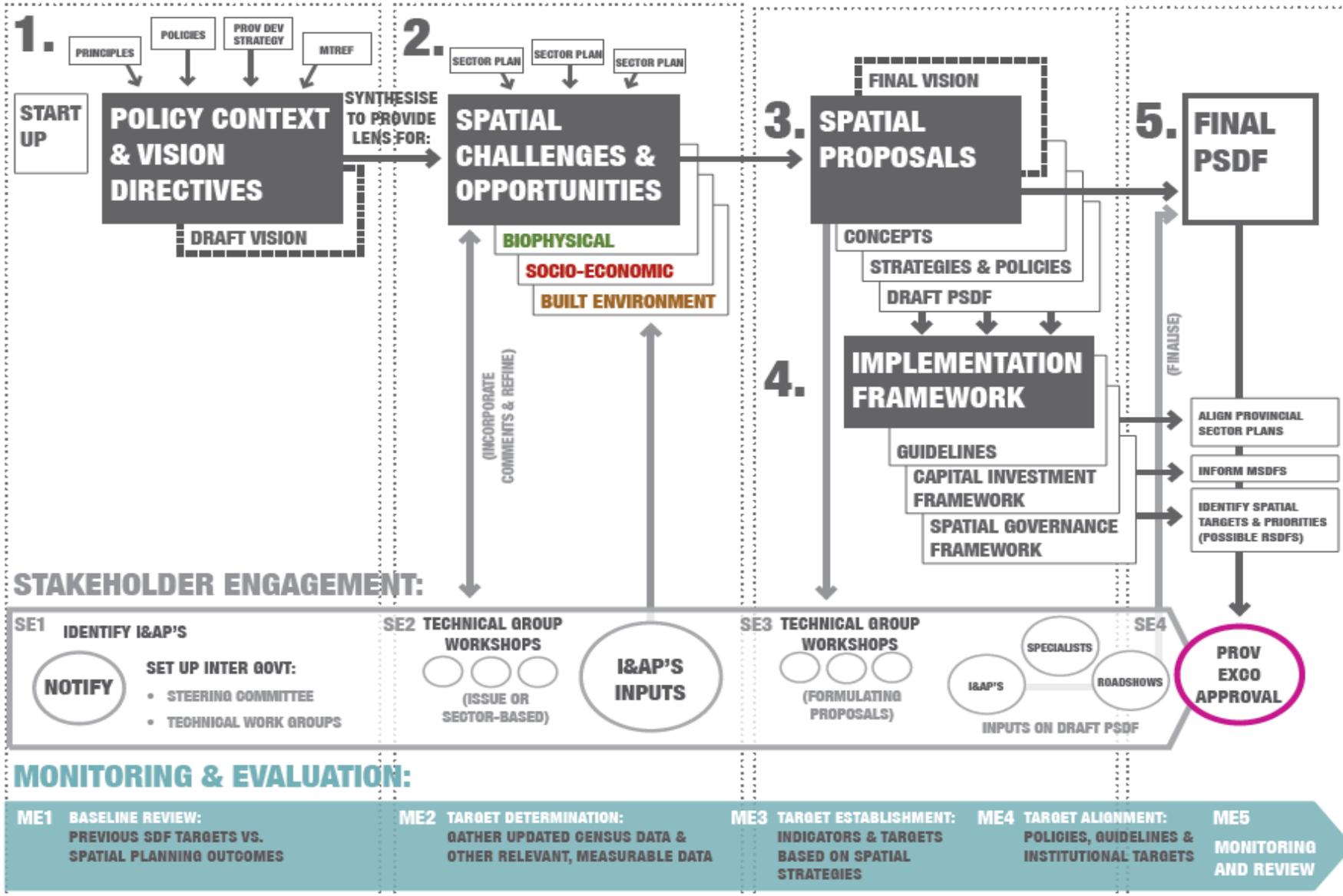


Figure 8: PSDF Process – PSDF Guidelines, 2017

2.2 METHODOLOGY

2.2.1 COMPLIANCE ASPECTS

According to the Terms of Reference, the PSDF must aim to amongst others, achieve the following:

- ▣ Align and comply with Sections 12 and 15 of SPLUMA.
- ▣ Align and give spatial direction in terms of the principles of SPLUMA.
- ▣ Confront spatial inefficiencies and inequalities.
- ▣ Identify key economic opportunities to address radical economic transformation in the region.
- ▣ Identify areas of opportunity.
- ▣ Protect areas of environmental sensitivity.
- ▣ Promote the development of more sustainable and equitable spatial environments.
- ▣ Provide a strategic co-coordinating mechanism for the spatial implementation of government programmes.
- ▣ Identify potential spatial conflicts and consider the trade-offs and implications thereof.

To give purpose to these aims thematic themes (also referenced as levels in the NSDF) **proposed must give input to the process of compiling the PSDF viz. speaking to:**

- ▣ Spatial Demographics and Migration
- ▣ Human Settlements Land Tenure and Land Restitution
- ▣ Spatial Economy and Growth
- ▣ Unemployment, Labour, education, and skills level
- ▣ Movement and Transport
- ▣ Basic Services Infrastructure
- ▣ Natural Environment and Resources
- ▣ Economic development initiatives
- ▣ Intergovernmental relations (District Model Integration)

- ▣ Smart City Development – towards a SMART Province.

2.3 SCOPE OF WORK

Key project scope as identified in the TOR:

- ▣ Implementing a Sustainable Development pathway for the province.
- ▣ To prepare and identify a future spatial distribution of land uses (especially towards protecting areas for agriculture and tourism development).
- ▣ Prepare future development proposals (through scenario planning).
- ▣ To provide investment direction and confidence in the province.
- ▣ The PSDF needs to be aligned to the NSDF, NDP, NC PGDP, Karoo RSDF, and the DALRRD SDF guidelines.
- ▣ To promote a developmental state.
- ▣ To prepare a SPLUMA-compliant PSDF.
- ▣ To guide the space economy of the province (private and public sectors).
- ▣ To give spatial structure to the function of the DDM (spatial representation of the DDM).
- ▣ Implementation charter (project prioritization matrix that is aligned to the SPCs).
- ▣ A Monitoring and evaluation framework aligned to the principles of SPLUMA.
- ▣ A clear and concise institutional development framework to guide the respective responsibilities of planning in the province.

2.4 COMPONENTS OF THE PSDF

The methodology to compile the PSDF as required in the Terms of Reference allows for the following major components (phases):

- ▣ Phase 1: Inception Report
- ▣ Phase 2: Policy Context, Status Quo, Situational Analysis and Draft Vision
- ▣ Phase 3: Spatial and Sectoral Analysis and Stakeholder Consultation
- ▣ Phase 4: Spatial Proposal
- ▣ Phase 5: Implementation, monitoring and evaluation framework & GIS tool.
- ▣ Phase 6: Approval of final PSDF

2.4.1 PROJECT PHASES

2.4.1.1 PHASE 1: INCEPTION REPORT

The start-up phase kicks off with the service provider submitting an inception report to the Project Team consisting of the Province/District/Local Municipality(ies) and other directorates deemed necessary to form part of the process.

A Project Inception Report which includes an exposition of role and requirements, the scope of the project and its deliverables and a project plan, and approval of the report by the project steering committee nominated by the Project Team, attend to the following aspects:

- ▣ Reaching Agreement on The Scope and Plan of Work.
- ▣ Set Up the Project Steering Committee (PSC).
- ▣ Data Collection
- ▣ Stakeholder Engagement Plan.

2.4.1.1.1 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 PSDF needs to address as set out in the terms of reference. The agreed scope of work is included into a Service Level Agreement.

2.4.1.1.2 SET UP THE PROJECT STEERING COMMITTEE (PSC).

The Project Team oversees the implementation of the PSDF 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.

2.4.1.1.3 SET UP THE PROJECT TECHNICAL COMMITTEE (PTC).

The PTC provides technical inputs regarding municipal, provincial and national government sector plans and private and public projects and may consist of representatives of the province's national and provincial government departments as well as interested and involved stakeholders.

2.4.1.1.4 STAKEHOLDER ENGAGEMENT PLAN

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

2.4.1.1.4.1 INTERESTED AND AFFECTED PARTIES MAY INCLUDE:

- ▣ Provincial departments and state entities (e.g., COGHSTA, Eskom) should provide input to the PSDF.
- ▣ Provincial departments that need to be involved.
- ▣ Organised stakeholder groupings.

2.4.1.1.4.2 DEVELOP A STAKEHOLDER ENGAGEMENT PROGRAMME INCLUDING:

- ▣ Identifying interested and affected parties.
- ▣ Placing a notice in the Media.
- ▣ Workshops with major role players (a maximum of 2 workshops are proposed).
- ▣ One-on-one engagements with identified provincial department (Physical).
- ▣ Reporting to committees and/or forums.
- ▣ PSDF roadshow to major / key development nodes / areas.
- ▣ Gazette of the PSDF.

2.4.1.1.4.3 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 government policies, Services reports (ESKOM, SpoorNet, NATPLAN, SIP's, Sector Plans, etc.)
- ▣ GIS data basis on government departments and institutions.

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.

It is also important to agree on the project website, branding approach, and project reporting and presentations.

2.4.1.2 PHASE 2: POLICY CONTEXT, STATUS QUO, SITUATIONAL ANALYSIS, AND DRAFT VISION

Policy Context

This Phase deals with the updating of the policy context, alignment as well as development directives, since a number of strategic policies has been drafted and gazetted after the adoption of the Northern Cape PSDF in 2020. Strategic documents that will be included within the review process include the following:

- ▣ National Spatial Development Framework, 2022.
- ▣ Karoo Regional Spatial Development Framework, 2023.
- ▣ Pixley Ka Seme District Spatial Development Framework, 2023.
- ▣ ZF Mgcawu District Spatial Development Framework, 2023.
- ▣ Namakwa District Spatial Development Framework, 2023.
- ▣ John Taolo Gaetsewe District Spatial Development Framework, 2023.
- ▣ Frances Baard District Spatial Development Framework, 2021.
- ▣ Numerous Local Municipal Spatial Development Frameworks, Precinct Plans and Land Use Schemes.

The spatial vision/agenda would be reviewed in terms of this process and would be undertaken to inform the spatial objectives. The process will among other focus on the following:

- ❑ Baseline review of what worked and did not work, referring to the 2020 PSDF.
- ❑ Development direction as envisaged by the NSDF (national levers – what is expected from the NC Province).
- ❑ Alignment and spatial representation of the NC PGDP.
- ❑ An analysis of current legislation, policy, and institutional structures (International, National, Provincial, and District) and arrangements that provide strategic direction to spatial planning at a provincial scale.
- ❑ Alignment and referencing existing spatial frameworks (National, Provincial, District, and Neighbouring Provinces / Countries), and
- ❑ A synthesis of provincial and regional scale issues emerging from the above, with the emphasis falling on the identification of implications on provincial developments.

Spatial Objectives

The review of the spatial objectives emanating from the spatial development policy and legislative framework of the 2020 PSDF. Understanding what has worked in the current PSDF as well as identifying new objectives that will unlock sustainable economic opportunities within the Northern Cape.

Spatial Vision

The Spatial Vision is derived from Spatial Objectives summarised from the relevant spatial development policies,

structure plans, and initiatives, the legal framework, and the research on theme-based areas.

As a first step towards a holistic spatial development vision for the Province, a Spatial Development Concept needs to be formulated. This Spatial Development Concept model's spatial direction and context to future developments.

This Development Concept promotes, clarifies, and refines the most feasible spatial development.

The development strategies and policies of the Provincial Spatial Development Framework need to be updated to be supportive of the objectives of the Vision 2030 National Development Plan, the National Spatial Development Framework (especially in the case of Northern Cape the Arid Innovation Region and the North Western Transformation Corridor and development levers), the National Infrastructure Plan, and the 9 Point Plan, Policies and Plans, international and national policies, principles, and initiatives to reduce poverty and inequality over the next two decades.

Status Quo Analysis

This phase will focus on the review of the outdated data sets, documents, and policies of the 2020 PSDF. Several new data sets such as (Census 2022, Stats SA, Agricultural data sets, other sector departments data sets) have been developed since the current PSDF was adopted in 2020. Analysis of the current state of spatial issues within the Northern Cape Province will also be conducted considering the relevant National, Regional, District and Local Frameworks that were developed or reviewed since 2020. The desired outputs of this phase include:

- ▣ Information and data (New Census data) that can be measured and monitored such as population data, housing needs, and crime.
- ▣ Review of the spatial indication of infrastructure capacities and where it will be feasible to invest in new infrastructure and where to upgrade existing infrastructure, considering new development growth and catalytic projects.
- ▣ Updated information on the status quo themes (as infographics) since 2020, utilising new data sets.
- ▣ Quantification of housing needs, population growth, and land requirements, since 2020.
- ▣ The review of maps indicating regional-wide issues and area-specific issues, that has been identified in new Strategic Policies and frameworks that were not previously identified in the PSDF.
- ▣ Review of existing maps indicating key spatial challenges and opportunities of the Province.
- ▣ This phase will further review and outline the strategic focus and key development challenges that were not identified in key Provincial and District Sector Plans since the adoption of the PSDF in 2020. The synthesis thereof will be presented through the analysis of the following aspects:
 - Analysis and review of **Biophysical Environment**.
 - Analysis and review of the **Socio-Economic Environment**.
 - Analysis and review of **Built Environment**.
 - Analysis and review of existing **Structuring Elements**, Plans, Strategies, and other spatial guidelines that need to be considered in terms of the Status Quo.
 - Analysis and review of existing **Governance Structures**, the institutional model, and spatial governance.

- ▣ Conducting a PESTLE/SWOT Analysis to better understand the development trends, issues, and opportunities for the regional study area.

2.4.1.3 PHASE 3: SPATIAL & SECTORAL ANALYSIS AND STAKEHOLDER CONSULTATION

The need for enhanced community consultation and participation is clearly articulated in the Constitution of the Republic of South Africa, 1996. Public participation is a process that provides individuals with an opportunity to influence public decisions. Public participants must have some level of impact or influence on the decisions being made, otherwise a lack of such would influence the viability of “take-up” or community enthusiasm for support. Sustainable built environments require ample, stakeholder engagement from the onslaught of the project. **Maswana**'s participatory approach to stakeholder engagement is conceptualised around what each of the Northern Cape Exco Clusters envision for the province. The stakeholder engagements should further consider:

- ▣ District incorporation and alignment
- ▣ Sector Department inputs and considerations.
- ▣ Parastatal inputs and considerations
- ▣ Organised Agriculture
- ▣ Environmental awareness groups
- ▣ Private Sector
- ▣ And other key stakeholders.

The participatory approach ensures and stimulates dialogue and communication between the Service Provider, The

DALRRD/OTP Project Team, District planners, and stakeholders. The approach includes the following accountability principles for sustainable and effective stakeholder engagement:

- ▣ Inclusivity: include all relevant stakeholders in engagement.
- ▣ Materiality: Provide custom-developed, relevant (material), and information to different groups of stakeholders.
- ▣ Responsiveness: Adequate response timeframes to stakeholder contributions.

Public participation essentially starts at inception as the major stakeholders are involved from the beginning of the project and it gives the facilitator insight into the desired outcome of the proposed project.

Meetings between the various stakeholders during the inception phase give more specific targets and goals to the project which may or may not be influenced by public opinion, stakeholder engagement, or a combination of factors that are all influenced by a variety of aspects.

Stakeholder management and engagement approach

- ▣ Divide the project into focus groups to avoid conflict and cross-purpose meetings.
- ▣ Smaller groups are manageable and tend to focus on communal interests and communal wish lists.
- ▣ Involve community leaders on the community level and have introductions done at formal community meetings.
- ▣ Analyse the entire community for various interest groups and identify specific groups who can act as ambassadors and flag bearers of the project.

- ▣ Involve stakeholder departments early in the process to obtain necessary permission, and policies and to evaluate “overlap” between various stakeholders.

Once the Status Quo has been reviewed and updated, it will serve as a tool for engagement and further public participation and engagements with Provincial Departments. A key stakeholder list will be compiled in conjunction with the OTP/DALRRD. This will include the line departments and municipal structures, as well as national government representatives. It also needs to include key sectors in the province such as tourism, mining, and agriculture (and key institutions representing these sectors).

It is proposed that engagement be focused on provincial and regional-scale issues in keeping with the ‘provincial/regional ethos’ and the ‘coordinating, integrating, and systemic support role’ of the PSDF.

The engagement process and inputs, as well as responses, will be captured in a formal Engagement Report and will be submitted together with the evidence of engagement events and opportunities.

This phase makes provision for a detailed public participation process and includes the following:

- ▣ Notification in the local media and respective provincial gazettes.
- ▣ Consultations with working groups which include workshops.
- ▣ Skills Transfer and capacity-building programs.
- ▣ Monitoring and Evaluation Report – SPLUMA requirement.
- ▣ Marketing and Branding Strategy.

- Stakeholder Engagement Report.

2.4.1.4 PHASE 4: SPATIAL PROPOSAL

This phase will contain the review and updating of the spatial development proposals of the Northern Cape Provincial Spatial Development Framework (**referenced as the first DRAFT NC PSDF**).

During this phase, the draft PSDF proposals will be assessed to identify what has worked and what strategies need to be reviewed or changed to unlock specific spaces within the North Cape Province. These should be directly informed by:

- Policy and principles.
- Issues and vision.
- Status quo synthesis.
- Spatial options.

Dealing with Spatial Options

Spatial Options are determined through a process involving:

- The research on the theme-based areas (**as per NSDF levers, and drivers**).
- Spatial Analysis derived from the lever research.
- Integration of Spatial Implications and Recommendations into a Conceptual Baseline Spatial Scenario(s)
- Determination of alternative future spatial development scenarios

The research on the levers includes:

- Analysis of the PGDP by relevant directorates, provinces, government agencies, research institutions, NGOs, etc.

- Identification of key issues per lever that required consensus building or further unpacking.
- Identification of linkages and synergies between the different levers.
- Identification of preliminary spatial implications of issues identified per lever with maps, and graphs, and highlighting potential and existing spatial conflicts.
- Making recommendations on issues to be taken through towards national spatial analysis and spatial proposals leading towards the development of the PSDF.
- The key output for this phase should include individual lever reports, spatial implications of issues identified in the lever reports, and a consolidated report\ (synthesis report) consisting of recommendations on issues to be taken forward in the next phases and linkages between the levers.

The existing PSDF spatial options process will be reviewed to ensure that is aligned towards the National Spatial Development Framework Levers.

Phase 4 will involve the presentation of the reviewed PSDF proposals to stakeholders and sector departments to obtain their approval and support. This should be done as extensively as possible to solicit buy-in from a wide range of stakeholders. This is the second round of public participation. **The desired outcomes of this phase include:**

- Political endorsement of the draft PSDF to be released for comment.
- A record of written and oral submissions from the public with comments on the draft PSDF.
- A record of decisions regarding the alignment of the proposals with those of neighbouring provinces/countries.

- ▣ A record of comments and input from affected government departments on the draft PSDF.

2.4.1.5 PHASE 5: IMPLEMENTATION FRAMEWORK

The Northern Cape PSDF on its own will only serve as a reference document; a reviewed implementation framework is needed to assist the province in implementing the spatial proposals and adjusting existing plans to ensure alignment and be able to be measured in terms of success of projects. To achieve this, several activities will be undertaken:

- ▣ Updating of **spatial representation** of the most significant public and private sector investments and the alignment required.
- ▣ Review existing and include new relevant strategies and policies to implement the framework and determine the points of intervention by the province.
- ▣ Prepare a new **capital investment programs** and projects with clear targets necessary to achieve the intended development pattern.
- ▣ Make recommendations in respect of **institutional arrangements**.
- ▣ Make recommendations to ensure alignment of the relevant sector plans to facilitate the implementation of the PSDF.
- ▣ Make recommendations on the revision of existing policies or strategies.
- ▣ GIS tool development for monitoring and evaluation.
- ▣ Make proposals on how the PSDF should be marketed to attract investment and implementation of projects by provincial departments.
- ▣ Development of the GIS Tool for decision making and guidance.

Spatial Guidelines

Review and develop spatial development guidelines towards the adoption of the national spatial agenda by all spheres of government.

Capital Investment Framework

Review of the public capital investment framework for the urban and rural areas, inclusive of the identification of spatial targets and a project prioritization matrix.

Spatial Governance Framework

Institutional arrangements for the adoption of the PSDF as a transversal planning instrument serving all spheres of government need to be devised at this stage.

- ▣ Revision of the 2nd Draft PSDF to include inputs and comments from discussions.
- ▣ Monitoring and Evaluation Report – SPLUMA requirement
- ▣ Marketing and Branding Strategy
- ▣ Final update GIS-enabled website development.
- ▣ Final Stakeholder Engagement Report

2.4.1.5.1 SUPPORTING COMPONENTS

The following supporting documents and processes are envisaged to support the consultation process:

- ▣ Stakeholder Engagement Plan
- ▣ Stakeholder Interviews
- ▣ Stakeholder Workshops (refer to events and activities annexure).

2.4.1.6 PHASE 6: FINALISATION AND APPROVAL OF PSDF

This phase will involve the analysis of the comments and proposals for amendment, finalisation of the PSDF, and the approval of the PSDF 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 PSDF document.

3 PROJECT MANAGEMENT

The following structures have been put in place to govern the project over the 18 months of the project.

3.1 PROJECT STEERING COMMITTEE

The Project Steering Committee (PSC) consists of nominated representatives (see table below) from various departments that will be tasked with the implementation of the strategy when completed.

Table 2: Project Steering Committee Members

	Members	Department
Project Steering Committee members	Dr. Gerrit Botha	OTP
	Ms. Jakoba Meyer	OTP
	Mr. Gerhardus DeBruin	NC DALRRD: SPLUMS
	Maswana JV	Service Provider
	Mr. Bennie Viljoen	DWS
	Mr. Henno Gericke	
	Mr. Hendrik Louw	DEDAT
	Mr. Riaan Warie	
	Ms. Onkemetsi Gill	DR & PW
	Ms. Nthombi Louw	COGHSTA
	Mr. Andile Mbolekwa	
	Ms. Lee-Ann Esterhuizen	DENC
	Mr. Mock Mocumi	DOH
	Ms. Renee Williams	DTS & L
	Mr. Gideon Oliphant	NCDOE
Ms Janette Britz		
Mr. Denver Fourie	DSD	
Ms. Nyakallo Moletsane	DARLR	

Mr. Victor Modise	DSAC
Mr. Moc Mocumi	NCDOH
Mr. Enzo Wax	NCPT
Additional members	
Mr. Janco Du Plessis	NC DALRRD: SPLUMS
Ms. Sandy Mufamadi	NC DALRRD: SPLUMS

The PSC is the approval body, which takes on the responsibility of signing off each project deliverable. In addition to the approval role, the PSC and PTC members will serve as key communication channels between their organisations and the project.

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

- ▣ This Committee should meet in accordance with a dedicated program and as may be required.
- ▣ Ensure control over the project in accordance with the applicable statutes and policy, standard government protocols, and inputs received from the Project Technical Committee.
- ▣ Ensure that all relevant inputs are taken into consideration and all amendments are made as per the Project Technical Committee meetings as well as additional comments received.
- ▣ Promote principles of co-operative governance.
- ▣ Co-ordinate high-level inputs and facilitate communication in terms of standard protocols.
- ▣ Verify compliance with the approved Program.

- ▣ Approval of the project phases' deliverables and effect payments.

3.2 PROJECT TECHNICAL COMMITTEE

The Project Technical Committee (PTC) will be tasked with providing crucial technical input and guidance, as well as assisting with the day to day-to-day tasks to ensure that the deliverables meet expectations. The following table sets out the Project Technical Committee members:

Table 3: Project Technical Committee Members

Project Technical Committee members	Dr. Gerrit Botha	Office of the Premier
	Mr. Gerhardus DeBruin	NC DALRRD: SPLUMS
	Ms. Sandy Mufamadi	NC DALRRD: SPLUMS
	Maswana JV	Service Provider
	District & Local Municipalities	

The PTC will be responsible for the following:

- ▣ Regular interaction between members on technical inputs in preparation of submitting deliverables to the PSC for approval.
- ▣ Assist in the facilitation of stakeholder engagements.
- ▣ Updating the provincial website with the latest deliverables.
- ▣ Publishing of gazette notices – OTP.

3.3 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.

3.4 DATA AND DOCUMENT MANAGEMENT

To ensure continuity of reporting deliverables, a centralised document server is made available by Maswana 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 Maswana would be uploaded to the Storage Facility.
- ▣ Additional documents provided by the Project Task Team / Steering Committee can be accommodated where required.
- ▣ The Office of the Premier and DALRRD will assume ownership of all data and information, in both electronic and hard copy format, obtained and/or created during the course of the project and reserves the right to use it as it deems fit.

The data management process followed by Maswana 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).

3.5 GENERAL ARRANGEMENTS

- ▣ Invitations to meetings discussed above will be forwarded at **LEAST TWO WEEKS** before the date of the meeting.
- ▣ Project deliverables should be submitted at least 5 days before the Project Steering Committee. Technical Committee meetings are to be done via Microsoft Teams.
- ▣ Office of the Premier will chair and facilitate meetings.
- ▣ Maswana 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 Maswana and the Project Steering Committee.
- ▣ The Project Team shall at all times adhere to the conditions as set out in the Service Level Agreement.

4 PROJECT OUTCOMES AND DELIVERABLES

The following key outcomes are underlined in the TORs:

- ▣ All GIS data is to be submitted according to the requirement stipulated in the TOR's.
- ▣ Align and comply with the Mapping requirements as set out in the TORs.
- ▣ Spatial Vision, Spatial challenges, options, and proposals report with related mapping and the draft PSDF and Implementation Plan (Graphically Illustrated) for approval by Council.
- ▣ Submissions of reports should be in the form of both hard and electronic versions (MS Word and PDF format). Ownership of documentation collected from this assignment vests in the municipality. The municipality will become the custodians of the documentation submitted. The service provider will be responsible for the layout design and editing of the publication. The project manager must sign off the final document before printing.
- ▣ Public meetings will be convened at strategic venues and the times to be agreed upon with the Project Manager (OTP). The Service Provider in collaboration with the Office of the Premier will assist with the booking of venues, placing of notices for meetings, and translation.

5 PROJECT SCHEDULE

5.1.1 PROJECT TIME FRAME AND BUDGET

The project will span over 18 months, where each phase has been allotted a period as indicated in the table below.

Table 4: Project Time Frame and Budget

Project Phase	Deliverable	Timeframe and due date
Phase 1	Inception report, Stakeholder Plan, Project Plan	1 Month 11 Oct 2023
Phase 2	Policy Context, Status Quo, Situational Analysis and Draft Vision	2 Months 7 December 2023
Phase 3	Spatial and Sectoral Analysis and Stakeholder Consultation	3 Months 6 March 2024
Phase 4	Spatial Proposal	5 Months 14 August 2024
Phase 5	Implementation, monitoring, and evaluation framework & GIS tool.	3 Months 14 November 2024
Phase 6	Approval of final PSDF	3 Months 19 Feb 2025

5.1.2 PROJECT MILESTONES

The following project milestones are proposed:

Table 5: Project Milestones

Project Phase	Milestone
Phase 1	<ul style="list-style-type: none"> ▣ Establishment of Project Committees ▣ Inception Report ▣ Linking with the OPT Website ▣ Stakeholder Engagement Plan ▣ Project Plan
Phase 2	<ul style="list-style-type: none"> ▣ Notice of intent – Gazette. ▣ Legislative and Policy Synthesis ▣ Demographic Analysis ▣ PSDF Objectives ▣ Status Quo Analysis ▣ Vision Statement
Phase 3	<ul style="list-style-type: none"> ▣ Sector Analysis ▣ Workshops ▣ Key Development Issues and Spatial Implications ▣ Key Project Identification from Sector Departments
Phase 4	<ul style="list-style-type: none"> ▣ Horizontal and Vertical alignment ▣ Spatial Challenges and Opportunities ▣ Spatial Concepts ▣ Spatial Strategies ▣ Spatial Proposals

Project Phase	Milestone
Phase 5	<ul style="list-style-type: none"> ▣ Spatial Policies ▣ Spatial Guidelines ▣ Capital Investment Framework ▣ Spatial Governance ▣ M&E ▣ Implementation Framework ▣ Governance Mode
Phase 6	<ul style="list-style-type: none"> ▣ Incorporating inputs ▣ Final PSDF approval ▣ EXCO Approval ▣ Executive Summary ▣ Notice in Gazette / Approval ▣ Marketing Material

6 PROJECT FINANCE

6.1.1 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 virtual (MS Teams)/ Physical.
- ▣ Monthly progress reports to be delivered before the 1st of each month. Monthly reports (per phase) will be forwarded by Maswana to the Project Manager (OTP), and this will be done via written and electronic reports.
- ▣ All costs pertaining to travel and disbursements for Maswana team members.
- ▣ All In-House Administrative fees of Maswana, including document production and postage.
- ▣ Handling the Public Participation Process.
- ▣ Stakeholder Engagement sessions with all sector departments (Physically).
- ▣ Two (2) roadshow workshops to be held in Kimberley and Upington (Physical sessions).
- ▣ Responding to all public participation inputs.
- ▣ Participating in the various District Workshops (Physical)
- ▣ Developing of an GIS Platform Tool.
- ▣ Marketing requirements as stipulated in the project TOR.

6.1.2 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, or national government official or that of any management committee member, should the project require this.
- ▣ 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/steering committee member, other than the formally employed staff of Maswana. All stakeholders are responsible for their travelling 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.

7 CAPACITY BUILDING

7.1.1 CAPACITY BUILDING PROGRAM

TASK	STATUS	PROGRESS	TARGET DATES
PHASE 1 - PROJECT INCEPTION			
Identify champions from each sector Department.	Completed	80%	15 October 2023
Create a Data base of all stakeholders to form part of Capacity Building Program.	Not Commenced	0%	18 October 2023
PHASE 2 - POLICY CONTEXT, STATUS QUO, SITUATIONAL ANALYSIS AND SPATIAL VISION			
Development of a Curriculum for Capacity Building (Sector Departments & Young Professionals).	Not Commenced	0%	31 October 2023
Explain to the Sector Departments why the PSDF is important to them.	Not Commenced	0%	November 2023
Create a template illustrating to Sector Departments spatially how the data they provide in terms of planning and projects will be utilised and illustrated within the PSDF.	Not Commenced	0%	November 2023
Identify areas within the current PSDF where the Sector aligns with the PSDF and what data sets is further required to measure their performance or projects/Plans against the SPLUMA principles.	Not Commenced	0%	November 2023
Acquiring of Spatial Data (Shapefiles, etc) in correct format.	Not Commenced	0%	November 2023
Spatially identifying existing and new projects which does not have a spatial reference.	Not Commenced	0%	November 2023
PHASE 3 - SPATIAL & SECTORAL ANALYSIS AND STAKEHOLDER CONSULTATION			
Identifying where Sector Departments data falls within the province.	Not Commenced	0%	January 2024
Spatial implications of projects in terms of an integrated approach (DDM Model).	Not Commenced	0%	January 2024
Alignment of Projects towards the NSDF (Arid Innovation Region and North Western Transformation Corridor).	Not Commenced	0%	January 2024

Illustrating and implications of Sector Department Projects within the Local Municipal Space.	Not Commenced	0%	February 2024
Alignment of Projects with reviewed Policies (RSDF, District SDF's, Local SDF's, etc.).	Not Commenced	0%	February 2024
Provide training on the GIS tool to access the platform for Sector Department Champions.	Not Commenced	0%	March 2024
Training on Tool to get an analysis report in terms of the impact and effect a new project can have within a certain space.	Not Commenced	0%	March 2024
PHASE 4 - SPATIAL PROPOSAL			
Spatially identifying and creation of a new long-term projects per sector department in space via a shape file or KMZ file.	Not Commenced	0%	May 2024
Utilising template report on GIS Tool to make informed decisions.	Not Commenced	0%	June 2024
PHASE 5 - IMPLEMENTATION, MONITORING AND EVALUATION FRAMEWORK & GIS TOOL			
Sector departments long term plans being incorporated within the PSDF, give guidance on how it needs to be implemented.	Not Commenced	0%	September 2024
Provide training in terms of monitoring, evaluation, and analysis capability of the tool.	Not Commenced	0%	September 2024
Utilising dashboards from GIS Tool to measure impact of a new project or strategic intervention spaces.	Not Commenced	0%	October 2024
PHASE 6 - FINAL COMPREHENSIVE DRAFT SDF AND WORKSHOPS			
Final training on GIS tool to ensure Sector Departments will align their sector plans towards the PSDF for implementation.	Not Commenced	0%	February 2025

8 GIS TOOL

- ❑ Development of Dashboards on the GIS tool to facilitate implementation of the PSDF.
 - ❑ Spatial representation of data from the Northern Cape to make sector departments aware of what is happening in space throughout the Northern Cape in terms of long-term planning.
 - ❑ An analysis tool to provide guidance and simplify decision making for Sector Departments regarding new proposed developments or initiatives within the Northern Cape Province focusing on:
 - Spatially illustrate corridors, zones, and functional regions within the province.
 - Provide spatial access (viewer) to sector departments to see current and future planned projects in space to ensure alignment through an integrated approach.
 - ❑ Template report on regions to provide a quick information decision making tool (Spatially select an area for projects – tool to provide quick analysis in terms of PSDF and spatial layers of what is happening in the area).
 - ❑ GIS tool to be developed to evaluate future projects in terms of sustainability that could pose development pressures to the province.
 - ❑ Tool to be developed to be able to measure success in terms of SPLUMA and development principles and implementation of the NSDF especially within the Arid Innovation Region and Northwestern Transformation Corridor.
 - ❑ Tool to be developed to be able to measure the impact of Strategic Interventions and display it via Dashboards to the respective stakeholders.
- ❑ Development of Spatial Indicators through the GIS tool for the Northern Cape Province.
 - ❑ Register of the project on the data capture project register.

9 RISK MANAGEMENT

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

RISK ASSESSMENT MATRIX

		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
LIKELIHOOD	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 9: proposed Risk Matrix to be included in the Monthly Progress Reports

10 SERVICE PROVIDER TEAM

The service provider team consists of the following members:

Table 6: Maswana's Professional Team

Role	Name	Organization
Project leader	Mr Riaan van der Linde	Maswana JV
Senior town and regional planners	Mr. Casper Badenhorst Mr. Encee Haarhoff Mrs. Gisela Altona-Meier	Maswana JV
GIS practitioners	Ms. Claudia Drews Dr. Herman Booysen	Maswana JV
Environmental Specialist	Ms. Lerato Tigedi	Maswana JV
Infrastructure support	Mr Leon King Mr Brian Bensley	MVD Kalahari
Economist	Ms Elizma Frits Dr Hein du Toit	Demacon

10.1 PROJECT MANAGER

The Project Manager (PM) for this project will be **Mr. Riaan van der Linde**, is a registered Town, and Regional Planner with more than 15 years of professional experience. The PM will have the responsibility, authority, and accountability for the overall success of the study, 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. 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.

10.2 PROJECT ASSIGNMENT MATRIX (RACI¹²)

Table 7: High level RACI Matrix – Project Responsibilities

NO	TASK	PROJECT MANAGER	TOWN PLANNER	GIS	ENGINEER	ECONOMIST	ENVIRONMENTALIST
PROJECT ASSIGNMENT							
1	Project Inception	R/A	C	I	I	I	I
2	Policy Context and Legislation	A	R	I	I	C	C
3	Sector Plan Analysis	A	R	I	I	C	C
4	Spatial Framework Analysis	A	R	C	I	I	I
5	Demographics	A	I	C	C	R	C
6	Socio-Economic Analysis	I	A	C	I	R	I
7	Biophysical Analysis	I	A	C	I	I	R

¹² RACI is an acronym that stands for responsible, accountable, consulted, and informed. A RACI chart is a matrix of all the activities

8	Built Environment Analysis	I	A	C	R	I	I
9	Swot/Spatial Challenges & Opportunities	A	R	C	C	C	C
10	Spatial Concepts	A	R	C	C	C	C
11	Spatial Strategies	R	C/A	C	C	C	C
12	Regional Composite	R	A	C	I	I	I
13	Land Use Management	A	R/A	C	I	I	C
14	Institutional Framework	R	A	I	I	I	I
15	Spatial Governance	R	A	I	I	I	I
16	Capital Investment Framework	A	R	I	C	C	C
17	Project Matrix	A	R	I	C	C	C
18	Land Use Management Guidelines	A	R	I	I	I	C
19	Policy Formulation	A	R	I	I	I	C
PROJECT MANAGEMENT							
20	Report Structure	R	A/C	I	I	I	I
21	Monthly Progress Report	A/R	C	C	C	C	C
22	Stakeholder Management	R	A	A	A	A	A
23	Notifications	R	A	I	I	I	I
24	Project Administration	R	I	I	I	I	I
25	Risk Management	R	C	I	I	I	I

or decision-making authorities undertaken in an organisation set against all the people or roles.

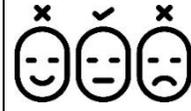
11 PSDF STAKEHOLDER ENGAGEMENT LIST

A stakeholder engagement list will be utilized to assist in the information-gathering phases by ensuring the correct individuals are contacted for information and data relating to the Northern Cape province.

Table 8: PSDF Initial stakeholder engagement list

NC PSDF Stakeholder Engagement Database	
Northern Cape Departments:	
Office of the Premier (OTP)	
Department of Agriculture Land Reform and Rural Development (DALRRD)	
Department of Cooperative Governance, Human Settlements and Traditional Affairs (COGHSTA)	
Department Transport, Safety, and Liaison (DTSL)	
Department of Economic Development and Tourism (DEDAT)	
Department of Environmental Affairs and Nature Conservation (DENC)	
Northern Cape Provincial Treasury (NCPT)	
Department Sports Arts and Culture (DSAC)	
Department Roads and Public Works (DR & PW)	
Department Water and Sanitation (DWS)	
Department of Social Development (DSD)	
Northern Cape Department of Health (NCDOH)	
Northern Cape Department of Education (NCDOE)	
District Municipalities:	
Frances Baard District	
Pixley Ka Seme District	
Namakwa District	
John Taolo Gaetsewe District	
ZF Mgcawu District	
National Departments and Support Agencies:	
South African Local Government Association (SALGA)	

12 PSDF STAKEHOLDER ENGAGEMENT AND COMMUNICATION PLAN

STAKEHOLDERS		PROJECT RELATED INPUT		APPROACH AND OUTPUT	
 		 	 		
STAKEHOLDERS	STAKEHOLDER ROLE	AFFECTED	INTERESTED	COMMUNICATION APPROACH	EXPECTATIONS
OTP	Project Management Strategic Guidance	😊😊😊	😊😊😊	Emails and Phone Calls Physical & Virtual Meetings	Guide project process Provide Strategic Input Information Gathering & sharing
DALRRD	Information Sharing Funder of Project Strategic Guidance	😊😊😊	😊😊😊	Emails and Phone Calls Physical & Virtual Meetings	Guide project process Provide Strategic Input Information Gathering & sharing
DEDAT	Information Sharing Strategic Guidance	😊😊😊	😊😊😊	Emails and Phone Calls Physical & Virtual Meetings	Provide Strategic Input Sharing of GIS Data Sharing of Key Projects and Sector Plans

DR & PW	Information Sharing Strategic Guidance			Emails and Phone Calls Physical & Virtual Meetings	Provide Strategic Input Sharing of GIS Data Sharing of Key Projects and Sector Plans
COGHSTA	Information Sharing Strategic Guidance			Emails and Phone Calls Physical & Virtual Meetings	Provide Strategic Input Sharing of GIS Data Sharing of Key Projects and Sector Plans
DOH	Information Sharing Strategic Guidance			Emails and Phone Calls Physical & Virtual Meetings	Provide Strategic Input Sharing of GIS Data Sharing of Key Projects and Sector Plans
DENC	Information Sharing Strategic Guidance			Emails and Phone Calls Physical & Virtual Meetings	Provide Strategic Input Sharing of GIS Data Sharing of Key Projects and Sector Plans
NCPT	Information Sharing Strategic Guidance			Emails and Phone Calls Physical & Virtual Meetings	Provide Strategic Input Sharing of GIS Data Sharing of Key Projects and Sector Plans

NCDOH	Information Sharing Strategic Guidance			Emails and Phone Calls Physical & Virtual Meetings	Provide Strategic Input Sharing of GIS Data Sharing of Key Projects and Sector Plans
DSAC	Information Sharing Strategic Guidance			Emails and Phone Calls Physical & Virtual Meetings	Provide Strategic Input Sharing of GIS Data Sharing of Key Projects and Sector Plans
NCDOE	Information Sharing Strategic Guidance			Emails and Phone Calls Physical & Virtual Meetings	Provide Strategic Input Sharing of GIS Data Sharing of Key Projects and Sector Plans
DTS & L	Information Sharing Strategic Guidance			Emails and Phone Calls Physical & Virtual Meetings	Provide Strategic Input Sharing of GIS Data Sharing of Key Projects and Sector Plans
DWS	Information Sharing Strategic Guidance			Emails and Phone Calls Physical & Virtual Meetings	Provide Strategic Input Sharing of GIS Data Sharing of Key Projects and Sector Plans

DSD	Information Sharing Strategic Guidance	😊😊😊	😊😊😊	Emails and Phone Calls Physical & Virtual Meetings	Provide Strategic Input Sharing of GIS Data Sharing of Key Projects and Sector Plans
SALGA	Information Sharing Strategic Guidance	😊😊😊	😊😊😊	Emails and Phone Calls Physical & Virtual Meetings	Provide Strategic Input Capacity Building
John Taolo Gaetsewe District	Information Sharing Strategic Guidance	😊😊😊	😊😊😊	Emails and Phone Calls Physical & Virtual Meetings	Provide Strategic Input Sharing of GIS Data Sharing of Key Projects
Frances Baard District	Information Sharing Strategic Guidance	😊😊😊	😊😊😊	Emails and Phone Calls Physical & Virtual Meetings	Provide Strategic Input Sharing of GIS Data Sharing of Key Projects
Pixley Ka Seme District	Information Sharing Strategic Guidance	😊😊😊	😊😊😊	Emails and Phone Calls Physical & Virtual Meetings	Provide Strategic Input Sharing of GIS Data Sharing of Key Projects
Namakwa District	Information Sharing Strategic Guidance	😊😊😊	😊😊😊	Emails and Phone Calls Physical & Virtual Meetings	Provide Strategic Input Sharing of GIS Data Sharing of Key Projects

ZF Mgcawu District	Information Sharing Strategic Guidance			Emails and Phone Calls Physical & Virtual Meetings	Provide Strategic Input Sharing of GIS Data Sharing of Key Projects
Eskom	Information Sharing Strategic Guidance			Emails and Phone Calls Physical & Virtual Meetings	Provide Strategic Input Sharing of GIS Data Sharing of Key Projects
DMR	Information Sharing Strategic Guidance			Emails and Phone Calls Physical & Virtual Meetings	Provide Strategic Input Sharing of GIS Data Sharing of Key Projects
Transnet	Information Sharing Strategic Guidance			Emails and Phone Calls Physical & Virtual Meetings	Provide Strategic Input Sharing of GIS Data Sharing of Key Projects
SARAO	Information Sharing Strategic Guidance			Emails and Phone Calls Physical & Virtual Meetings	Provide Strategic Input Sharing of GIS Data Sharing of Key Projects
ACSA	Information Sharing Strategic Guidance			Emails and Phone Calls Physical & Virtual Meetings	Provide Strategic Input Sharing of GIS Data Sharing of Key Projects

SANRAL – Western Region	Information Sharing Strategic Guidance			Emails and Phone Calls Physical & Virtual Meetings	Provide Strategic Input Sharing of GIS Data Sharing of Key Projects
Traditional Leaders	Information Sharing Participation			Public Notices, Media, Workshops and Roadshows, request for inputs	Cooperation during public participation Valuable inputs of daily realities in a rural context
Interested Parties	Information Sharing Participation			Public Notices, Media, Workshops and Roadshows, request for inputs	Cooperation during public participation Valuable inputs of daily realities
Mining Houses	Information Sharing Participation			Public Notices, Media, Workshops and Roadshows, request for inputs	Cooperation during public participation Valuable inputs of daily realities
Public	Information Sharing Participation			Public Notices, Media, Workshops and Roadshows, request for inputs	Cooperation during public participation Valuable inputs of daily realities

12.1 PSDF ACTIVITIES AND EVENTS CALENDAR

Ref	PSDF - Activity / Event	Meeting / Activity format	Due date	Description of the Activity / Event
PHASE 1 – Detailed Inception Reports and Communication Plans				
1.1	Pre-Inception Meeting	Virtual Meeting	September 2023	To introduce the team, the PSC, and the PTC, to discuss the approach, methodology, and project expectations.
1.2	Notice of Intent to prepare the PSDF	Notice	October 2023	A draft notice of intent has been circulated for input.
1.3	Project Committee Meeting (PSC)	Virtual	11 October 2023	Final Inception Report, Project Plans and Consultation Plans, Placement of necessary notices
1.4	Sector Engagements	Virtual	Ongoing	To engage Sector Departments (SPLUMA Champions) on data, sector plans, strategies, and other information.
1.5	Notice of intent approved by Northern Cape Office of the Premier	Notice	October 2023	Notice of intent approved by Northern Cape Office of the Premier and will be published in the Northern Cape Gazette and local Newspaper
PHASE 2 - Policy Context, Status Quo, Situational Analysis and Draft Vision				
2.1	Sector Engagements	Physical & Virtual	Ongoing	To engage Sector Departments (SPLUMA Champions) on data, sector plans, strategies, and other information.
2.2	District Visioning Workshop Week	Physical (per DM)	20 -24 November 2023	Workshop per DM to discuss purpose, policy, strategies, information/data, and the PSDF Vision.
2.3	Data Collection from Provincial Sector Departments	Physical	23 – 26 October 2023	Visit Sector Offices to collect data and information discussed in virtual engagements.
2.4	Best Practice Workshop	Virtual	6 & 7 November 2023	Virtual workshop with Western Cape and Gauteng regarding best practices and lessons learn from developing their respective PSDF's and Implementation Plans.
2.5	GIS tool development	Physical	November 2024	Development of the GIS tool and incorporating and provide training to Sector Departments on spatial data utilised within the tool.
2.6	Project Technical Committee Meeting (PTC)	Virtual	28 November 2023	Data Collection and analysis reports (including draft spatial agenda/vision)

Ref	PSDF - Activity / Event	Meeting / Activity format	Due date	Description of the Activity / Event
2.7	Project Committee Meeting (PSC)	Virtual	7 December 2023	Approval of Phase 2
PHASE 3: Spatial & Sectoral Analysis and Stakeholder Consultation				
3.1	Workshop in Kimberley and Upington with Sector Departments	Physical	February 2024	Long term planning, Catalytic Projects, key issues and spatial implications.
3.2	GIS tool development	Physical	February 2024	Development of the GIS tool and incorporating and provide training to Sector Departments on spatial data utilised within the tool.
3.3	Project Committee Meeting (PSC)	Virtual	February 2024	GIS Tool and Sector Departments assessment and analysis report
3.4	Project Committee Meeting (PSC)	Virtual	6 March 2024	Approval of Phase 3
PHASE 4: Spatial Proposal				
4.1	Spatial Synthesis and Analysis Workshop	Virtual	April 2024	Online workshop to present and discuss the provincial spatial synthesis and analysis findings
4.2	Project Technical Committee Meeting (PTC)	Physical	July 2024	Presenting draft proposals of the PSDF to Technical committee.
4.3	Project Committee Meeting (PSC)	Virtual	14 August 2024	Approval of Phase 4
4.4	Notification of the Draft PSDF (1 st Draft)	n/a	September 2024	Government Gazette, NC-Online website and Local Newspaper
PHASE 5: Implementation, Monitoring and Evaluation Framework & GIS Tool				
5.1	Sector Project and Commitment Engagements	Virtual	Ongoing	To propose, discuss, and approve sector projects and commitments to the PSDF
5.2	Workshop in Kimberley and Upington with Sector Departments	Physical	September 2024	DRAFT REPORT (2 nd Draft - inclusive of the Implementation Plan)
5.3	Project Technical Committee Meeting (PTC)	Virtual	1 November 2024	DRAFT REPORT (2 nd Draft - inclusive of the Implementation Plan)
5.4	Finalisation of the GIS Tool	Ongoing	November 2024	Finalisation of the GIS Tool.

Ref	PSDF - Activity / Event	Meeting / Activity format	Due date	Description of the Activity / Event
5.5	Project Committee Meeting (PSC)	Virtual	14 November 2024	Approval of Phase 5
PHASE 6: Approval of Final PSDF				
6.1	Amendments on Draft PSDF	N/A	November 2024	Amending Reports and GIS Tool after feedback from Sector Departments.
6.2	Project Technical Committee Meeting (PTC)	Virtual	November 2024	Notice to invite comments on the draft PSDF (for 60 days) Consultation reports with consultation registers and amendment reports. Government Gazette, NC Online website and Local Newspaper
6.3	Project Committee Meeting (PSC)	Virtual	19 February 2925	Approval of Phase 6

TASK	RESOURCE				STATUS	PROGRESS	PROJECT LIFE CYCLE																			
	OTP	DALRRD	MASWANA	SECTOR			Sep-23	Oct-23	Nov-23	Dec-23	Jan-24	Feb-24	Mar-24	Apr-24	May-24	Jun-24	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24	Jan-25	Feb-25	Mar-25	
PHASE 1 - PROJECT INCEPTION																										
Finalising SCM Process (SLA, ect)	🟡	🟢	🟢	🟡	Completed	100%																				
Project Approach & Methodology	🟢	🟢	🟢	🟡	Completed	100%																				
Inception Report	🟢	🟡	🟡	🟡	Completed	100%																				
Identify Interested & Affected Parties	🟢	🟡	🟢	🟡	In Progress	80%																				
Project Plan	🟢	🟡	🟢	🟡	Completed	100%																				
Team Setup & Agreements (Technical Work Groups)	🟢	🟡	🟡	🟡	In Progress	75%																				
Stakeholder & Communication Plan	🟢	🟡	🟢	🟡	In Progress	80%																				
PSDF - Branding and Marketing	🟢	🟡	🟡	🟡	In Progress	80%																				
PSDF - Notice of Intent	🟢	🟡	🟡	🟡	In Progress	95%																				
Steering Committee Meeting	🟢	🟢	🟢	🟢	Not Commenced	0%																				
PHASE 2 - POLICY CONTEXT, STATUS QUO, SITUATIONAL ANALYSIS AND SPATIAL VISION																										
PSDF - Preamble	🟢	🟡	🟢	🟡	Not Commenced	0%																				
PSDF - Project Background and Methodology	🟢	🟡	🟢	🟡	Not Commenced	0%																				
PSDF - Intergovernmental alignment model	🟢	🟡	🟢	🟡	Not Commenced	0%																				
PSDF - Review of International and Regional Policies	🟡	🟡	🟡	🟡	Not Commenced	0%																				
PSDF - Review of existing Provincial and District Policies	🟡	🟡	🟢	🟡	Not Commenced	0%																				
PSDF - Lessons Learnt /Good Practices from other Provinces	🟢	🟢	🟢	🟡	Not Commenced	0%																				
PSDF - Visioning Workshop	🟢	🟡	🟡	🟡	Not Commenced	0%																				
Capacity Building Program	🟢	🟡	🟢	🟡	Not Commenced	0%																				
PSDF - Review of Spatial Objectives	🟢	🟡	🟢	🟡	Not Commenced	0%																				
PSDF - Review of Spatial Scenarios	🟢	🟡	🟡	🟡	Not Commenced	0%																				
PSDF - GIS tool strategy and methodology	🟢	🟢	🟢	🟡	Not Commenced	0%																				
Review of the Demographic Analysis	🟡	🟡	🟢	🟡	Not Commenced	0%																				
Review of the Bio-physical Analysis	🟡	🟡	🟢	🟡	Not Commenced	0%																				
Review of the Built Environment Analysis	🟡	🟡	🟢	🟡	Not Commenced	0%																				
Review of the Socio-economic Environment Analysis	🟡	🟡	🟢	🟡	Not Commenced	0%																				
Review of the Governance Analysis and Structuring Elements	🟡	🟡	🟢	🟡	Not Commenced	0%																				
Review of the Spatial Structuring Analysis	🟡	🟡	🟢	🟡	Not Commenced	0%																				
Steering Committee Meeting	🟢	🟢	🟢	🟢	Not Commenced	0%																				
PHASE 3 - SPATIAL & SECTORAL ANALYSIS AND STAKEHOLDER CONSULTATION																										
PSDF - Key development Issues & Spatial Implications	🟢	🟡	🟢	🟡	Not Commenced	0%																				
PSDF - Roadshow (Kimberley & Upington Workshop)	🟢	🟡	🟢	🟡	Not Commenced	0%																				
PSDF - Sector Department long term Planning	🟢	🟡	🟢	🟡	Not Commenced	0%																				
PSDF - Catalytic Projects within the Province	🟢	🟡	🟢	🟡	Not Commenced	0%																				
PSDF - Inputs from work groups and Provincial Departments and SOE's	🟢	🟡	🟢	🟡	Not Commenced	0%																				
PSDF - GIS tool development and aligned per Sector	🟢	🟡	🟢	🟡	Not Commenced	0%																				
Steering Committee Meeting	🟢	🟡	🟢	🟡	Not Commenced	0%																				
PHASE 4 - SPATIAL PROPOSAL																										
PSDF - Development Constraints and Issues	🟢	🟡	🟢	🟡	Not Commenced	0%																				
PSDF - Spatial Development Concept	🟢	🟡	🟢	🟡	Not Commenced	0%																				
PSDF - Development Drivers/Strategies	🟢	🟡	🟢	🟡	Not Commenced	0%																				
PSDF - Spatial Strategies	🟢	🟡	🟢	🟡	Not Commenced	0%																				
PSDF - Functional Regions	🟢	🟡	🟢	🟡	Not Commenced	0%																				
PSDF - Final Spatial Vision	🟢	🟡	🟢	🟡	Not Commenced	0%																				
Steering Committee Meeting	🟢	🟡	🟢	🟡	Not Commenced	0%																				
PHASE 5 - IMPLEMENTATION, MONITORING AND EVALUATION FRAMEWORK & GIS TOOL																										
PSDF - Roadshow (Kimberley & Upington Workshop)	🟢	🟡	🟢	🟡	Not Commenced	0%																				
PSDF - Spatial representation of proposals	🟢	🟡	🟢	🟡	Not Commenced	0%																				
PSDF - Policy and SPC Guidelines	🟢	🟡	🟢	🟡	Not Commenced	0%																				
PSDF - Implementation Framework of Provincial & District Proposals	🟢	🟡	🟢	🟡	Not Commenced	0%																				
PSDF - Spatial Guidelines	🟢	🟡	🟢	🟡	Not Commenced	0%																				
PSDF - Toolkits	🟢	🟡	🟢	🟡	Not Commenced	0%																				
PSDF - Training on GIS Tool to all Sector Departments (Capacity Building)	🟢	🟡	🟢	🟡	Not Commenced	0%																				
Steering Committee Meeting	🟢	🟡	🟢	🟡	Not Commenced	0%																				
PHASE 6 - FINAL COMPREHENSIVE DRAFT SDF AND WORKSHOPS																										
PSDF - Include Feedback received	🟢	🟡	🟢	🟡	Not Commenced	0%																				
PSDF - Final PSDF Report	🟢	🟢	🟢	🟡	Not Commenced	0%																				
PSDF - Create marketing material	🟢	🟡	🟢	🟡	Not Commenced	0%																				
PSDF - Close Out Report	🟢	🟡	🟢	🟡	Not Commenced	0%																				
PSDF - Handover of GIS Tool	🟢	🟡	🟢	🟡	Not Commenced	0%																				

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