

**SIYANCUMA
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Executive Summary

The **Siyancuma Local Municipality** is situated in the Pixley Ka Seme District of the Northern Cape, at the historic confluence of the Orange and Vaal River. It encompasses a diverse area including urban settlements (Douglas, Griekwastad, Campbell), rural farming communities, restitution lands (Schmidtsdrift, Bucklands), and natural attractions such as the Ghaap Mountain range and private game parks. With an estimated population of ~53165 residents (2022), Siyancuma faces high unemployment (~28% in 2011) and persistent poverty, reflecting a **sluggish local economy** in need of transformation.

This Local Agricultural Economic and Tourism Development Strategy provides a comprehensive roadmap to revitalize Siyancuma's economy in an inclusive and sustainable manner. It builds on the municipality's **strengths** – rich agricultural lands along the rivers, mineral deposits (diamonds, tiger's eye, base metals), cultural heritage, and strategic location on major transit routes – while addressing key **weaknesses** such as limited industrial activity, skills shortages, and infrastructure gaps. The strategy aligns with national and provincial policy frameworks and incorporates stakeholder input (including community and business **comments and recommendations**) to ensure relevance and local buy-in.

Vision: *"A vibrant, inclusive Siyancuma economy leveraging agriculture, mining, and tourism for sustainable growth and improved quality of life."*

Mission: *Through collaborative planning, capacity building, and prudent resource management, we will unlock our local economic potential – creating jobs, supporting entrepreneurs, and making Siyancuma a premier agricultural and heritage tourism destination in the Northern Cape.*

Strategic Goals: To realize this vision, the Siyancuma LAED & Tourism Strategy sets out the following key goals:

- **Economic Growth and Diversification:** Stimulate growth by developing key sectors (agriculture, tourism, small-scale mining, trade) and diversifying the economic base.
- **Job Creation and Poverty Reduction:** Create sustainable employment and livelihood opportunities, especially for youth and women, to alleviate poverty and inequality.
- **SMME Development:** Support small, medium, and micro-enterprises (SMMEs) and cooperatives with skills training, access to finance, and market opportunities, fostering an entrepreneurial culture.
- **Infrastructure and Investment:** Improve economic infrastructure (roads, water, energy, ICT) and attract public-private investment to enable business expansion and new industries.
- **Tourism Promotion:** Capitalize on unique heritage and environmental assets by developing tourism routes, facilities, and marketing that position Siyancuma as a notable tourist attraction.

- **Sustainable Development:** Ensure environmental management and climate resilience are integrated, preserving natural resources (land, water, biodiversity) for future generations while supporting economic use.

The strategy is structured in several sections. **Section 1 (Introduction)** outlines the background, context, and methodology. **Section 2 (Municipal Profile)** analyses the demographic, social and infrastructural context. **Section 3 (Economic Profile)** examines the current economy by sector. **Section 4 (SWOT Analysis)** summarizes internal strengths/weaknesses and external opportunities/threats. **Section 5 (Strategy Framework)** articulates the LED vision, objectives, and eight *Strategic Thrusts* for intervention. **Section 6 (Implementation Plan)** details how the strategy will be executed, including institutional arrangements, a phased rollout plan, and monitoring and evaluation mechanisms.

1. Introduction

1.1 Background

Local Economic Development (LED) is a constitutionally mandated function of local government in South Africa, aimed at promoting growth and job creation at the community level. Siyancuma Municipality, like many predominantly rural municipalities, has experienced economic stagnation and high unemployment in recent years. The need for a dedicated **Local Agricultural, Economic Development and Tourism Strategy** emerged from the Integrated Development Plan (IDP) review process, which identified LED as a key priority.

The strategy is informed by national and provincial imperatives. The National Development Plan 2030 emphasizes inclusive rural economy development and job creation, while the Northern Cape's Provincial Growth and Development Plan (PGDP) highlights unlocking agricultural value-chains and tourism potential in regions like Pixley Ka Seme. At district level, the Pixley Ka Seme District LED and Tourism strategies provide guidance on regional integration. This Siyancuma LAED & Tourism Strategy aligns with these frameworks while tailoring interventions to local unique conditions. It also integrates community feedback, ensuring that local concerns – such as support for emerging farmers, tourism marketing, and youth employment – are addressed.

1.2 Report Structure

This document is organized into six main sections:

- **Section 1: Introduction** – Provides the background, purpose, methodology, and policy context for the strategy.
- **Section 2: Profile of Siyancuma Local Municipality** – An overview of the municipality's geography, demographics, socio-economic conditions, and infrastructure baseline.
- **Section 3: Economic Profile of Siyancuma** – An analysis of the local economy's composition, key sectors (agriculture, mining, etc.), and current performance indicators.

- **Section 4: SWOT Analysis** – A summary of internal strengths & weaknesses and external opportunities & threats that inform strategic choices.
- **Section 5: LED and Tourism Strategy** – The core strategy section, detailing the vision, objectives, and strategic thrusts (programmes) for economic development and tourism promotion in Siyancuma.
- **Section 6: Implementation Plan** – Details on how the strategy will be implemented, covering the action plan, institutional arrangements, stakeholder roles, and monitoring and evaluation framework.

1.3 What is Local Economic Development (LED)?

LED is a process by which local governments, community groups, and private sector partners work collectively to stimulate and develop the economy of a defined area. The aim is to improve the quality of life for all residents through **inclusive growth** and job creation. In practice, LED involves identifying and harnessing local resources, skills and opportunities – whether in agriculture, trade, tourism, or small industry – and removing barriers to business activity. It is about creating an enabling environment in which **SMMEs can thrive, investments are attracted**, and jobs are created in a sustainable manner. In Siyancuma, LED must also emphasize **social development**, ensuring marginalized groups (e.g. women, youth, and the poor) benefit from economic initiatives. **Tourism development** is closely linked to LED, as it leverages local heritage and environmental assets for economic gain. Thus, this strategy combines traditional LED initiatives with targeted tourism promotion, recognizing the intertwined nature of these objectives in our local context.

1.4 Approach and Methodology

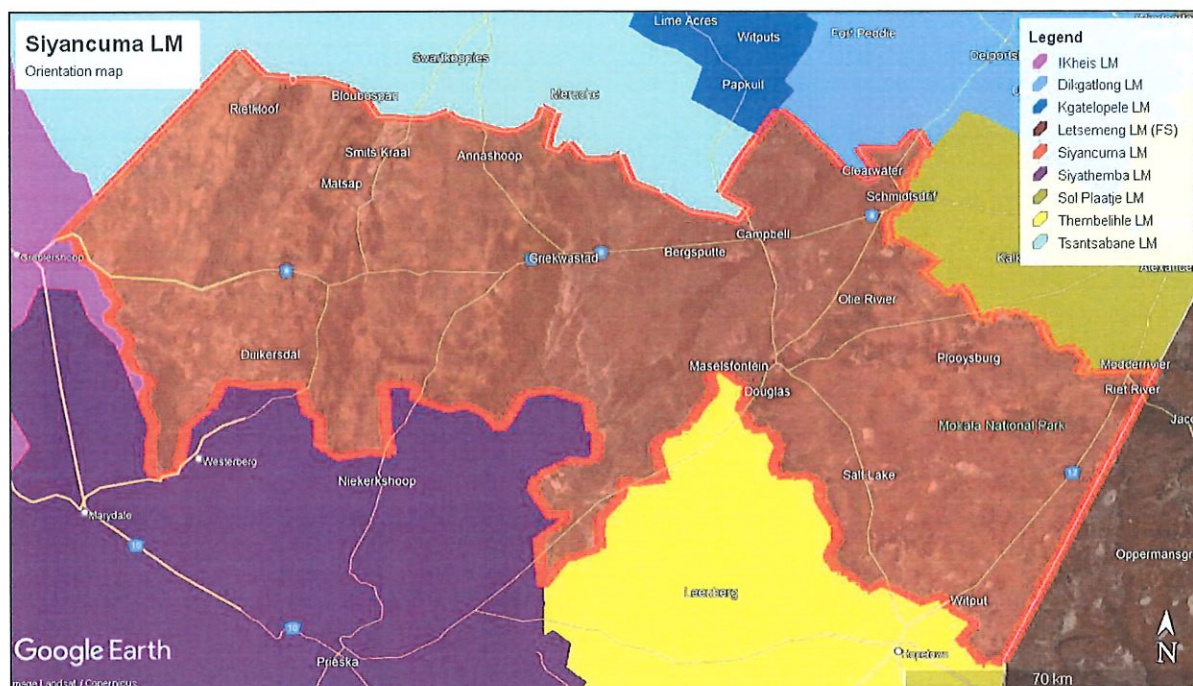
The development of this strategy followed a participatory and evidence-based approach:

- **Document Review:** The existing Siyancuma LED & Tourism Strategy was reviewed, along with key documents such as the Siyancuma IDP 2022–2027, the Pixley ka Seme District LED Strategy, and relevant provincial and national policy papers.
- **Stakeholder Consultation:** Workshops and meetings were held with a range of stakeholders. Municipal officials (Councillors, LED Unit), community representatives, local business owners (including farmers and tourism operators), and civil society provided input. Key issues raised included the need for better communication of opportunities, more support for emerging farmers, and development of tourism infrastructure.
- **Situational Analysis:** Data on demographics, employment, and economic output were gathered from Stats SA (Census 2016, Community Survey 2022) and local sources. A strength, weaknesses, opportunities, threats (SWOT) analysis was conducted to distil the main factors affecting Siyancuma's local economy.
- **Strategy Formulation:** Based on the above, strategic thrusts and initiatives were formulated. A draft strategy was circulated to the and key stakeholders for review, and their inputs have been incorporated into this final version.

The methodology ensured that the strategy is **grounded in local reality** (through data and community input) and **aligned with broader economic development principles**. It is both visionary and practical, laying out clear actions for the short, medium, and long term.

1.5 Geographic Location

Siyancuma Local Municipality lies in the south-eastern part of the Northern Cape Province, forming part of Pixley Ka Seme District. The municipal area spans approximately **16,700 km²** of semi-arid terrain. Siyancuma's geography is marked by the **confluence of South Africa's two largest rivers – the Orange and Vaal Rivers** – near Douglas, a unique feature that provides fertile alluvial soils and water for irrigation. The municipality's main towns are:



- **Douglas:** The administrative centre, located on the Orange River. Douglas is the hub for municipal services and a centre for surrounding irrigation-based farming.
- **Griekwastad (Griquatown):** A historic town on the N8 route, known for its Griqua cultural heritage and gemstone (tiger's eye) mining in the vicinity.
- **Campbell:** A smaller settlement with rich history (including missionary heritage) located between Douglas and Griekwastad.
- **Schmidtsdrif:** A restitution area along the Vaal River, previously a military base, now home to communities with interests in agriculture and alluvial diamond digging.
- **Bucklands:** Another land restitution farming area.
- **Rural Villages/Farms:** Communities like Plooyburg, Salt Lake, Witput, Belmont, Graspan, Heuningskloof, and Volop are spread across the municipality, many of which are farming hamlets or former mission stations. The area also includes portions of the **Ghaap Plateau/Mountain**, known for its natural rangelands and geological features.

Siyancuma is bordered by other local municipalities and is approximately 100 km southwest of Kimberley (the provincial capital). Two major provincial roads traverse the area: the **N8** (connecting Kimberley to Upington, running through Griekwastad) and the **N12** (connecting Kimberley to Hopetown and the south). These corridors link Siyancuma to regional markets and tourism circuits. The municipality's location and natural features position it well for **agriculture, transit trade, and tourism**, but also pose challenges of long distances and sparse settlements requiring extensive infrastructure networks.

1.6 Global Trends Impacting Local Economic Development

Urbanization and Population Growth

- **Implications:** Rapid urbanization presents opportunities for economic growth but also increases demand for infrastructure, services, and jobs.
- **Strategic Actions for Siyancuma:**
Develop robust urban planning policies to accommodate population growth.
Expand essential infrastructure (e.g., housing, water, sanitation) in areas experiencing population increases.
Encourage investment in affordable housing and urban amenities to support new residents and reduce informal settlements.

Technological Advancements and Digital Economy

- **Implications:** Advancements in technology create new economic sectors and digital opportunities, but can widen the gap for regions with limited digital infrastructure.
- **Strategic Actions for Siyancuma:**
Invest in telecommunications infrastructure to enable digital access for businesses and residents.
Support local businesses and entrepreneurs in adopting digital platforms to expand market reach.
Facilitate digital literacy and technical training programs to prepare residents for tech-enabled jobs.

Climate Change and Environmental Sustainability

- **Implications:** Climate change affects water resources, agriculture, and natural habitats, necessitating environmentally conscious economic strategies.
- **Strategic Actions for Siyancuma:**
Promote sustainable farming practices, such as water-efficient crops and soil conservation.
Encourage renewable energy projects, especially solar, to reduce carbon footprint and create green jobs.
Develop climate resilience initiatives, including water conservation and reforestation, to protect natural resources and biodiversity.

Shifts in Global Trade and Supply Chains

- **Implications:** Shifts in trade policies and supply chains can impact local economies dependent on imports and exports.
- **Strategic Actions for Siyancuma:**
Facilitate the growth of local agro-processing and manufacturing to reduce dependency on imports and enhance self-sufficiency.
Explore export opportunities for locally produced goods, especially in agriculture and renewable energy.
Support SMMEs in diversifying products and reaching new markets.

Focus on Green Economies

- **Implications:** The global push toward sustainability is driving investment in green technologies and eco-friendly practices.
- **Strategic Actions for Siyancuma:**
Establish incentives for green industries, such as eco-tourism and renewable energy production.
Partner with environmental organizations to promote eco-friendly business practices. Educate the community on sustainability to increase public awareness and participation in environmental conservation efforts.

Political and Economic Stability

- **Implications:** Political shifts can affect economic stability and investor confidence.
- **Strategic Actions for Siyancuma:**
Promote stable governance and transparency in public sector activities to attract investors.
Foster partnerships with the private sector to enhance resilience to economic fluctuations.
Implement efficient regulatory processes to minimize red tape and support ease of doing business.

1.7 Legislative and Policy Framework

This strategy was crafted in alignment with the following legislative and strategic frameworks:

- **Constitution of South Africa (1996):** Mandates local government to promote social and economic development (Section 152). Siyancuma's LED initiatives give effect to this mandate.
- **Local Government: Municipal Systems Act (2000):** Requires municipalities to integrate LED into their Integrated Development Plans (IDPs). This strategy will form an annexure to the Siyancuma IDP and guide its LED-related projects.
- **National Development Plan (NDP) 2030:** Emphasizes inclusive rural economies, skills development, and job creation. The strategy's focus on

agriculture and tourism directly supports NDP objectives of boosting rural employment.

- **National LED Framework (Department of Cooperative Governance):** Provides principles for LED (e.g. community-based development, competitiveness, sustainable development). Siyancuma's strategy follows these principles by focusing on local strengths and partnerships.
- **Tourism Act (2014) & National Tourism Sector Strategy:** These underscore the importance of local tourism development and community involvement in tourism. Our plan for a Strategic Tourism Route and local tourism infrastructure is aligned with national tourism growth targets.
- **Northern Cape Provincial Growth and Development Plan (PGDP):** The province prioritizes agriculture (especially agri-processing), mining value addition, renewable energy, and tourism. Siyancuma's strategy contributes to provincial goals by identifying projects in these areas (e.g. agro-processing facilities, small-scale mining support, solar energy opportunities, tourism marketing).
- **Northern Cape Tourism Authority and Strategy:** We coordinate with provincial tourism initiatives, aiming to include Siyancuma in Northern Cape tourism packages (e.g. heritage routes, hunting tourism).
- **Pixley Ka Seme District LED & Tourism Strategy:** The district strategy identifies cross-municipal opportunities such as agro-processing hubs and inter-municipal tourism routes. Siyancuma's plans for an information centre and a tourism route complement district effort.
- **Sector-Specific Policies:** For agriculture – the Department of Agriculture's programmes (CASP, land reform support) and for SMMEs – Small Business Development strategies (e.g. the Integrated Strategy on Promotion of Entrepreneurship). The strategy leverages these programs by proposing aligned local projects (e.g. farmer support centres, SMME incubators).
- **Environmental Legislation:** Given the linkage between tourism and environment, compliance with NEMA (National Environmental Management Act) is critical. The strategy's initiatives will undergo environmental screening, and the Integrated Environmental Management Plan (IEM) for Siyancuma will work in tandem with LED efforts to ensure sustainability.

By ensuring consistency with these frameworks, the Siyancuma LAED & Tourism Strategy not only fulfils legal requirements but also positions the municipality to access support and funding from higher-level government programs. It embodies a coordinated approach where local initiatives contribute to and benefit from broader economic development goals.

2. Profile of Siyancuma Local Municipality

2.1 Overview

Siyancuma Local Municipality is a predominantly rural area with a scattering of small towns and settlements. It covers a vast landscape characterized by **agricultural land, desert scrub, and significant water resources** (the Orange and Vaal Rivers). The municipality's economy has historically relied on **primary sectors** (farming and mining) and government services, with limited industrial development.

Understanding the current socio-economic profile of Siyancuma is essential for identifying appropriate LED interventions. This section provides a snapshot of the people, social conditions, spatial layout, and infrastructure that form the backdrop of the local economy.

2.2 Demographic Profile

2001	2011	2016	2022
39 275	37 076	35 938	53 165
Census (2001)	Census (2011)	Community Survey (2016)	Census (2022)

Population: According to Statistics South Africa, Siyancuma Local Municipality experienced fluctuating population trends between 2001 and 2022. The population decreased from 39,275 in 2001 to 35,938 in 2016, reflecting a 3.5% decline over 15 years. This decline may be attributed to limited economic opportunities, out-migration of the working-age population, or declining birth rates. However, the 2022 Community Survey recorded a significant population increase to 53,165—an estimated 47.9% rise from 2016. This surge suggests a reversal of previous trends, potentially due to in-migration, improved data collection, or administrative boundary changes. The sharp growth places increased pressure on existing infrastructure and basic services but also presents an opportunity for local economic development through targeted investment, job creation, and improved service delivery planning.

Name	Male	Male (%)	Female	Female (%)
85+	49	0,1%	151	0,3%
80-84	109	0,2%	168	0,3%
75-79	217	0,4%	296	0,6%
70-74	389	0,7%	473	0,9%
65-69	593	1,1%	727	1,4%
60-64	788	1,5%	1 007	1,9%
55-59	1 034	1,9%	1 255	2,4%
50-54	1 338	2,5%	1 392	2,6%
45-49	1 324	2,5%	1 547	2,9%
40-44	1 562	2,9%	1 577	3,0%
35-39	1 883	3,5%	1 887	3,5%
30-34	1 914	3,6%	1 968	3,7%
25-29	2 164	4,1%	2 068	3,9%
20-24	2 461	4,6%	2 331	4,4%
15-19	2 499	4,7%	2 436	4,6%

Source: StatsSa (Census 2022)

Age and Gender Structure

The 2022 Census further reveals that **Siyancuma has a predominantly youthful population**. Over **30% of the population falls within the 15–34 age cohort**, a key segment representing the municipality's emerging labour force. The highest concentrations are within:

- Ages 15–19: 4.7% males, 4.6% females
- Ages 20–24: 4.6% males, 4.4% females
- Ages 25–29: 4.1% males, 3.9% females
- Ages 30–34: 3.6% males, 3.7% females

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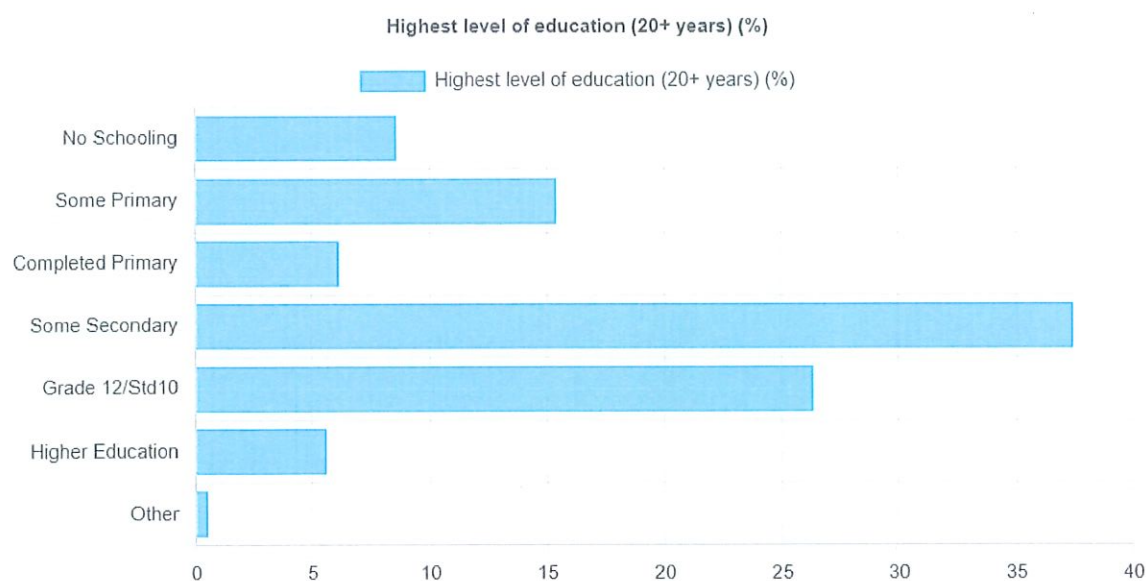
This demographic profile emphasises the need to prioritise youth-focused economic interventions such as skills development programmes, SMME support, and tourism job placement initiatives.

The **elderly population (65 years and older)** remains a small proportion of the total population, constituting less than 5%. Notably, females outnumber males in older age groups—a trend aligned with national patterns of female longevity. For example, among individuals aged 85 and older, females comprise 0.3% compared to 0.1% for males.

This age structure presents dual implications:

- **Opportunities** through a growing and youthful workforce that can support agriculture, tourism, and local enterprise development.
- **Responsibilities** for ensuring inclusive economic growth, youth retention, and adequate provision for the elderly in health and social services.

Strategic planning must therefore integrate these demographic realities to ensure that infrastructure investment, LED programmes, and tourism development are both **age-responsive** and **gender-sensitive**, aligning with the long-term development goals of Siyancuma Municipality.

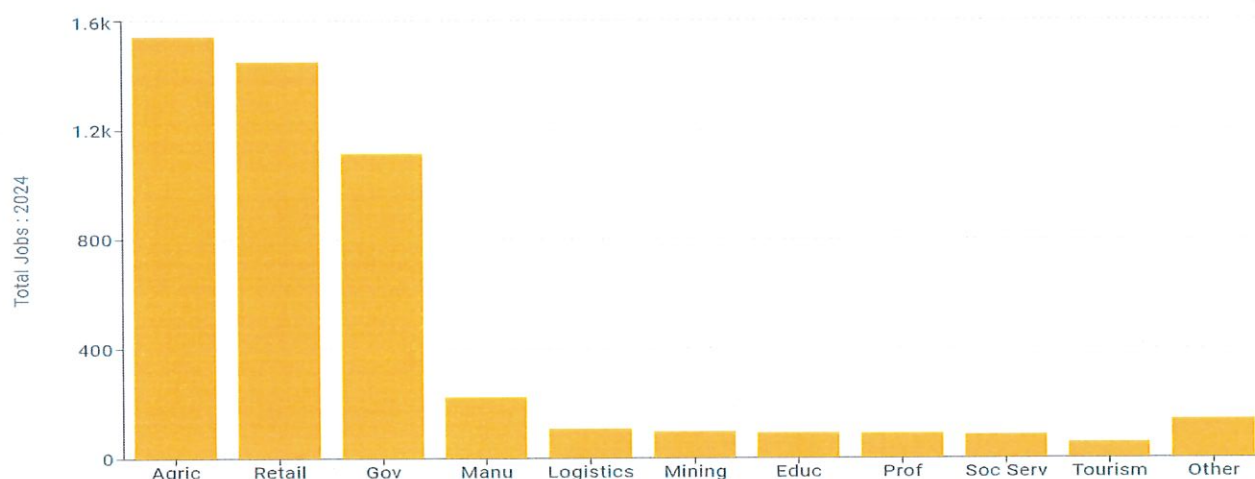


Graph 9: Highest Level of Education (20+Years). Source: StatsSa (Census 2022)

The 2022 Census indicates that Siyancuma's adult population (aged 20+) has relatively low levels of formal education. Only **26.3%** have completed matric, while just **5.6%** have tertiary qualifications. The largest share—**37.4%**—have some secondary education without completing matric. Notably, **8.6%** of adults have no schooling at all. This education profile suggests a **limited skilled labour base**, which affects employment readiness and entrepreneurial potential.

2.3 Labour Profile

Employment and Unemployment: Unemployment in Siyancuma is high, reflecting both limited job opportunities and the skills mismatch. The official unemployment rate was 28.2% in 2011 and the youth unemployment rate (ages 15–34) was even higher at 35.2%. According to Spatial Economic data **Agriculture** ($\pm 1,580$ jobs): Primary employer – focus on agro-processing, irrigation, and emerging farmer support. **Retail** ($\pm 1,500$ jobs): Strong sector – formalise informal trade, improve infrastructure, and support spaza shops. **Government** ($\pm 1,100$ jobs): Stable jobs – use for local procurement and skills development. **Manufacturing** (± 300 jobs): Underdeveloped – support light industry and agro-processing zones. **Logistics, Mining, Tourism** (low jobs): Unlock potential through investment and partnerships. **Education & Social Services:** Upskill youth, support community-based initiatives.



Employment is heavily concentrated in a few sectors: **Agriculture** is a significant employer (particularly seasonal and farm labour jobs), **Community Services** (government, including municipal, education, health, correctional services) provides many formal jobs, and **Retail/Trade** in the towns is another source of employment. There is modest employment in **Mining** (alluvial diamond digging, small quarries) and **Manufacturing** (mostly informal or small-scale like brickmaking, workshops).

Labour Force Characteristics: The economically active population is constrained by low skills. There is also a pattern of **out-migration**: many young, educated individuals leave for opportunities elsewhere, leading to a local shortage of professionals and entrepreneurs. On the other hand, a portion of the youth and able-bodied remain unemployed locally, indicating the need for labour absorption mechanisms (public works, entrepreneurship support, etc.). Additionally, **gender dynamics** in employment show that men often dominate sectors like mining and commercial farming, whereas women have fewer formal opportunities (often

engaged in domestic work or informal trade). LED programs will aim for gender inclusivity, empowering women in agribusiness, craft, and tourism ventures.

2.4 Development Profile

Poverty and Inequality: Siyancuma experiences high poverty levels. In many villages and townships, households live below the poverty line, struggling with food insecurity. The municipality also exhibits a **dual economy** – relatively prosperous commercial farmers and some business owners on one side, and a large poor population on the other. This is evident in the **income inequality (Gini coefficient)** which is high (likely around 0.55–0.6, indicating significant inequality). *Major inequalities remain to be overcome*, as noted in the IDP. Poverty is linked to unemployment, as well as historical dispossession (many communities lack productive assets or land). Addressing poverty requires LED initiatives that create jobs, support subsistence livelihoods, and ensure broad-based participation in the economy (e.g. cooperatives for small farmers, community tourism ventures).

Social Grants and Safety Nets: A large number of households depend on government grants. While these grants provide essential relief, they are not a sustainable solution for development. The LAED strategy thus seeks to transition more households from dependency to self-reliance through employment or enterprise. However, in the short term, public employment programs (like EPWP) and community projects can serve as both safety nets and as stepping stones to skills development.

2.5 Social Issues

Crime: Crime in Siyancuma is generally moderate compared to urban centres, but certain issues persist. Petty crimes and theft (e.g. stock theft affecting farmers, or burglaries in towns) are concerns that can deter investment and tourism. Substance abuse and related crimes are also reported, especially where unemployment is high. The municipality works closely with law enforcement and community policing forums to improve safety. A safe environment is crucial for business confidence and tourism – thus, part of the LAED enabling environment includes continued efforts in crime prevention and community safety initiatives.

HIV/AIDS and Health: The HIV/AIDS prevalence in the Northern Cape is lower than some other provinces, but it remains a significant public health issue. Many families in Siyancuma are affected by HIV/AIDS, which impacts the workforce and can increase dependency ratios. The municipality, through clinics and health partners, supports awareness and treatment programs. Other health challenges include tuberculosis (sometimes linked to mining communities), and limited access to advanced healthcare facilities (the nearest hospital with many services is in Kimberley). Health and LED are interrelated: a healthy workforce is more productive, and economic empowerment can improve health outcomes. Therefore, the strategy acknowledges the importance of health programs (including those for HIV/AIDS) as a complementary effort to LED, although they are primarily driven by the health sector.



Other Social Dynamics: Social cohesion in Siyancuma is generally strong – small communities often have tight-knit relationships and a sense of shared identity (e.g. Griqua heritage in Griekwastad). However, youth disenfranchisement due to unemployment can lead to social problems. Additionally, as a neighbour to Kimberley, some areas (especially on the eastern side) experience urban influence, including migration and informal settlement. The municipality's social development programs (sports, arts, heritage events) play a role in community building, which indirectly supports an environment conducive to economic initiatives (for instance, heritage events can become tourism attractions).

2.6 Basic Services

Name	Frequency	%
Piped (tap) water inside the dwelling	6 820	50,8%
Piped (tap) water inside the yard	4 829	36,0%
Piped (tap) water on community stand	1 392	10,4%
No access to piped water	381	2,8%

Water and Sanitation: According to the 2022 Census, **50.8%** of Siyancuma households have access to piped (tap) water inside their dwellings, while **36%** access water inside their yards. An additional **10.4%** rely on communal standpipes, and **2.8%** of households have no access to piped water at all.

While over 85% of households have on-site or nearby access to water, the reliance on yard taps and communal stands highlights **service delivery gaps**—especially in informal or rural settlements. Limited access to water. The presence of the Orange and Vaal Rivers gives Siyancuma a valuable water source for both drinking water and irrigation, but infrastructure is needed to distribute it widely. The municipality operates water treatment works in Douglas and Griekwastad, but these require upgrades to meet growing demand. Sanitation: About 60% of households had flush toilets connected to sewerage in 2016, mainly in urban areas. Others use pit latrines or septic systems. New sewerage treatment plants have been built for Douglas and Griekwastad, though they need expansion. Improving water and sanitation is not only a basic human need but also supports LED – e.g. agriculture depends on irrigation, and decent services are needed for tourism facilities.

2.6.3 Energy for Cooking

Name	Frequency	%
Electricity from mains	8 605	64,1%
Gas	3 682	27,4%
Paraffin	88	0,7%
Wood	917	6,8%
Coal	6	0,0%
Animal dung	1	0,0%
Solar	23	0,2%
Other	20	0,2%
None	78	0,6%

Table 20: Energy for Cooking. Source: StatsSa (Census 2022)

Electricity: The 2022 Census shows that 64.1% of Siyancuma households use electricity from the mains as their primary energy source for cooking, while 27.4% rely on gas. A small portion still uses traditional or alternative fuels: wood (6.8%), paraffin (0.7%), and others such as solar, coal, and animal dung (collectively under 1%). The strategy considers opportunities for **renewable energy** (solar power) given Siyancuma's high solar irradiation, which could both supplement the grid and create local jobs (e.g. installation and maintenance of solar farms or rooftop panels). There are already emerging interests in solar projects in the region, and the municipality aims to facilitate such investments under its investment attraction thrust.

Roads and Transportation: Siyancuma is served by a network of national, provincial and local roads. The **N8 and N12 highways** are vital transport links that pass near or through Siyancuma, aiding connectivity. The conditions of provincial roads (like the R357 to Douglas, R370 to Campbell) vary, and many gravel secondary roads connect rural settlements. Poor road conditions, especially gravel roads that become impassable in heavy rain, hamper farming outputs getting to market and tourists reaching attractions. Upgrading and maintaining roads is thus a priority for economic development – in particular, improving the Douglas–Campbell–Griekwastad route to support the tourism circuit and farm-to-market access. Public transport is limited; informal minibus taxis operate between main towns. The lack of rail infrastructure (no major railway runs through the municipality) means heavy reliance on road transport for goods and people.

Telecommunications: Mobile network coverage is present in most of Siyancuma, but with varying quality. The main towns have 3G/4G coverage, while remote farms often have weak signals. Broadband internet access is limited, particularly in rural areas, which can be a disadvantage for modern businesses and students. An opportunity exists to lobby telecom providers or leverage government programs to extend broadband (e.g. via satellite connectivity or community ICT centres). Enhancing connectivity will support SMMEs (for market information, e-commerce), enable digital skills training, and even allow tourism marketing (as travelers increasingly rely on internet). The LED strategy supports initiatives for better ICT infrastructure as part of economic infrastructure development.

Social Infrastructure: Siyancuma has basic social amenities spread across its settlements. There are primary and secondary schools in the main towns (though quality varies, and many youths pursue tertiary education outside the municipality). Health clinics are found in Douglas, Griekwastad, Campbell and some villages, and a hospital in Douglas provides general care (with Kimberley offering specialist care). Douglas also hosts one of the **largest correctional facilities** in the province, which is an employer and has potential for prisoner rehabilitation programs (skills training) that tie into LED. Recreational facilities (sports fields, community halls, libraries) exist but need enhancement – for instance, the IDP notes plans for a new library and a swimming pool at sports facilities. Social infrastructure, while not directly producing economic output, improves the **quality of life** and attractiveness of the area for investors and skilled individuals. The LAED strategy recognizes that a holistic approach, in coordination with service delivery and social development, is needed for sustainable economic progress.

Commercial/Industrial Sites: Formal retail and commercial activity is concentrated in Douglas (with a small CBD area) and to a lesser extent Griekwastad. Campbell and others have very limited formal businesses (mostly general dealers). There is currently **no formal industrial park** in Siyancuma; however, there are pockets of industrial activity (workshops, small millers, a planned stone crushing site) within towns. The municipality owns some land that could be zoned for industrial development, which is considered under the Investment Attraction thrust. Additionally, **trading facilities** for SMMEs (like marketplaces or informal trading stalls) are inadequate – an SMME Trading Centre upgrade is planned to provide better infrastructure for micro-entrepreneurs (e.g. sheltered stalls, storage, utilities). Ensuring availability of suitable business sites (for factories, agro-processing facilities, tourism lodges, etc.) and simplifying land-use processes is part of creating an enabling environment for LED.

2.7 Spatial Profile

Land Use and Settlement Pattern: Siyancuma's land use is dominated by **agriculture**. Large portions of land are commercial farms (livestock grazing and irrigated cropland along rivers). The settlement pattern is relatively sparse, with low overall density (~2 people per km² in 2011). Douglas, Griekwastad, and Campbell serve as nodes providing services to outlying farming areas. Many rural residents live on farms or small settlements, often far from services. This spatial dispersion makes service delivery costlier and markets fragmented. There is a need to strengthen the main nodes as economic hubs, while also improving linkages (transport, digital) to reach remote communities.

Land Ownership and Tenure: Much of the municipality's land is privately owned farms. However, significant areas are now under **communal or trust ownership** due to land restitution settlements (e.g. Schmidtsdrift, Bucklands) where communities collectively own and manage land. There are also state lands (for example, defence force land previously at Schmidtsdrift, or conservation areas if any). Secure tenure and land management are essential for development: in communal areas, this means assisting communities to use land productively (e.g. through cooperatives or leasing arrangements for farming). The LED strategy encourages fast-tracking land reform support programs to ensure beneficiaries of land restitution in Siyancuma receive training, capital, and market access to succeed in agriculture or tourism enterprises.

Growth Points: The Northern Cape Spatial Development Framework identifies Douglas as a **district growth point** due to its administrative function and agricultural economy. Griekwastad is a secondary node with potential in tourism and mining. Campbell, although smaller, has heritage value and can be developed as a niche tourism stop. These settlements are targeted for focused investment to stimulate growth. Meanwhile, **development corridors** such as the N8 and N12 are opportunities for linear development – for instance, small business sites (fuel stations, guest lodges, farm stalls) catering to travellers can be promoted along these routes. Key corridor junctions (like where the R357 meets N12 near Hopetown, or N8 through Griekwastad) could be strategic locations for economic activities.

Environmental Constraints: Spatial planning must consider that large parts of Siyancuma are environmentally sensitive or constrained. Floodplains along the Orange/Vaal have fertile land but also flood risk. The arid areas are prone to **desertification** if overgrazed. The Ghaap Plateau has unique ecosystems and water recharge areas that need conservation. Thus, spatial development must balance economic use of land with conservation. An **Integrated Environmental Management** approach is in place to ensure that development (mining, tourism lodges, etc.) does not degrade the environment. Areas of high biodiversity or heritage (like glacial rock outcrops or historical battle sites) will be protected even as they are leveraged for tourism.

2.8 Environmental Profile

Climate: Siyancuma experiences a **semi-arid climate**. Summers are very hot (often exceeding 35°C), while winters are cool and dry. Average annual rainfall is low (around 250–400 mm, mostly in summer thunderstorms). The frequent drought conditions limit rain-fed agriculture, making irrigation critical for crop farming. The climate, however, is favourable for certain activities: for instance, the low rainfall and open skies are ideal for astronomy tourism or solar energy generation. The harsh summer heat can be a challenge for tourism (off-peak season might be mid-summer), whereas the milder winter months are more attractive for visitors. Climate change poses a threat by potentially increasing temperature extremes and altering rainfall patterns; thus water conservation and climate adaptation (drought-resistant crops, early warning systems) are important.

Hydrology: The Orange and Vaal Rivers are the lifeblood of Siyancuma's environment and economy. They provide water for **irrigation schemes** near Douglas (enabling cultivation of lucerne, maize, groundnuts, and pecans, among other crops) and also sustain ecosystems. There are no large dams within Siyancuma itself, but upstream dams (like Vanderkloof Dam on the Orange) regulate flow. Smaller pans or seasonal streams exist but are not significant water sources. Groundwater is available in parts of the municipality (boreholes are used especially in areas far from rivers), but over-extraction is a risk. Ensuring water quality is also vital – agricultural runoff and sewage effluent need monitoring to avoid polluting rivers, as these same rivers can be leveraged for recreational tourism (e.g. fishing, boating). The LED strategy supports integrated water resource management, balancing usage for agriculture, human consumption, and tourism/recreation.

Soils and Land Capability: Along the riverbanks, **alluvial soils** are rich and support intensive farming (the "Green Belt" of Douglas). Away from the rivers, soils tend to be sandy or calcareous and suitable mostly for grazing. Portions of the land have low carrying capacity for livestock due to limited vegetation. Sustainable farming practices (rotational grazing, erosion control) are needed to preserve soil quality. Additionally, soil in certain areas may contain minerals (diamonds in ancient river gravels, semi-precious stones in weathered bedrock). Land use planning should identify areas best suited for agriculture versus those that can be allocated to mining or other uses, ensuring that one activity does not permanently spoil the land for others (e.g., unchecked alluvial mining can degrade farmland if not managed properly).

Biodiversity: The municipality's ecosystems include **Karoo shrub land and grassland**, with wildlife such as springbok, kudu, and numerous bird species. There are several private game farms and conservancies, which not only protect wildlife but also offer hunting and eco-tourism opportunities. No large national parks lie within Siyancuma, but the **proximity to the Orange River** means wetland birdlife and unique riparian flora can be found. An interesting natural feature is the presence of ancient glacial striations on rock surfaces near Plooyburg— a geological heritage site that also contributes to biodiversity by creating microhabitats. The strategy promotes **nature-based tourism** and the sustainable use of biodiversity (e.g. expanding game farming or agri-tourism) as an economic driver.

Environmental Challenges: Key environmental issues include *land degradation*, *water scarcity*, and *waste management*. Overgrazing and historical mining have led to some land degradation. The municipality is improving waste management (landfill sites in towns are being upgraded, with a new one planned in Schmidtsdrift). There is also a need for renewable energy and conservation projects. The strategy encourages green economy projects (like invasive plant removal for charcoal, or small-scale irrigation schemes using solar pumps) which marry environmental restoration with economic benefit. By maintaining a sound environmental profile, Siyancuma can ensure that its natural capital continues to support livelihoods and attracts visitors.

2.9 Infrastructure Profile

Water Infrastructure: Douglas and Griekwastad have water treatment works drawing from rivers or boreholes, supplying treated potable water to residents. Some rural areas still depend on boreholes with wind pumps or diesel pumps. The irrigation infrastructure includes canals and pumping stations along the Orange–Vaal confluence, managed partly by farmer associations and the Dept. of Water. The LED strategy notes the potential to extend irrigation to more emerging farmers if infrastructure is expanded and water licenses obtained. However, aging infrastructure and maintenance backlogs are issues – leaks and downtime can disrupt both community supply and agricultural operations. Planned projects include drilling additional boreholes where needed, rainwater harvesting promotions, and partnering with irrigation boards to maintain canals. Reliable water is essential for any agro-processing facilities or new industries, so these upgrades underpin economic expansion.

Transport Infrastructure: The road network's condition is mixed. The N8 passing through Griekwastad is tarred and in fair condition, facilitating travel and freight. The road from Douglas to the N12 is tarred but requires maintenance. Many farm roads are gravel; maintenance is done by the province or municipality but constrained by budgets. Bridging the digital divide is also part of transport modernization – e.g. installing signage and possibly intelligent transport solutions on main routes to improve safety for freight. There is **no commercial airport** in Siyancuma; the nearest is Kimberley Airport (~100 km). Some farms have private airstrips for small aircraft, which could potentially be leveraged for high-end tourism (game lodge fly-ins). Public transportation for workers (e.g. farm workers to town, or inter-town connections) might be improved by supporting local taxi associations or introducing community bus services if feasible, as lack of mobility is a barrier for job seekers.

Energy Infrastructure: Electricity distribution is handled partly by the municipality (in town areas) and Eskom (in rural areas). While coverage is good, the capacity might be limited for large new industries – significant investments (like a new manufacturing plant) may require grid upgrades or dedicated supply lines. The strategy encourages exploring **solar farm projects** on available land, which could both supply the grid and create jobs. Additionally, solar panels for water pumping and lighting in remote community facilities can reduce infrastructure strain. Another consideration is promoting energy efficiency in businesses and farms to reduce costs and improve competitiveness.

ICT Infrastructure: There is currently no municipal broadband network. The strategy includes the idea of creating **public Wi-Fi hotspots** in town centres (especially Douglas) to help local entrepreneurs and students access the internet. Also, a partnership with a mobile provider to pilot a 5G tower in Douglas could significantly improve connectivity. For municipal services, improved ICT can enhance LED support (like creating a digital portal listing available business sites, tenders, and training opportunities). Modern infrastructure extends beyond physical to digital, and Siyancuma aims not to be left behind in the digital economy.

Other Economic Infrastructure: The municipality is exploring sites for an **Agri-hub or processing centre**, possibly in Douglas where raw outputs (like grains, livestock) can be processed to finished products. There are also plans for a **Tourism Information Centre** to be established, ideally in Douglas or at a strategic location along a highway, with funding sought from the Department of Tourism. This centre will serve as a gateway for tourists to learn about attractions and services, and also provide local crafters a space to sell products. Infrastructure for emerging businesses – such as a **Small Business Incubator facility** or co-working space – is another idea to nurture SMMEs. The presence of a **Stone Crushing Plant** is in the pipeline, which will produce building materials and create jobs while improving availability of affordable construction inputs for infrastructure projects.

3. Profile of Siyancuma Local Economy

3.1 Introduction to Siyancuma's Economy

The economy of Siyancuma is modest in size and scope, contributing only a small fraction to the Northern Cape's GDP. It is **primarily driven by agriculture**, with pockets of mining activity and a backbone of government services (public sector jobs). The **economic base is narrow**, making the municipality vulnerable to sector-specific shocks (e.g. drought in agriculture or closure of a mine). Traditionally, large-scale commercial farming and some formal businesses are the main contributors to GDP, while the majority of the population engages in lower-income activities or informal work. This LED strategy aims to broaden and diversify the economy, but first it is essential to understand the current composition and performance of each sector, as well as general economic indicators like GDP growth, employment distribution, and trade.

3.2 Gross Value Added (GVA) by Sector

Gross Value Added provides a picture of which sectors generate the most value in the local economy. Although specific figures are not readily available in this document, qualitatively the **largest contributors to GVA** in Siyancuma are estimated as follows:

- **Agriculture, Forestry and Fishing:** A leading sector due to extensive farming (both crop and livestock). Irrigated agriculture (high-value crops like lucerne, wheat, corn, groundnuts, and emerging horticulture such as pecans or grapes) significantly contributes to output. Livestock farming (cattle, sheep, goats) is also significant, though output value fluctuates with market prices and climate conditions.
- **Government and Community Services:** The collective contribution of public administration (municipality, education, health, police/correctional services) is substantial. For instance, the large correctional facility and schools mean salaries spent locally, boosting commerce.
- **Mining and Quarrying:** Historically, mining was a contributor (alluvial diamonds from Vaal River diggings, and extraction of semi-precious stones). Currently, formal mining's GVA is limited – there is no large mine in operation – but small mining activities still add some value (including stone quarrying for building material). With exploration of minerals (like possible zinc or diamond operations in future), this could grow.
- **Wholesale and Retail Trade:** Commerce in Siyancuma (wholesalers supplying farms, retail shops in towns, general dealers in villages) is a moderate contributor. Many businesses are small, but the trade sector benefits from agricultural demand and household consumption (especially of grant income).
- **Manufacturing:** Minimal at present – aside from agro-processing on farms (like on-farm packaging, small-scale milling or abattoirs) and artisanal manufacturing (brick making, welding shops), there is little industrial output. This sector's GVA is low but has growth potential if agro-processing initiatives are realized.
- **Tourism (part of Trade/Services):** Tourism is not measured as a separate sector in GVA, but its impacts cut across trade, transport, and services. Currently, tourism's contribution is small, as the sector is underdeveloped (few accommodation establishments, etc.). However, even in its nascent form, tourism-related spending (lodging, meals, fuel, crafts) injects money into the local economy during hunting season or holiday travel periods.

In aggregate, Siyancuma's economy has seen sluggish growth. In fact, there might have been periods of decline when droughts hit agriculture or when government budget cuts limited public hiring. The challenge is to uplift these GVA figures by expanding high-value activities like processing and tourism, rather than remaining reliant on raw primary production.

3.3 Gross Domestic Product (GDP) and Growth Trends

At the municipal level, GDP is often referred to as Gross Domestic Product by Region (GDP-R). Siyancuma's GDP-R is relatively small. Over the past decade,

GDP growth in the municipality has likely lagged behind national growth. Contributing factors include:

- **Drought and Climate Impacts:** Severe drought years have reduced agricultural output, directly shrinking GDP for those periods.
- **Global Commodity Prices:** Fluctuations in diamond prices and demand for minerals can affect local mining activity. A downturn in commodity markets made alluvial diamond mining less profitable, leading to reduced operations.
- **Limited Investment:** Few new investments or industries have been established in recent years, so growth has been mostly organic. Without significant new entrants, growth remained low.
- **Public Sector Dependence:** Increases in government or social spending can boost local GDP (through consumption), whereas austerity or job freezes can stall it. As a rural municipality with limited own revenue, Siyancuma depends on government spending which has been constrained.

Economic growth is uneven across the area: Douglas might experience slightly better growth due to its diversified activities, whereas smaller villages see stagnation or decline. The LAED Strategy targets an improved average **GDP growth rate of 3-5% per annum** over the next 5-10 years, by catalysing key sectors and attracting investments. This would outpace population growth and thus raise per capita income, moving the municipality onto a higher development trajectory.

3.4 Employment by Sector

Employment distribution in Siyancuma highlights the reliance on primary sectors and the public sector. Approximately:

- **Agriculture:** The largest employer, particularly if including seasonal labour. Many residents work as farm labourers (permanent or seasonal), including on irrigation schemes (crop cultivation) and on livestock farms (herding, shearing, etc.). Agriculture's share of total employment could be around 30-40% when including informal jobs. However, these jobs are often low-paid and sometimes unstable (seasonal layoffs).
- **Community/Social Services:** Government, education, and health employ a significant share (perhaps 15-20%). Teachers, nurses, municipal staff, police, and prison officials form a stable employment base.
- **Retail and Services:** Shopkeepers, clerks, mechanics, hospitality workers (in whatever tourism establishments exist) might make up around 10-15% of employment. This includes informal sector service jobs like domestic work, gardeners, or street vendors.
- **Mining:** Direct mining employment is currently small (a few percent) since no major mine is active. Small diamond digging operations employ local diggers on a casual basis, and there's some employment in quarrying (stone crushing project could boost this).
- **Manufacturing:** Very minor employer (maybe <5%) given few factories. A handful of small-scale manufacturing or repair businesses exist (e.g. furniture making, metalwork).
- **Construction:** Construction jobs fluctuate with projects. When infrastructure projects (roadworks, building) are underway, local employment spikes in

construction. Otherwise, a few builders and artisans make a living through small projects.

- **Transport:** There are some jobs in transport (taxi drivers, truck drivers for agriculture, etc.), but not a large sector on its own.

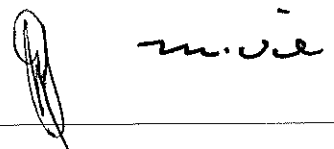
Key observation: The informal sector is quite prominent in Siyancuma's employment landscape. Many people create their own livelihoods through informal trading, subsistence farming, or odd jobs. These are not captured in official employment stats but are crucial for survival. Strengthening and formalizing some of these (e.g. helping informal traders register businesses, or assisting subsistence farmers to become small-scale commercial producers) can increase income security.

The employment by sector analysis reinforces that **diversification is needed**. Currently, if agriculture suffers, unemployment spikes; if government freezes posts, youth have nowhere to go. Thus, developing the tourism and small industry sectors is vital to balance employment across more sectors, making the economy more resilient.

3.5 Comparative Advantage

Siyancuma has certain **comparative advantages** that, if leveraged, can set it apart and drive development:

- **Agricultural Potential:** The Orange–Vaal river confluence provides fertile soil and water that much of the arid Northern Cape lacks. This gives Siyancuma a natural edge in crop production (for example, lucerne from Douglas is prized as feedstock, and experiments in high-value crops like grapes or nuts show promise). The wide open rangelands are also suitable for livestock and game farming. Compared to densely populated areas, Siyancuma can offer large tracts of land for agriculture and agro-industry.
- **Strategic Location and Transport Routes:** Being situated on the N8 and near the N12 positions Siyancuma on a **major east-west corridor** (Kimberley–Upington) and near a north-south route (Cape Town–Johannesburg via N12/N1). This means goods can be transported relatively easily and tourism traffic can be captured. The proximity to Kimberley (a city with an airport and tourist attractions) is also an advantage for drawing visitors or accessing urban markets for products.
- **Rich Cultural and Natural Heritage:** The municipality's **historical significance** (Griqua heritage in Griekwastad, Anglo-Boer War sites, missionary history in Campbell, diamond discovery legacy near Hopetown/Schmidtsdrift) provides a strong story for cultural tourism. Natural features like the river confluence and glacial rock formations add ecotourism appeal. Not all areas have such a combination of culture and nature – this can be a unique selling point for Siyancuma in the tourism sector.
- **Mineral Resources:** The presence of **valuable minerals** (e.g. alluvial diamonds, tiger's eye gemstones, possibly zinc/lead/copper deposits) is a latent advantage. If exploited responsibly, these can attract investment and create jobs. For instance, high-quality tiger's eye is relatively rare globally, giving Siyancuma a niche product for export if a value chain (mining -> cutting/polishing -> jewellery) is developed.

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- **Low Cost of Land and Labour:** Relative to more developed areas, Siyancuma offers low-cost land (for industrial or agricultural expansion) and a willing labour force that can be trained. This cost advantage could attract investors or entrepreneurs who find costs prohibitive elsewhere. For example, establishing a processing plant might be cheaper here than in a city, if logistics can be sorted.
- **Community Cohesion and Political Will:** An intangible advantage is the strong community identity in some parts (e.g. Griqua community) and the commitment of local leadership to change. The Council's prioritization of LED and willingness to partner with private sector can expedite decision-making and support investors better than in bureaucratic metros.

3.6 Income and Expenditure

3.6.1 Household Income

Household incomes in Siyancuma vary widely. A small percentage of households (likely those of established farmers or professionals) enjoy relatively high incomes, but the majority have low to modest earnings. Many rural households survive on incomes from farm labour, which are often below the formal sector average. Government employees constitute much of the middle-income bracket locally. On the other end, a significant number of households earn below R30,000 per year, qualifying as indigent in municipal terms. **Social grants** make up a substantial portion of income for the poorest households (child grants, disability grants, etc.).

This income profile means local purchasing power is limited. People spend primarily on necessities (food, clothing, transport, electricity). There is little disposable income for luxury goods or services, which is why the local market is not very diversified. To improve household incomes, the LED strategy's job creation and SMME support efforts aim to provide more stable and higher-paying work. Additionally, encouraging local procurement (e.g. mines or municipality sourcing from local suppliers) can inject income into households running small businesses.

3.6.2 Household Expenditure

Expenditure patterns are aligned with income levels. Lower-income households spend a higher proportion of their income on basics (food, which might be well over 30% of their spending, and then utilities and transport). Middle-income households (like teachers, nurses) might have some spending on retail goods and services in Kimberley or other centres, meaning some local earnings leak out to bigger towns (for major purchases or entertainment, residents often travel to Kimberley).

One notable expenditure is on **transportation** – because of distances, many households spend significantly on bus/taxi fares or fuel. Another key expenditure is **education**; families that can afford to often send children to better schools or tertiary institutions outside the municipality, which is a cost but an investment in human capital.

From a LED perspective, increasing local economic opportunities could gradually shift expenditure patterns. If more goods and services are available locally (for

example, a local hardware manufacturer, or more shops in Douglas), people would spend more in-town rather than leaking expenditure to bigger cities. Moreover, if tourism grows, visitor spending on local businesses will supplement household expenditures as a source of revenue.

3.7 International Trade

At present, Siyancuma has **minimal direct engagement in international trade**. The local economy does not feature major export-oriented industries. Most agricultural produce is either consumed domestically or shipped to national markets (e.g. Lucerne and grains to other provinces, meat to national processors). However, there are a few areas with export potential:

- **Gemstones and Minerals:** High-quality tiger's eye from Siyancuma's area (if mined and processed) could find markets abroad in the jewellery and gem trade. Likewise, alluvial diamonds extracted here enter international diamond markets through traders, albeit this is typically done via centres like Kimberley or Johannesburg.
- **Agricultural Exports:** If production of certain crops increases (e.g. pecan nuts or table grapes under irrigation), those could be exported, as these products have global demand. For instance, pecans have been increasingly exported from SA. This would require meeting quality standards and having the logistics (cold chain, packaging) to get goods to ports.
- **Tourism (international visitors):** While not a "trade" in goods, attracting international tourists is a form of export revenue (foreign money coming in exchange for local services). Currently international tourist numbers in Siyancuma are very low, but with Northern Cape marketing (e.g. including Griquatown in heritage tours, or hunting tourism drawing clients from Europe/USA), this could become a minor but valuable source of foreign exchange locally.

Increasing Siyancuma's role in international trade will likely be a longer-term outcome. It would involve scaling up niche products and ensuring they meet export requirements. The municipality can facilitate this by linking local producers to export promotion agencies (like the national Department of Trade, Industry and Competition's export marketing schemes, or the Northern Cape Trade and Investment Promotion Agency). Nonetheless, the first focus is to strengthen domestic trade and capacity, and then gradually look outward.

3.8 Profile of Key Economic Sectors

This sub-section provides more detail on the main economic sectors in Siyancuma, highlighting current status, opportunities, and constraints in each.

3.8.1 Agriculture

Agriculture is the **cornerstone** of Siyancuma's economy and has the greatest potential for expansion and value-addition.

Current Activities: The municipality boasts both commercial farming and emerging farming. Along the Orange and Vaal Rivers near Douglas, irrigation schemes support crops such as Lucerne (alfalfa), which is used as animal feed, maize, wheat, and to a lesser extent high-value crops like pistachios, pecans, watermelons, grapes, and cotton (some farmers experiment with these). Beyond the irrigated zone, the vast rangelands are used for extensive livestock farming – primarily sheep farming (for wool and mutton) and cattle ranching. There is also game farming on private reserves, where wild species are bred for sale or for hunting tourism. Small-scale farmers in communal areas tend to have mixed farming: a few cattle or goats, some crops if water is available, and gardening projects.

Land Reform and Emerging Farmers: Siyancuma has seen land redistribution – communities at Schmidtsdrift and Bucklands received land, and some black emerging farmers have acquired farms through government programs. However, many of these emerging farmers face challenges such as lack of capital, limited farming equipment, insufficient technical skills, and difficulty accessing markets. This often results in underutilization of land or lower productivity. Supporting these farmers is a priority: the strategy proposes farmer training (in partnership with the Department of Agriculture), better extension services, and facilitating partnerships or mentorships between established commercial farmers and new farmers (share schemes, cooperatives, etc.).

Agro-processing: Currently, much of the agricultural output is exported out of the area in raw form (e.g. live animals sent to feedlots or abattoirs elsewhere, wool sent for processing out of province, grains sold without local milling). **Value-chain development** is a major opportunity. Potential agro-processing projects include:

- A **small grain mill** in Douglas to process local wheat or maize into flour and animal feed.
- A **Lucerne compaction plant** to create pellets or bales for export (since Lucerne from Douglas is high quality).
- A **red meat abattoir and processing facility** (possibly establish a new one in Douglas) to enable local slaughtering of cattle/sheep, with downstream production of meat products, biltong, leather, etc.
- **Dairy production:** There are some dairy farms; a local dairy processing (cheese, yogurt) micro-plant could add value.
- **Gin or distillery:** If cotton is grown (for the seed oil, etc.) or certain grains/fruits are available, small-scale production of specialty gin or brandy can be considered (tying into tourism).
- **Pecan nut cracking and packing** for emerging nut farmers.

Irrigation Expansion: One thrust in agriculture is to expand irrigation farming by making more water available to emerging farmers. This could involve lobbying for water license reallocations or collaborative irrigation schemes on communal land. More land under irrigation means higher output and the ability to diversify into cash crops (including vegetables which can supply local and regional markets, improving food security). It's important though that such expansion is environmentally sustainable and climate-resilient (efficient drip irrigation, etc.).

Challenges: Key constraints in agriculture include: water availability, climate variability, high input costs (fuel, fertilizer), market access, and infrastructure (some farm roads, irrigation canals needing repair). Additionally, stock theft and farm security issues can discourage especially small farmers. The LAED Strategy addresses these by proposing improved infrastructure maintenance, forming cooperative groups for bulk input purchases and marketing, and possibly establishing a local farmers' market or export depot to streamline getting produce to buyers.

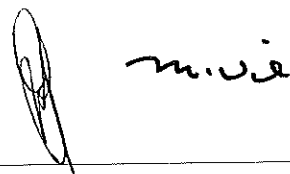
Support Structures: The municipality will coordinate with Department of Agriculture, Environmental Affairs, Rural Development and Land Reform (DAEAR) – to channel grants and training. Entities like Agricultural Research Council (ARC) can assist with research (like identifying best crop varieties for local conditions), and Land Bank or other financiers can be lobbied to invest in Siyancuma's agro-projects. Farmer associations (both commercial and emerging) exist and will be strengthened to voice collective needs.

In summary, agriculture remains the bedrock of Siyancuma's LED. By improving productivity, supporting new farmers, and adding value through processing, this sector can substantially create jobs and economic growth.

Mining in Siyancuma is **small-scale but significant** in terms of heritage and potential. There are no large formal mines currently operating, but the area is known for:

- **Alluvial Diamonds:** The Vaal River and its tributaries carried diamonds from Kimberlite sources (possibly upstream in Kimberley and beyond), depositing them in ancient river gravels. Areas like Schmidtsdrift became known for diamond digging. In the past, companies and cooperatives mined here (notably during the 1990s after the land was returned to communities, some mining continued). Today, some small operators or informal diggers may still search for diamonds, but activity is limited due to depleted easy pickings and regulatory issues.
- **Tiger's Eye and Semi-Precious Stones:** Griekwastad and surrounding areas are famous for the semi-precious gemstone **Tiger's Eye** (a form of quartz with fibrous structure, used in jewellery). There have been mining claims for tiger's eye and possibly jasper or other stones. These are often mined artisanal and sold rough, with little local processing.
- **Industrial Minerals:** There are deposits of **limestone/calcrete** and other materials that could be used for cement or aggregate. Also, the mention of zinc, lead, copper in the area suggests there may be known occurrences (perhaps extensions of the Ghaap Plateau geology that hosts the Gamsberg zinc and O'Kiep copper farther west, though in Siyancuma they would be small). To date, no large exploitation of these base metals has occurred here.

Opportunities in Mining: While large-scale mining might not be immediately on the horizon, several LED opportunities exist:



- **Small-Scale Mining Support:** Formalizing and supporting **artisanal miners** (particularly for tiger's eye and remaining diamond diggers). The municipality can work with the Department of Mineral Resources (DMRE) to help local miners get proper permits, form cooperatives, and adopt safer, environmentally-sound practices. Training on gemstone extraction and classification can help them increase yields and income.
- **Beneficiation:** Rather than exporting raw stones, **local beneficiation** could create more value and jobs. For instance, establishing a small **gem cutting and polishing centre** in Griekwastad. This could train youth to cut tiger's eye and other stones, producing jewellery or polished stones for sale. Partnerships with entities like the State Diamond Trader or mining SETAs can provide equipment and training.
- **Stone Crushing and Construction Materials:** The planned **Stone Crusher** project is aimed at crushing local rock into gravel and sand for construction. This leverages natural resources (rocks) and meets local demand for building materials (which currently might be trucked in from afar). It will reduce costs for building houses and roads and employ local people in its operation.
- **Future Exploration:** Encouraging exploration activities by companies for diamonds or other minerals could bring investment. If prospecting indicates viable deposits, the municipality should be proactive in negotiating community benefits and local employment. Siyancuma can market itself as a mining-friendly destination (clear local regulations, community support) to attract such exploration in known mineralized zones.
- **Mining Tourism:** The rich mining history (first recorded diamond at Hopetown nearby, Schmidtsdrift diamond rush, etc.) could be woven into tourism. For example, a small museum or site at Schmidtsdrift showcasing the diamond mining heritage, or tourist experiences like "try your luck panning for a diamond" attractions (if controlled and safe) could be niche draws.

Environmental and Social Considerations: Mining must be balanced with environmental care, especially along rivers (to avoid pollution) and avoiding conflict with agricultural land use. Past mining left scars (like excavations at Schmidtsdrift). Rehabilitation efforts are needed – possibly an opportunity to create jobs through environmental clean-up projects (filling pits, replanting vegetation). If new mining operations start, community upliftment through Social and Labour Plans (SLPs) should be secured (improved schools, clinics from mining contributions, etc.).

In summary, mining is not a large employer now but holds heritage value and selected opportunities for job creation through small projects and value-add. The LED strategy sees mining as a **supporting sector** – providing niche economic activities and complementing the dominant agriculture and growing tourism sectors.

3.8.3 Manufacturing

Manufacturing in Siyancuma is **underdeveloped**, with very few factories or production facilities. However, this sector represents a critical area for diversification because local processing of raw materials can significantly increase income retention and create jobs. Currently, manufacturing activities include:

- **Agro-processing:** As noted under agriculture, minimal processing like milling grain or butchering meat happens. Some farmers do small-scale processing (e.g., making cheese or preserves at home for local sale). There's a small animal feed mixing facility linked to lucerne compaction, but largely the agricultural output is not processed locally.
- **Textiles/Crafts:** There is no formal textiles industry, but women's groups and crafters produce handmade items (sewing, beading, leather crafts). These are typically sold on a small scale at local markets or roadside stalls. One initiative could be to formalize these into cooperatives that produce at a scale to supply regional craft shops or tourist centres.
- **Building Materials:** The brickmaking activity in the area (often informal) can be considered a manufacturing subsector. Clay bricks or cement blocks are produced by a few small yards for local construction. With investment, this could be expanded and mechanized to supply larger projects and even neighbouring towns.
- **Metalwork and Woodwork:** In Douglas or Griekwastad, a few workshops provide welding and carpentry services. They make security gates, furniture, or repair farm equipment. If nurtured, some of these could evolve into small manufacturing enterprises (for example, a furniture manufacturer using local wood or an ironworks producing basic farming implements).

Opportunities for Manufacturing Expansion:

- **Agro-processing Hubs:** Building a **multi-purpose processing centre** in Douglas that houses a mill, abattoir, dairy plant, etc., could kick-start manufacturing. Farmers could bring produce and share facilities. For instance, a facility that has cold storage and rooms for meat cutting could serve both livestock farmers and game hunters in the area.
- **Bio-products Manufacturing:** Using agricultural by-products for manufacturing – e.g., making briquettes or pellets from crop waste, or wool processing (spinning wool into yarn, making woollen blankets). Wool from local sheep could be value-added by training a cooperative of women to spin and weave, thereby creating handmade textiles that could be sold as authentic local products.
- **Mining-related manufacturing:** If stone crushing gets underway, a next step might be to produce **concrete products** like pre-cast poles or pavers locally. Also, if gemstone polishing is established, eventually jewellery-making (setting stones into rings or necklaces) can be seen as a manufacturing craft hybrid.
- **Renewable Energy Equipment:** A forward-looking idea is to attract a small-scale manufacturing unit for solar panel mounting systems or assembly of solar heaters, given the push for solar energy in the region. The Northern Cape's emphasis on renewables might entice companies to have local assembly plants to fulfil localization requirements on big projects.
- **Chemical/Industrial:** Probably not feasible on a large scale due to lack of infrastructure, but something like a small fertilizer blending plant (using inputs like lime from local calcrete and other nutrients) could supply local farms and ones beyond, given agriculture's prominence.

Challenges: Manufacturing faces hurdles: distance to markets, lack of skilled labour, electricity reliability, and access to finance for machinery. It may be hard to compete

with established producers in urban areas on cost and scale. Therefore, the focus should be on niche manufacturing where Siyancuma has raw material advantage or can brand the product as unique (e.g., artisanal foods, crafts, region-specific products). Small-scale, labour-intensive manufacturing that doesn't require huge economies of scale can work better here. Another approach is anchor projects – if one decent-sized facility is established, it can spur supplier and support businesses around it (clustering effect).

Support and Incentives: The municipality can offer incentives like land or buildings at low cost for manufacturers, fast-track permitting, and perhaps rate rebates in the start-up phase. Partnering with SEDA (Small Enterprise Development Agency) and the Department of Trade, Industry & Competition (DTIC) can help identify entrepreneurs and provide grants (e.g., through the Agro-Processing Support Scheme or the incubation programs). Training locals in technical skills (boiler making, food handling, etc.) through TVET colleges will also ensure labour availability when manufacturing jobs open up.

In conclusion, manufacturing in Siyancuma will initially revolve around adding value to local resources (agri produce, minerals, raw materials) and small-scale production tailored to local or regional markets. Over time, fostering this sector will create a more balanced economy and reduce the heavy reliance on raw exports.

3.8.4 Tourism

Tourism is an **emerging and high-potential sector** for Siyancuma, although currently underdeveloped. The area's rich **cultural heritage and natural beauty** provide a strong foundation for a thriving tourism industry.

Tourism Attractions and Products:

- **Heritage and History:** Siyancuma has unique historical sites. Griekwastad (Griquatown) is noteworthy for being the first place in South Africa where diamonds were officially discovered (the 83.5 carat "Star of South Africa" in 1869, near the Orange River at Hopetown, in the vicinity) – this could be tied into a narrative as the "*Diamond Route*". Griekwastad also hosts the **KGVN Museum** (Klaarwater Museum) which showcases Griqua history and culture, including artefacts from the time of Andries Waterboer (a Griqua leader). The town's historic church (one of the oldest mission churches) is an architectural attraction. Campbell village has missionary heritage sites, including a historic mission house and church that could be part of a cultural tour. Stories of the **Anglo-Boer War** are present; for example, Campbell and surrounding areas saw skirmishes, and there might be graves or memorials that interest war history buffs.
- **Cultural Experiences:** The Griqua culture is a distinctive part of the region – tourists can be offered experiences like Griqua storytelling, traditional cuisine, and possibly events on Griqua holy days. The annual Griquatown celebration (if any) could become a tourist draw. Furthermore, the presence of communities like Schmidtsdrift (which includes members of the Tswana community resettled there) adds cultural diversity.

- **Natural Attractions:** The **confluence of the Orange and Vaal Rivers** at Douglas is a geographical landmark. The scenery of the two mighty rivers meeting is picturesque and provides opportunities for leisure activities (boating, fishing, riverside picnics). Fishing, in particular, can attract enthusiasts since the Orange River is known for species like yellow fish – hosting fishing competitions could be a niche. The **glacial rock formations** near Plooyburg are a rare geological site; they could be promoted with interpretive signage explaining the ice-age history. **Wildlife and Game:** While no national park is inside Siyancuma, private game farms offer hunting and possibly game drives. The municipality could collaborate with these private reserves to also cater to photographic safaris, not just hunting, thus broadening their market. There is also the **Vanderkloof Dam** (just outside municipality) and **Doekvoet Cave** (a cave near Griekwastad) in the region which, although not in Siyancuma, can be linked as part of extended itineraries.
- **Outdoor Recreation:** The climate and open spaces allow for adventure tourism like 4x4 trails, camping, star-gazing (the Northern Cape is famous for clear night skies), and bird watching especially along the river (birding tours could spot waterfowl, raptors, etc.). The Ghaap Mountains provide terrain for hiking or even mountain biking routes.
- **Agri-Tourism:** Farms can diversify into tourism: e.g., **farm stays / guest farms** where visitors can experience farm life, horse riding, or harvest time activities. The irrigation farms might grow vineyards – perhaps the introduction of a boutique winery or distillery could pair with tourism tasting experiences.

Current Tourism Facilities: At present, accommodations and facilities in Siyancuma are limited. Douglas and Griekwastad have a few **guesthouses/B&Bs** and maybe a small hotel or lodge. Campbell and smaller places have little to no formal accommodation (though that indicates an opportunity for community-run B&Bs). There are no established **tourism information centres** and signage to attractions is insufficient. The municipality's tourism marketing has been minimal historically, resulting in low awareness of these attractions.

Strategic Tourism Plan: Recognizing the potential, a **Strategic Tourism Plan (STP)** was developed (as part of the IDP's IEM program) . The STP outlines a **tourism route** through Siyancuma, leveraging the major roads. The route concept is to guide tourists from Kimberley along the N8 or N12 into Siyancuma:

- Coming from Kimberley via the N12, one could enter near **Schmidtsdrift**, then proceed to Douglas (to see the river confluence and perhaps an info centre there).
- Alternatively, via the N8 from Kimberley to **Belmont/Witput** (on the eastern edge), then to Griekwastad (explore museum, historic sites), continue to Campbell (old mission), and then to Douglas.
- Essentially, **Douglas – Campbell – Griekwastad – Schmidtsdrift – Plooyburg** are key points on a circular or linear route. This route showcases natural sources (rivers, game farms), geological wonders (glacial stones), and history (Griqua and Boer War).

- The STP's **vision** is to make Siyancuma "one of the largest and most hospitable tourist attractions in the Northern Cape", creating jobs and fighting poverty through tourism growth. This LED strategy fully embraces that vision.

Tourism Development Initiatives: Under the strategy's Tourism Development thrust, several initiatives are planned:

- **Tourism Infrastructure:** Establish the **Tourism Information Centre** (possibly in Douglas as a central point, or even two smaller info kiosks in Griekwastad and Douglas). Improve **signage** on roads to direct tourists to sites (brown tourism signs for historical sites, viewpoints, etc.). Develop basic facilities at key sites – e.g., picnic spots at the confluence, ablution facilities at popular stops, and modest interpretive centres or plaques at historic locales.
- **Product Development:** Work with local landowners and communities to develop new products: guided tours of historic sites (train local youth as tour guides, possibly as part of a Youth Tourism Ambassador program similar to other places), river activities (like a guided canoe trail or sunset boat cruise if feasible), cultural performances or a small cultural village concept in Griekwastad demonstrating Griqua traditions. Encourage farm stays by helping farmers list on travel platforms and improve their amenities.
- **Tourism Marketing:** Create a dedicated **tourism branding for Siyancuma** – for example, branding it as "**Diamond Fields Country**" or "**Confluence Country**" to piggyback on the Diamond Fields region identity but with a unique twist. Develop brochures, a tourism website, and social media presence showcasing attractions. Attend travel indabas and fairs under the Northern Cape Tourism banner. Host familiarization trips for tour operators and media to experience the new route (fam Continuing from above:

Tourism Marketing: A concerted marketing drive is planned to put Siyancuma on the tourist map. This includes developing a unique tourism **brand and image**, producing promotional materials, and creating a dedicated tourism website to provide information on attractions, routes, and local business. The municipality will also engage in **publicity activities** – for instance, hosting familiarization tours for tour operators and travel media to experience the new route and attractions. Participation in travel trade shows and inclusion in Northern Cape Tourism Authority campaigns will further raise the profile. The goal is to increase both domestic and international tourist visits.

Tourism Skills and SMME Development: Building local capacity to service tourists is vital. The strategy will facilitate training for tour guides, hospitality workers, and emerging tourism entrepreneurs. Programs will be set up (possibly in partnership with the National Department of Tourism and CATHSSETA) to train **tourism ambassadors**, equip B&B owners with customer service skills, and help craft makers design marketable products. A **tourism grading program** will be encouraged so that accommodations improve quality and obtain star-grading, increasing visitor confidence. The formation of a local **Community Tourism Organization (CTO)** or association will be supported, to unite all tourism-related businesses (lodges, guides, transport providers, craft sellers) for joint planning and marketing.

Challenges and Way Forward: Despite the abundant attractions, Siyancuma's tourism sector faces challenges such as limited existing infrastructure, low awareness among travellers, and a shortage of skilled hospitality providers. The strategy's interventions aim to tackle these head-on by improving facilities, aggressively marketing the area, and upskilling the community. By 2030, the vision is to see Siyancuma established as a notable stopover and destination in the Northern Cape, with a several-fold increase in tourist numbers. Success will be evident in new tourism businesses (guesthouses, tour companies) operating, heritage sites preserved and frequented, and local youth employed as guides or entrepreneurs. Tourism, if well-developed, can become a pillar of the local economy that complements agriculture and mining, while also fostering cultural pride and environmental stewardship.

3.9 Business Environment and Support

A healthy local economy depends on thriving **Small, Medium, and Micro Enterprises (SMMEs)**, cooperatives, and networks that drive innovation and job creation. In Siyancuma, the business landscape is dominated by micro and small enterprises, many of which operate informally. Strengthening these and linking them to support institutions will be crucial for LED success.

3.9.1 SMMEs and Informal Sector: Siyancuma's SMMEs range from formal small businesses (e.g. retail shops, motor repair workshops, small logistics providers) to a large number of **informal traders** and survivalist enterprises. In Douglas and Griekwastad, one finds spaza shops, clothing boutiques, supermarkets, fuel stations, and eateries. In the townships and villages, numerous residents run tuck shops from home, hawk goods on the streets, or provide services like dressmaking and hair salons. These enterprises are important providers of livelihood – the informal economy allows many families to put food on the table. However, challenges they face include lack of access to credit, inadequate business skills, and insufficient infrastructure (for example, hawkers often lack proper stalls or storage, leading to exposure to weather and security issues). The municipality has noted issues such as shortage of market stalls, lack of ablution facilities for traders, and poor cleanliness in trading areas, which hinder informal business growth. To address this, the strategy proposes:

- **Infrastructure for SMMEs:** Upgrading the SMME Trading Centre in Douglas (with more stalls, shelter, water/sanitation and exploring creation of mini-markets in Griekwastad and Campbell for local vendors).
- **Training and Mentorship:** Partnering with SEDA to provide regular workshops on basic bookkeeping, marketing, and customer service for small business owners. Also, establishing a **mentorship program** where experienced business people (e.g., retired professionals or established local entrepreneurs) coach emerging entrepreneurs.
- **Access to Finance:** Facilitating engagements with microfinance institutions and banks (including SEFA – Small Enterprise Finance Agency) to conduct outreach in Siyancuma. The municipality can host "finance indabas" where SMMEs learn about loan or grant opportunities. It will also assist with information on government grant programs (like the Township and Rural Entrepreneurship Programme - TREP).

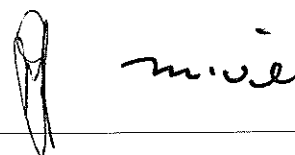
- **Reducing Red Tape:** Simplifying municipal processes such as business licensing, permits for street trading, and land use approvals for business premises. By creating a more enabling regulatory environment, informal businesses can transition to formality more easily, accessing broader markets and support.

3.9.2 Cooperatives: Cooperative enterprises can play a significant role in communities where individual capital is low but collective action can achieve economies of scale. Siyancuma has a few **emerging cooperatives**, especially supported by various government programs:

- In agriculture, there are cooperative groups formed to work communal lands (e.g., a farming co-op at Schmidtsdrift focusing on livestock, or a women's cooperative managing a community garden and poultry project).
- A proposed new cooperative could involve ex-mine workers or youth in mining, for example, a **community mining cooperative** to seek legal rights for small mining claims. Cooperatives face internal challenges such as governance, conflict among members, and marketing their products. The strategy will support cooperatives by linking them with training on cooperative governance (through the Department of Small Business Development's programs), and by helping find markets. For instance, if a sewing cooperative produces uniforms, the municipality could help connect them with local schools or hospitals for procurement opportunities. If a farming cooperative grows vegetables, linking them to the school feeding schemes or local supermarkets would provide a stable market. Additionally, cooperatives will be encouraged in new areas like tourism (a community-run campsite or cultural village can be managed cooperatively to share the benefits). Strengthening cooperatives aligns with inclusive economy principles, ensuring broad participation in economic activities.

There is a range of **external support agencies** and institutions that Siyancuma businesses can tap into, including:

- **Small Enterprise Development Agency (SEDA):** Provides information, mentorship and training for SMMEs. SEDA's Pixley ka Seme branch will be invited to hold satellite consultation days in Douglas (e.g. once a month) so that local entrepreneurs can easily access their services. SEDA can assist with business plan development, registration assistance, and linking businesses to opportunities such as DTI grants.
- **Small Enterprise Finance Agency (SEFA):** Offers financing (micro-loans to larger SME loans). Many local entrepreneurs are not aware of SEFA's products; thus LED events will include SEFA presentations. Where needed, the LED Unit will help entrepreneurs package their loan applications (for example, a youth wanting to start a small bakery could get help to develop the plan and then be referred to SEFA's loan program).
- **Northern Cape Economic Development and Investment Agency (NCEDA):** The provincial agency that promotes investment can support larger initiatives, such as agro-processing facilities or renewable energy projects. By highlighting Siyancuma opportunities (land availability, etc.), we will work with NCEDA to attract investors – for example, an investor to establish a pecan



processing plant or a solar farm – and ensure that local SMMEs benefit via supplier development in such projects.

- **Department of Economic Development and Tourism (DEDaT - Northern Cape):** This department runs LED funding programs and training (including Community Tourism Organisation support). The municipality will actively seek inclusion in any provincial initiatives, such as the **Provincial SMME Development Program** or tourism marketing drives.
- **Sector Education & Training Authorities (SETAs):** Particularly relevant are AgriSETA, FoodBev SETA, CATHSSETA (for tourism/hospitality) and MERSETA (for manufacturing). Through partnerships, we aim to bring SETA-funded training for local residents (e.g., artisan training, hospitality courses) which strengthen the human resource base for businesses.
- **Commercial Banks & Land Bank:** Traditional banks are often reluctant to lend in small markets, but outreach can be improved. Land Bank can be crucial for emerging farmers needing agricultural finance. By improving the success rate of local projects (through mentorship and solid business plans), we hope to make them more bankable.
- **NPOs/NGOs:** Organizations like the **Foundation for African Business and Consumer Services (FABCOS)**, or youth entrepreneurship NGOs, sometimes run projects in rural areas. The LED Unit will keep an eye out for such opportunities to pilot programs in Siyancuma (for example, a youth entrepreneur challenge or a supplier development program by a large mining company in the region).

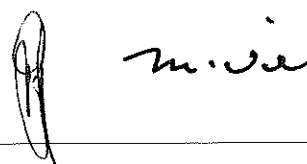
To summarize, the business environment in Siyancuma is characterized by a small but growing base of entrepreneur's eager for opportunities. By addressing infrastructure needs, building networks (like the LED Forum and sector associations), and connecting businesses with available support (finance, training, mentorship), the municipality intends to cultivate a vibrant local private sector. A strong culture of entrepreneurship and active SMMEs will ensure that gains in major sectors (agriculture, tourism, mining) translate into widespread economic benefits.

4. SWOT Analysis

Based on the situational and economic analysis above, a SWOT analysis captures the key **Strengths, Weaknesses, Opportunities, and Threats** facing Siyancuma's local economic development. This informs the strategic choices in the next section.

Strengths: *(Internal attributes that are advantageous for development)*

- **Natural Resource Endowment:** Abundant agricultural land with access to Orange/Vaal river water for irrigation; presence of valuable minerals (diamonds, tiger's eye) and scenic natural sites (river confluence, unique geological features).
- **Heritage and Cultural Assets:** Rich historical tapestry (Griqua culture, first diamond discovery, mission stations, Anglo-Boer War history) that can be leveraged for tourism and community pride.
- **Strategic Location:** Positioned on major transport routes (N8, N12) connecting to regional economic centres (Kimberley, Upington) and tourism circuits, enabling flow-through trade and travel.



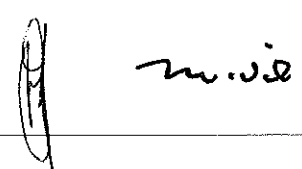
- **Community Cohesion and Willingness:** Strong sense of community in towns and farming areas with local leadership and residents' eager to engage in development initiatives.
- **Agricultural Base:** Established commercial farming operations (especially around Douglas) providing a foundation for agro-based industrial development; knowledge and experience in farming exists locally.
- **Basic Infrastructure Coverage:** Relatively good access to basic services (water, electricity, roads) in the main towns, which can be a platform to build further economic infrastructure. The existence of infrastructure like the Douglas irrigation scheme is a unique asset.

Weaknesses: *(Internal challenges and limitations)*

- **Small and Undiversified Economy:** Over-reliance on a few sectors (agriculture, government) with minimal industrial or value-add sectors. A narrow economic base makes growth slow and volatile.
- **High Unemployment and Low Skills:** A large portion of the workforce is unskilled or semi-skilled, with high youth unemployment. Education levels are low, limiting productivity and innovation.
- **Inadequate Economic Infrastructure:** Insufficient facilities for business growth – e.g., lack of industrial parks or processing facilities, poor condition of some rural roads, limited ICT infrastructure. Hawkers and SMMEs lack proper trading infrastructure.
- **Institutional Capacity Constraints:** Until recently, the municipality had no dedicated LED/Tourism unit staff; LED functions were under-resourced. Coordination between municipal departments on LED projects (like infrastructure, tourism, agriculture support) has been suboptimal in the past.
- **Limited Financial Resources:** The municipality's budget for capital projects is limited, and local revenue generation is low due to poverty (limiting rates/taxes). Dependence on external funding means LED projects can be delayed if grants are not secured.
- **Marketing and Visibility Issues:** Siyancuma's opportunities and attractions are not widely known. There has been little marketing, resulting in low investor interest and few tourists. The local brand is weak and there's no strong "selling proposition" communicated to outsiders yet.
- **Social Challenges:** Poverty, inequality, and issues like crime and substance abuse in some communities can deter investment and reduce the labour force's effectiveness. For instance, petty crime or farm theft can discourage small businesses or farming ventures.

Opportunities: *(External factors to leverage for development)*

- **Agri-Value Chain Expansion:** There is opportunity to significantly **expand agro-processing** – e.g. establishing feedlots, abattoirs, processing plants for crops (oil extraction, milling) – to capture more value locally. Growing global and national demand for food (and niche products like organic or specialty grains) can be tapped.
- **Tourism Development Boom:** Northern Cape tourism is on an upward trajectory (especially post-pandemic, with interest in open spaces and road trips). Siyancuma can ride this wave by developing its tourism route and



products, potentially attracting both local tourists and international visitors seeking off-the-beaten-path experiences. The Strategic Tourism Plan's implementation can yield new businesses and jobs.

- **Renewable Energy Projects:** The broader region is seeing investments in solar and wind energy due to high solar irradiance and available land. Siyancuma has the opportunity to attract a **solar farm** or related renewable projects. This not only creates construction jobs but could bring long-term maintenance jobs and cheaper electricity.
- **Mining Reinvigoration:** If commodity markets improve or new mineral exploration succeeds, there could be renewed interest in mining (e.g., a mid-scale diamond operation or revival of tiger's eye mining for export). Siyancuma could benefit from new mining investments if positioned well, including through community-owned mining rights or joint ventures.
- **Linkages with Kimberley and District Initiatives:** Being next to Kimberley (which has universities, an airport, and tourism draw) means Siyancuma can form partnerships – e.g., packaging tours with Kimberley's Big Hole Museum and then to Siyancuma's attractions, or supplying Kimberley markets with farm produce. District-level projects (like a planned district agro-hub or training centre) could spin off benefits to Siyancuma.
- **Government and Donor Programs:** Continued availability of national programs like the **Expanded Public Works Programme (EPWP)**, **Comprehensive Agricultural Support Programme (CASP)**, tourism grants, and potential donor-funded projects (EU or others focusing on rural development) represent external funding and support opportunities. Siyancuma can proactively target these to fund LED projects (for example, EPWP labour for tourism site improvement, CASP funds for emerging farmer support infrastructure).
- **Untapped Human Capital (Youth & Women):** A large youth population, if properly skilled, is an opportunity. With targeted training (especially in trades, ICT, and entrepreneurship), youth can drive new ventures and adapt quickly to new sectors. Similarly, empowering women (who often engage in informal economy) through cooperatives and micro-enterprises can significantly boost local economic activity and social development indicators.

Threats: *(External risks that could hinder development)*

- **Climate Change and Environmental Degradation:** Increasing frequency of droughts, extreme heat, and water scarcity threaten agricultural output – the backbone of the economy. Environmental degradation (soil erosion, overuse of rangelands, pollution from mining) could diminish natural resources and tourism appeal if not managed.
- **Global/National Economic Shocks:** As a small economy, Siyancuma is vulnerable to broader economic issues – e.g., a national recession or pandemics can reduce demand for local products and cut tourist flows. Similarly, fluctuations in commodity prices (fuel, crops, minerals) can directly impact local incomes.
- **Population Decline (Brain Drain):** The ongoing trend of out-migration, especially of the young and educated, might continue if local opportunities remain limited. Losing human capital can create a vicious cycle where

businesses don't have skilled labour and potential entrepreneurs leave, perpetuating stagnation.

- **Competition from Other Regions:** Other municipalities or regions might vie for the same investment and tourists. For instance, without distinctive marketing, tourists might bypass Siyancuma for better-known destinations. Similarly, agribusiness investors might prefer areas with existing infrastructure unless Siyancuma aggressively courts them.
- **Institutional Instability or Political Changes:** If the municipality faces administrative instability, corruption, or political shifts that de-prioritize LED, it could derail implementation. Consistent political will and good governance are needed; any deterioration could scare off investors or cause community disengagement.
- **Funding Constraints:** Reliance on government funding means fiscal austerity or redirection of funds (for example, if national government cuts conditional grants or if provincial funds are reallocated to crisis issues elsewhere) could delay or halt LED projects. The threat is that well-laid plans remain unfunded.
- **Health Pandemics/Crises:** As seen with COVID-19, unforeseen health crises can cripple tourism and local businesses. While not predictable, resilience planning (diversifying economy, building online business capacity) is necessary to mitigate such threats.

This SWOT analysis underscores that while Siyancuma has commendable strengths and exciting opportunities, it must strategically overcome its weaknesses and guard against threats.

5. A Strategy for Economic Development in Siyancuma

5.1 Overview

In light of the analysis above, Siyancuma's LED and Tourism Strategy is designed to capitalize on the area's unique strengths (agriculture, heritage, location) while systematically addressing its challenges (unemployment, infrastructure needs, etc.). The strategy provides a **clear vision and direction** for all stakeholders and defines strategic thrusts – effectively, focus areas or programs – that will guide projects and interventions. This section presents the strategy framework, starting with the **LED Vision** and broad objectives, and then detailing each **Strategic Thrust** that forms the core of the plan.

The approach is holistic: not only seeking economic growth, but also ensuring **inclusive development** (involving marginalized groups), **sustainability** (environmental and economic resilience), and **institutional strengthening** (so that the Municipality and partners have capacity to implement). The strategy also emphasizes partnerships – recognizing that the Municipality alone cannot achieve these goals, but by working with community, businesses, and other government entities, the impact will be greater.

5.2 LED Vision

Vision Statement: *"By 2030, Siyancuma will boast a thriving and diverse local economy – rooted in productive agriculture, vibrant tourism, and growing small businesses – where all communities share in economic opportunities and our rich heritage and natural resources are catalysts for sustainable development."*

This vision paints the picture of a future Siyancuma where the economy is not one-dimensional, but **diverse and resilient**. Agriculture remains strong but is modernized and value-rich; tourism has emerged as a key sector; SMMEs flourish in various fields. Importantly, the vision highlights inclusivity ("all communities share in economic opportunities") – meaning the benefits of growth reach the previously disadvantaged, youth, and women, thereby reducing poverty. It also ties economic use with preservation ("heritage and natural resources are catalysts"), stressing that cultural and environmental assets will be used responsibly to spur development. The year 2030 is set as a horizon aligning with national NDP goals, giving a clear timeline for long-term planning.

5.4 Key Strategic Thrusts

To achieve the above goal, eight **Strategic Thrusts** (priority areas of intervention) have been identified. Each thrust represents a cluster of programs and projects addressing a specific aspect of LED and tourism development. The thrusts are interrelated and reinforce each other. The thrusts are:

- **Thrust 1: SMME and Business Development**
- **Thrust 2: Economic Infrastructure Development**
- **Thrust 3: Agricultural Development**
- **Thrust 4: Investment Attraction and Marketing**
- **Thrust 5: Tourism Development**
- **Thrust 6: Mining and Mineral Beneficiation**
- **Thrust 7: Manufacturing and Value Addition**
- **Thrust 8: Human Resource Development and Capacity Building**

Each thrust is detailed below, including its rationale, key initiatives, and expected outcomes.

5.4.1 Thrust 1: SMME and Business Development

Rationale: Small businesses are the lifeblood of the local economy and primary engines for job creation. However, SMMEs in Siyancuma face many obstacles – from accessing finance and markets to lacking skills and infrastructure. This thrust focuses on creating a supportive ecosystem for entrepreneurs, enabling existing SMMEs to grow and new ones to emerge. It addresses weaknesses like limited business support and leverages opportunities such as national SMME programs.

Key Initiatives under Thrust 1:

- **Establish a Business Support Center:** Set up a dedicated **LED & SMME Support Desk** at the municipality (or a physical Business Centre in town) where entrepreneurs can get information, advisory services, and referrals. This can be done in partnership with SEDA. The centre will maintain a

database of SMMEs, available tenders, and funding opportunities, and assist with compliance issues (e.g., tax, registrations).

- **Entrepreneurship Training and Incubation:** Roll out regular training workshops on business management, digital marketing, and tendering processes. Identify high-potential entrepreneurs, especially among youth and women, for further **incubation** – providing them with mentorship and office/workspace (perhaps using unused municipal buildings as co-working spaces). For instance, an ICT startup or a clothing manufacturer could be incubated with subsidized rent and mentorship for a year, improving their survival rate.
- **Access to Finance Facilitation:** Create an “**LED Fund**” or leverage existing ones to offer small grants or matched funding to micro-enterprises for start-up or expansion costs (tools, stock, etc.), tied to business plans and certain job creation or community impact criteria. Also, organize finance expos where various financiers (SEFA, banks, even crowdfunding platforms) present their offerings and meet local SMMEs.
- **Market Linkages:** Support SMMEs to access broader markets beyond Siyancuma. This could mean helping agricultural cooperatives to supply government nutrition programs, assisting local caterers or event companies to register on government supplier databases, or helping crafts producers to sell via online platforms. Additionally, coordinate with nearby larger towns (Kimberley, Upington) for including Siyancuma businesses in trade shows or mall exhibitions to showcase products.
- **Regulatory Simplification and Incentives:** Implement a “Business-friendly Siyancuma” program where the turnaround time for business licensing, building plan approvals for business premises, and other regulatory processes are reduced. Provide incentives such as a one-year business rates rebate for new businesses that open in designated areas (like an industrial site or tourism node), or waiving certain fees for youth-owned start-ups.

Expected Outcomes of Thrust 1: A higher survival and growth rate of local SMMEs, leading to more jobs. Increased number of business registrations as informal traders join the formal economy. More local businesses winning contracts (public or private), thus retaining money in the community. Over 3-5 years, one should see the emergence of new SMEs in diverse sectors – from agribusiness to retail to services – indicating a more entrepreneurial local culture. Stakeholder feedback regarding the need for better business support and communication will be addressed through this thrust’s activities, thereby improving stakeholder satisfaction.

5.4.2 Thrust 2: Economic Infrastructure Development

Rationale: Infrastructure is the platform on which economic activity takes place. Without adequate infrastructure (roads, water, energy, premises), businesses cannot operate efficiently or expand, and investors will look elsewhere. This thrust is about upgrading and providing **critical economic infrastructure** that directly enables LED priority sectors. It connects strongly with the weakness identified around infrastructure gaps and aligns with the IDP’s focus on infrastructure-led growth.

Key Initiatives under Thrust 2:

- **Road and Transport Improvements:** Lobby and collaborate with the Provincial Roads Department to upgrade key routes: specifically, improve the **Douglas–Campbell–Griekwastad road**, and ensure maintenance of the N8 and N12 corridors. At the municipal level, allocate budget (or seek MIG funding) for upgrading gravel access roads to farming areas and tourism sites (e.g., the road to the glacial pavement site or to certain river resorts). Improved roads reduce transport costs for farmers and improve tourist access, thus boosting both agriculture and tourism sectors.
- **Irrigation and Water Infrastructure:** Work with the Dept. of Water and Sanitation and local Water User Associations to maintain and expand irrigation infrastructure. This might include repairing canals, lining earth canals to reduce water loss, adding pump capacity, and possibly developing **new small-scale irrigation schemes** on communal land (with appropriate licensing). Additionally, invest in water supply infrastructure in growth nodes (so that new businesses/industries have reliable water).
- **Energy and Electricity:** Support Eskom's strengthening of the local grid to handle potential new loads (like manufacturing or an expanded cold storage). At the same time, **promote renewable energy installations:** for example, facilitate land and permits for a solar PV farm near Douglas, and encourage farming operations to adopt solar pumps (with guidance and maybe an incentive scheme via the Dept. of Energy or DMRE). Explore the viability of a pilot biogas project using livestock manure in a feedlot to provide energy and manage waste. Energy reliability and cost directly affect industrial operations – these efforts aim to ensure that is not a bottleneck.
- **Industrial and Commercial Sites:** Develop a **Small Industry Park** or serviced industrial stands in Douglas. This entails identifying municipal land and putting in basic services (road access, electricity, water) to create, say, 5-10 plots that can be leased or sold to investors or local manufacturers (for a feed mill, workshop cluster, etc.). This gives tangible space for the manufacturing thrust to take off. Similarly, create a designated **informal trader market area** in Douglas CBD with shelters and storage to concentrate vendors in a clean, accessible environment.
- **ICT Infrastructure:** Partner with telecom companies to erect additional network towers or repeaters, especially covering Campbell, Schmidtsdrift, and rural spots which are underserved. Encourage fibre optic rollout along the N8/N12 corridors (perhaps as part of national broadband projects). The municipality can also set up free Wi-Fi hotspots at public buildings in Douglas and Griekwastad for use by students and entrepreneurs. The presence of better connectivity can attract remote workers or small IT firms and assist all sectors in modernizing operations.
- **Tourism Infrastructure:** Ensure infrastructure to tourism sites is included, e.g., create parking and picnic areas at the Douglas confluence viewpoint, improve the road signage (which is low-cost but high-impact), and install information boards at heritage sites. The **Tourism Information Centre** project is a flagship, have a centre equipped with maps, displays, and perhaps a small craft shop and refreshment kiosk. Its construction will involve infrastructure work (building, utilities) and once operational, it serves as infrastructure for the tourism sector to thrive.
- **Social Infrastructure with Economic Links:** Although primarily social, projects like the planned **FET Artisan Training Centre** and **new library with**

ICT facilities also count as economic infrastructure since they build human capital and provide services that enable business (the library's internet allows job seekers and entrepreneurs to do research, for example). Hence, the LED Strategy supports fast-tracking these facilities as well, in collaboration with the Education Department and others.

Expected Outcomes of Thrust 2: Over time, businesses and farms experience less downtime and lower logistics costs due to better roads and utilities, making them more competitive. New investment projects (like processing plants or lodges) are successfully established because land with infrastructure was readily available. Communities notice improved service delivery which also fosters goodwill and willingness to participate in LED initiatives. In practical terms, within 5 years, we expect visibly improved trader markets, functioning tourism information centre, and at least one cluster of industrial activity kick-started by provision of serviced sites. Infrastructure development is a long-term game, but each improvement creates an enabling environment that yields economic benefits year after year.

5.4.3 Thrust 3: Agricultural Development

Rationale: Agriculture is a primary strength and opportunity for Siyancuma. This thrust zeroes in on growing the agricultural sector in terms of output, efficiency, and inclusion of emerging farmers. By modernizing agriculture and expanding its value chains, we directly target poverty and unemployment (especially in rural areas) while also ensuring food security.

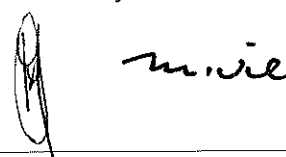
Key Initiatives under Thrust 3:

- **Emerging Farmer Support Program:** Establish a comprehensive support program for land reform beneficiaries and smallholders. Components include:
 - **Farmer Training Centre:** Possibly set up a training facility or demo farm (in partnership with AgriSETA and commercial farmers) to train emerging farmers in farm management, irrigation techniques, and new crop varieties. This can involve short courses and farm days.
 - **Mechanization Shares:** Create a scheme where cooperatives of emerging farmers can share or lease farm equipment (tractors, implements) provided through grant funding (e.g., from CASP or DRDLR). This addresses the lack of equipment which hampers small farmers.
 - **Extension and Mentorship:** Work with the Provincial Agriculture Department to ensure regular extension officer visits to emerging farms. Additionally, facilitate a mentorship network linking established farmers as mentors to emerging farmers (with possible incentives for the mentors).
 - **Access to Markets:** Help emerging farmers enter formal markets. For instance, arrange contracts for local schools or hospitals to procure vegetables or meat from community farms (linking with government nutrition programs). Explore certification for organic or specialized produce that small farmers could tap into niche markets with higher prices.



- **Irrigation Expansion and Crop Diversification:** Within the constraints of water availability, advocate for and support expansion of irrigation. If any dormant irrigation infrastructure exists, refurbish it and allocate to small farmers. Encourage farmers to diversify into high-value crops suited to irrigation (fruits like pomegranates or vegetables like chilies and tomatoes) beyond the traditional Lucerne and grains. Provide technical studies on what new crops or varieties could thrive (this might involve collaborating with the Agricultural Research Council or universities).
- **Livestock and Rangeland Management:** Introduce programs to improve livestock farming, especially for communal grazing areas. This might include:
 - **Animal Health Campaigns:** Regular vaccination and veterinary clinics in villages (with state vets or para-vets trained locally) to reduce stock losses from disease.
 - **Breeding Improvement:** Schemes to introduce better breeding stock (stud bulls or rams) into communal herds to improve genetics and productivity.
 - **Grazing Management:** Work with communities on rotational grazing plans and possible fodder production plots, to avoid overgrazing. Investigate fodder bank projects (growing fodder crops under irrigation for use by communal farmers in dry times).
- **Agro-processing Initiatives:** Overlaps with Thrust 7, but from the agriculture side: mobilize farmer groups to supply raw material to any new processing facility (for example, if a maize mill is set up, organize farmers to dedicate more land to maize with guaranteed offtake). Initiate small on-farm or community-level processing like peanut butter making if groundnuts are grown, or dried fruit if fruit trees are introduced. Even small value-add at farm level (like packaging vegetables in consumer packs) can increase incomes.
- **Agricultural Hubs and Services:** Consider establishing an **Agri-Hub in Douglas** as a one-stop centre that might house: a fresh produce market, an input supply store (seeds, feed, fertilizer), mechanization rental, and advisory offices. This could reduce costs for farmers (bulk buying of inputs, collective marketing). If not a physical hub, at least co-locate services on certain days (e.g., a farmers' market day where input suppliers and extension officers are present).
- **Financing and Insurance:** Encourage farmers to utilize available financing (like Land Bank loans, or AgriBEE fund for black farmers) and to adopt crop insurance or livestock insurance to mitigate climate risks. The LED office can invite these institutions to present options and even assist farmers in applications.

Expected Outcomes of Thrust 3: Over a few years, emerging farmers should see increased yields and income, leading to more sustainable livelihoods. Measures of success include an increase in the number of small farmers producing surplus for market, more land under active cultivation (especially in Schmidtsdrift and other restitution areas), and improved output even among commercial farmers due to new practices or diversification. Another outcome would be reduced tensions between commercial and emerging farmers through partnership projects, fostering a more inclusive agricultural community. By 2030, we anticipate at least e.g. **20 emerging farmers** integrated into formal value chains (supplying retailers or agro-processors regularly), and a noticeable uptick in agricultural production statistics for key



commodities from Siyancuma. This thrust, in essence, keeps the “agricultural heart” of Siyancuma beating stronger and more inclusively.

5.4.4 Thrust 4: Investment Attraction and Marketing

Rationale: To achieve significant economic growth, Siyancuma must attract external investment and promote itself as a destination for business and tourism. This thrust focuses on proactive marketing of opportunities, improving the municipal investment climate, and facilitating investors. It directly tackles the weakness of low visibility and the threat of competition by actively positioning Siyancuma in the broader economy.

Key Initiatives under Thrust 4:

- **LED Investment Marketing Plan:** Develop a professional **Investment Prospectus** for Siyancuma that highlights key opportunities (e.g., agricultural processing, solar energy, tourism ventures, mining prospects). Include data, available incentives, and testimonials of any existing investors. This prospectus will be used in engagements and be available on the municipal website. Additionally, create sector-specific brochures (e.g., “Invest in Agriculture in Siyancuma – Opportunities in Irrigation and Livestock”) to target relevant industries.
- **Dedicated Marketing and Branding:** Craft a clear **brand identity** for Siyancuma’s economic promotion. For example, branding as “*The Confluence Opportunity – Where Rivers and Opportunities Meet*” or similar tagline that ties in the uniqueness of the area. Ensure consistent messaging in all communications. Utilize local success stories (e.g., a farm that achieved export success, or a local product that found national markets) as part of the marketing narrative.
- **Investment Conferences and Expos:** Host an annual **Siyancuma Investment Summit** or LED Imbizo, inviting potential investors from nearby cities, government funding bodies, and local entrepreneurs. This event would showcase projects in need of investment (like a planned tourism lodge, or a community mining venture seeking partners). It also gives confidence that the municipality is serious about LED. Participation in regional expos is also planned: for instance, securing a stand in the Northern Cape Economic Showcase or tourism expo to present Siyancuma’s offerings.
- **One-Stop Investor Facilitation:** Strengthen the capacity of the LED Unit to function as a **one-stop shop** for investors. This means if an investor approaches with interest (say in building a solar plant or opening a supermarket), the LED Unit will assist them through all steps: providing information on land availability, helping with regulatory processes (rezoning, EIA coordination), connecting them with community leaders if needed, and exploring incentive packages. A fast and smooth facilitation can differentiate Siyancuma from others (investors often choose locales where bureaucracy is less).

- **Incentive Scheme:** While Siyancuma's financial ability to give tax breaks is limited, creative incentives can be offered. For example, on a case-by-case basis, Council could consider discounting land lease or sale prices for investments that will create above a certain number of jobs. Or provide infrastructure contributions (extend water/electricity to site) as part of negotiations.
- **Diaspora and Local Investor Engagement:** Engage with successful individuals originally from Siyancuma (or the broader Pixley region) who may have left – they could be willing to reinvest back home given the right opportunity. Also, encourage local business people (like thriving farmers or merchants) to diversify into new local ventures (perhaps a group of farmers could jointly invest in a processing facility, rather than waiting for outside investors).
- **Tourism Marketing Synergy:** Investment attraction goes hand-in-hand with tourism marketing. Many investors first encounter a place as visitors. Thus, ensure that tourism marketing (Thrust 5) also carries sub-messages that the area is open for business. For instance, having an "Invest in Siyancuma" link on the tourism website, or including a tour for potential investors to see available sites and infrastructure, possibly as a special event.

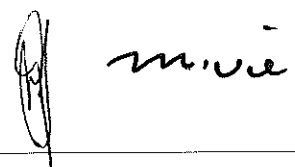
Expected Outcomes of Thrust 4: Tangible results would include an increase in investment projects: for example, by 2030, aim for at least **R50 million in new investments** facilitated (cumulative, across sectors). This could be measured through projects like a new solar farm (valued tens of millions), a new retail centre in Douglas, or a mining operation start up – each counts toward that target. Also expected is a higher profile for the municipality: more mentions in media, increased inquiries to the LED office. Over time, as the brand takes hold, Siyancuma should go from being relatively unknown to being recognized in the province as a promising area for development (i.e., it should regularly appear on the list when provincial investment initiatives are discussed). Community members should also feel the effect, as new investments create jobs and ancillary business for SMMEs. This thrust, therefore, fuels the engine of growth by bringing in capital and ideas that complement local initiatives.

5.4.5 Thrust 5: Tourism Development

Rationale: Tourism has been identified as a game-changer for Siyancuma's economic diversification. Thrust 5 consolidates all efforts to unlock the tourism potential, which have been partly described in earlier sections. It directly addresses the opportunity to capitalize on heritage and environment, and mitigates threats like being bypassed by creating a distinct destination appeal.

Key Initiatives under Thrust 5:

- **Development of Tourism Routes and Products:** Implement the **Strategic Tourism Plan (STP)** by finalizing the **Siyancuma Heritage Route** connecting Douglas, Campbell, Griekwastad, Schmidtsdrift, and Plooyburg. This involves:
 - Creating a detailed route map and guide booklet (or digital app) highlighting points of interest, distances, travel tips.



- Upgrading at least 5 key sites along the route – e.g., setting up a viewing deck at the river confluence, improving the museum in Griekwastad with new exhibits, restoring an old mission building in Campbell for use as a community-run museum or guesthouse, and demarcating a safe viewing area at the glacial rock site with informational signage.
- Encouraging the development of **themed experiences** like a “Diamond Trail” where tourists can follow the story of the first diamond from Hopetown (just outside the municipality) to Schmidtsdrift diggings to Kimberley; or a “Griqua Cultural Experience” in Griekwastad with storytelling and traditional meals.
- **Tourism Facilities and Services:** As mentioned, establish a **Tourism Information Centre** (target opening by end of 2030). Additionally:
 - Promote establishment of new accommodation facilities by local entrepreneurs: possibly facilitate the conversion of suitable properties into B&Bs through training and small grants for improvements (tie this with the grading program to ensure quality).
 - Support creation of camping or caravan sites near Douglas (riverside camping can attract a niche market of anglers and 4x4 tourists).
 - Ensure there are basic amenities for travellers: clean public restrooms in towns, picnic spots on main roads, fuel and convenience services at reasonable intervals (work with private sector to maintain or open petrol stations where gaps exist).
- **Events and Festivals:** Launch annual or seasonal events to draw visitors and celebrate local culture, e.g.:
 - A **Griquatown Cultural Festival** commemorating an aspect of Griqua history or the Waterboer legacy, featuring traditional music, dance, and crafts.
 - A **Douglas Confluence Festival** centred around the rivers – including fishing competitions, boat races or river rafting, and agricultural show elements.
 - Smaller events like a Griekwastad gemstone festival or a historical re-enactment tour for Boer War enthusiasts. The LED/Tourism unit can initiate these events but involve communities and interest groups for sustainability.
- **Tourism Marketing and Partnerships:** Intensify marketing by:
 - Working closely with the **Northern Cape Tourism Authority** to feature Siyancuma in provincial marketing. For example, ensure Siyancuma attractions appear in the “Open Africa Route” or similar initiative.
 - Using digital marketing: maintain active social media showcasing sunsets at the confluence, stories of the region, and promotion of accommodation deals. Engage travel bloggers to visit and write about Siyancuma.
 - Partner with travel agencies and tour operators: Get Siyancuma stops included in bus tour itineraries (for groups traveling from Cape Town to Kgalagadi, for instance, adding a stopover in Griekwastad or Douglas). Also partner with Kimberley-based operators to do day trips into Siyancuma.
- **Community Involvement and Training:** Ensure tourism benefits reach local people by involving them as service providers and guides. Train community

members as **tour guides** (especially youth who can tell the stories of local heritage). Encourage local schools/colleges to incorporate tourism and hospitality in their curriculum or extracurricular activities (like tourism clubs that take part in guiding visitors for school fundraisers etc.). This not only creates jobs but also fosters pride and preservation of heritage among residents.

- **Tourism SMME Support:** Overlaps with Thrust 1 – specifically help those in tourism: e.g., help craft producers improve their product quality and find buyers (stocking the info centre shop or selling online). Assist a budding tour operator with licensing and vehicle access. Possibly create a cooperative for local crafters to collectively market their wares to tourists.
- **Conservation and Tourism Synergy:** Work with environmental agencies to possibly declare certain sites as protected areas (if not already) or heritage sites (with the South African Heritage Resources Agency) to get official recognition which can also be a marketing point. Also develop community-based tourism in tandem with conservation – for instance, a community conservancy where locals run guided wildlife walks on a section of land, merging conservation goals with tourism.

Expected Outcomes of Thrust 5: Over the medium term, Siyancuma should see a notable increase in tourist visits and length of stay. A successful indicator would be the increase in occupancy rates of accommodation and more listings (e.g., new B&Bs on booking platforms). Another measure is revenue: ideally, tourism contribution to local GDP should rise (this can be estimated via increased business turnover in hospitality). Qualitatively, the municipality will gain a reputation for its hospitality and unique offerings – evidenced by positive media coverage and word-of-mouth from visitors. Community benefits will manifest as more people earning income from tourism (guides, crafters, hosts), and increased upkeep of heritage sites because they are valued economically. By capitalizing on the competitive advantage in tourism; Siyancuma can establish a sustainable new pillar in its economy.

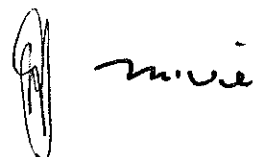
5.4.6 Thrust 6: Mining and Mineral Beneficiation

Rationale: Although mining is not currently a large sector in Siyancuma, the presence of minerals offers opportunities for localized economic benefit. This thrust aims to responsibly develop small-scale mining and add value to extracted minerals, providing jobs and entrepreneurship possibilities. It speaks to leveraging a latent strength (mineral deposits) while ensuring that mining contributes to LED and doesn't just extract wealth.

Key Initiatives under Thrust 6:

- **Formalization of Artisanal Mining:** Identify areas where informal mining (for diamonds or tiger's eye) is happening or can happen. Work with DMRE to grant community or cooperative mining permits for these areas. For example, assist the Schmidtsdrift community to get a permit for alluvial diamond mining on certain riverbanks, with technical support. Do the same for a tiger's eye mining cooperative near Griekwastad. Formalization will bring regulation, safety, and potential access to funding (small miners can seek assistance from programs like the DMRE's Small Scale Mining Directorate).

- **Mining Skills Training:** Provide training on basic mining techniques, safety, and environmental management to local miners. Also, expose them to basic business skills so they can manage the operations profitably. A partnership with the Mining Qualifications Authority (MQA) or a mining company's CSI initiative could deliver such training.
- **Establish a Lapidary and Jewellery Hub:** Set up a small **Lapidary (gem-cutting) centre** in Griekwastad. This centre would have equipment to cut and polish stones like tiger's eye, agate, and even small diamonds (for demonstration or low-end gem trade). Local youth can be trained as lapidaries and jewellery makers, producing finished products like cabochons, beads, and jewellery pieces. The hub can start small, with say 5 machines, and expand as products gain market. Collaboration with the State Diamond Trader or Mintek's small-scale mining division can be sought for funding and technical support. The finished gemstones and jewellery can be sold at the tourism info centre, local shops, or online, branding them as authentic "Siyancuma Gems". This creates a value chain where rather than selling raw tiger's eye at a few rands per kilogram, polished stones or jewellery sell for far higher prices, capturing more value locally.
- **Local Procurement from Mining:** If any medium or large mining ventures commence (say a contractor begins mining a portion of Schmidtsdrift, or prospecting leads to a mining operation for base metals), ensure **local procurement and employment** is mandated. The municipality will negotiate or advocate that such operations hire local labour (with training) and source goods and services from local SMMEs (catering, transport, etc.) to maximize community benefit.
- **Infrastructure for Mining Areas:** Improve basic infrastructure in areas where mining communities exist, such as Schmidtsdrift. This includes roads to the sites and provision of water/electricity if needed for processing. Possibly allocate a common area where small miners can bring their finds and use shared facilities (like sorting tables, water pumps for washing gravel in diamond mining).
- **Environmental Management:** Implement strict environmental practices: require that small mining operations backfill and rehabilitate worked-out areas, and that any chemical use (in processing) is controlled. The municipality will monitor these (with DMRE's oversight) to prevent long-term damage. There could be a community monitoring committee to ensure mining doesn't, for instance, pollute the river. Sustainable mining ensures that the environmental cost doesn't outweigh the economic benefit.
- **Promotion of Small-Scale Mining Opportunities:** Market the availability of semi-precious stones and industrial minerals to small mining investors or businesses. For example, advertise that the area has quality tiger's eye for those interested in mining under partnership with locals. The idea is to bring in some investment (maybe someone with equipment) to work with local license holders. Or explore if any **sand mining or clay mining** can supply regional construction industries (with proper regulation, this could create a few jobs).
- **Mining Heritage Tourism:** (Link with Thrust 5) Develop minor tourism tie-ins like at Schmidtsdrift, have an observation point where tourists can watch small-scale miners at work (from a safe distance and with miners' agreement), or have a "discover your own gemstone" activity for visitors on a controlled



gravel patch seeded with some semi-precious stones. This educates the public and provides extra income to miners.

Expected Outcomes of Thrust 6: Within a few years, the mining thrust should legalize and improve the livelihoods of perhaps dozens of small-scale miners, turning what might have been illicit or unsafe work into a more stable micro-sector. The lapidary centre outcome would be measured by number of artisans trained (say 10 trained gem-cutters in 3 years) and products sold (with revenue tracking). The community should see visible outcomes like a cooperative mining site in operation and some local jewellery products. If successful, incomes for those involved should rise well above what they'd get selling raw materials. In an optimistic scenario, a notable Siyancuma-origin jewellery line could even gain recognition (similar to how some towns become known for crafts). While mining may never be as dominant as agriculture or tourism here, this thrust ensures it contributes to inclusive growth rather than solely external profit.

5.4.7 Thrust 7: Manufacturing and Value Addition

Rationale: Adding value to local resources through manufacturing is essential for Siyancuma to break out of the cycle of exporting raw materials and importing finished goods. Thrust 7 builds on aspects of agriculture (processing) and mining (beneficiation) but also explores any other light manufacturing potential, in line with diversifying the economy. Manufacturing jobs can absorb semi-skilled labour, and even small factories can have large multiplier effects in the community.

Key Initiatives under Thrust 7:

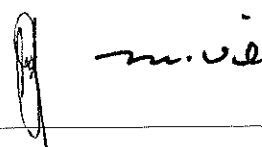
- **Agro-Processing Enterprises:** Champion the establishment of priority agro-processing facilities:
 - **Red Meat Abattoir and Processing:** Work to either upgrade the existing municipal abattoir or attract an investor for a new abattoir that can handle both cattle and sheep. Ensure it has facilities for further processing (cutting, packaging, maybe making biltong or sausage). The facility should ideally be HACCP certified to sell widely. Once operational, it not only employs people directly but boosts local farming by providing a market and possibly better prices (farmers won't need to send animals far). By-products like hides can feed other small industries (leather crafting).
 - **Grain Mill/Food Processing Centre:** Set up a small mill that can produce maize meal or animal feed. There's likely enough production of maize or other grains to justify a local mill. Alternatively, processing Lucerne into pellets for export is an option. A versatile processing centre could also include an oil press if sunflower or groundnut cultivation is achieved, producing cooking oil or seedcake. A cooperative model could be used here, with farmers having shares in the mill.
 - **Dairy and Niche Foods:** Encourage a local dairy to expand into cheese or yogurt making. Also support any entrepreneurs doing preserves, dried fruit, or baked goods at scale. Perhaps initiate a "Siyancuma Food Hub" where local producers can use a shared

commercial kitchen to produce jams, atchars, or baked products that are properly packaged and marketed (maybe under a collective brand).

These can target both local markets and tourist sales.

- **Construction Materials Manufacturing:** Leverage the stone crushing plant as a springboard for more construction-related manufacturing. If gravel and sand are readily available, consider establishing a **concrete products workshop** to make items like blocks, paving stones, or fencing poles. This could be an SMME run by trained local youth, using the output of the crusher. There's always local demand for such materials for RDP housing, fencing of farms, etc.
- **Textile and Craft Manufacturing:** On a smaller scale, formalize the production of crafts or textiles. If cotton or wool is available, there might be scope for a micro-textile operation:
 - Support a sewing factory that maybe starts by making uniforms or linen for local hospitals/schools (utilizing those cooperatives, but scaling up with some industrial machines).
 - Leather craft: with hides from the abattoir, train people in tanning leather and making simple products (belts, sandals, bags). There is a niche market for authentic leather goods, and with Northern Cape's history of cattle farming, it fits culturally as well.
 - Promote innovation in crafts – for example, combining tiger's eye stones with leather or wood in products.
- **Repair and Engineering Workshops:** Not all manufacturing is about new products; maintenance and repair can be seen as a local industry. Stimulate the growth of engineering workshops that can fabricate and repair farm equipment, mining tools, or vehicles. This means supporting local artisans (welders, mechanics) perhaps through providing better workshop spaces (maybe allocate part of the industrial area to a "mechanics village" where multiple small workshops can operate with necessary utilities and waste disposal).
- **Utilize Digital Manufacturing:** Encourage youth to explore modern small-scale manufacturing like 3D printing or small tech assembly. While this is advanced, some might be interested. The municipality can facilitate partnerships with makerspaces or universities to run innovation challenges or pop-up fab labs occasionally. For example, 3D printing parts for equipment or prototypes of craft designs.
- **Market Development for Manufactured Goods:** Help local manufacturers find markets beyond the immediate area, since local demand is limited. Possibly partner with established distribution channels or retail chains to trial Siyancuma-made products in their stores (e.g., a chain of supermarkets stocking a local chili sauce, or a national hardware chain carrying bricks from Siyancuma if quality is consistent).
- **Quality and Standards:** Ensure that any manufacturing initiative receives support to meet quality standards (SABS, health standards for food, etc.) so that products are competitive. This might involve sending samples for testing and getting certifications.

Expected Outcomes of Thrust 7: Over 5-10 years, the aspiration is to see the emergence of a **manufacturing sub-sector** where none strongly existed. We expect to have at least 3-5 new small manufacturing businesses established by 2030 (e.g.,



the abattoir, a grain mill, a concrete product yard, a sewing workshop). By 2030, manufacturing's share of GVA should increase and provide a steady source of jobs. A concrete target could be, say, **200 new jobs in manufacturing** by 2030, which is ambitious but plausible if multiple facilities come online. Another outcome is improved self-sufficiency: the region would import fewer finished goods (because some are made locally) and export fewer raw goods (because they are processed locally). Community impact includes skill development as workers learn new trades. Manufacturing being successful would also validate the infrastructure investments (Thrust 2) and likely attract even more investment, possibly turning one of Siyancuma's towns into a minor agro-processing hub for the district.

5.4.8 Thrust 8: Human Resource Development and Capacity Building

Rationale: Ultimately, people drive development. Without an educated, skilled and capable populace, infrastructure and investments alone won't yield sustainable results. Thrust 8 is about empowering the residents of Siyancuma with the knowledge and skills to participate in and benefit from the LED initiatives. It targets the root causes of unemployment (skills mismatch, low education) and also ensures the municipality and stakeholders have the capacity to implement and sustain the strategy.

Key Initiatives under Thrust 8:

- **Education and Skills Training Programs:** Partner with educational institutions and SETAs to deliver **vocational training** locally. For example:
 - **Artisan Training:** As planned, establish a satellite **FET (Further Education & Training) College or skills centre** focusing on trades needed in the area (welding, plumbing, electrical, carpentry, bricklaying, automotive repair). This could be in Douglas or Griekwastad. Aim to certify dozens of artisans who can find jobs in construction, maintenance, or start their own service businesses.
 - **Agricultural Training:** Provide courses on farm management, new farming techniques, and agro-processing skills, possibly through an extension of the agricultural school or via AgriSETA learnerships where youth work on farms while studying.
 - **Hospitality Training:** Work with CATHSSETA to train youths in hospitality (guesthouse management, tour guiding, professional cooking) in anticipation of tourism growth. This might involve short courses run in partnership with a hotel school or online modules combined with practical internships at existing guesthouses.
 - **Entrepreneurship and Business Skills:** Continue and expand the business training under SMME support, but also introduce entrepreneurship into high schools via competitions or clubs to nurture a future generation of business owners.
- **Learnerships and Internships:** Encourage local businesses, the municipality, and big employers (e.g., the prison, hospitals) to take on **interns and learners**. The Municipality should lead by example: e.g., host interns in the LED unit, finance, engineering departments every year. Also liaise with the Department of Labour to implement **apprenticeships** programs in trades

(for instance, place apprentices with local artisans or the municipal technical teams).

- **Community Skills Audit and Database:** Conduct a survey to identify what skills exist in the community (including those not formally certified, like artisans who learned informally). Create a **skills database** that can be used to match people to opportunities (like if an investor needs a certain skill, the database can help find local candidates). The audit also identifies gaps to address via training.
- **Institutional Capacity Building:** Strengthen the Municipal LED Unit by ensuring staff are well-trained in LED planning, project management, and how to leverage funding. This might involve specialized training for LED officers through SALGA or academic programs (like a short course in Local Economic Development at a university). Also, improve capacity of Ward Committees and community structures to participate in LED – training them on how to identify community projects, basic project management and oversight (which empowers them to monitor LED project implementation in their areas).
- **Youth Development and Empowerment:** Create or support a **Youth Advisory Centre** where young people can get career guidance, information on bursaries, and skills development programs. Also facilitate life-skills training and work-readiness programs (covering things like CV writing, interview prep, basic computer literacy) to help youth transition into jobs.
- **Retention and Attraction of Skills:** Develop strategies to retain talent in Siyancuma. For example, offer municipal bursaries to local students in critical fields (engineering, agriculture) on condition they come back and work in the area for a few years. Also, improve the living environment (better schools, recreational facilities – ties to social development but important for skilled people to stay). If possible, recruit qualified diaspora individuals back by highlighting the quality of life and new opportunities at home (some might return if there's a promising business environment).
- **Awareness and Mind-set Change:** Running LED successfully also needs the community's mind-set to be entrepreneurial and proactive. Organize awareness campaigns or roadshows in all wards to explain the LAED strategy, encourage people to initiate projects, and share success stories of locals who built something out of nothing. Inspire a **culture of self-reliance and initiative**, echoing the IDP theme of improving community self-reliance.

Expected Outcomes of Thrust 8: This thrust will yield long-term benefits. In the short to medium term, one outcome is a significant number of people trained and certified: for instance, by 2025, aim for **100 youth having completed artisanal training, 50 entrepreneurs trained in advanced business skills, and various SETA learnership cohorts** successfully finished. Another immediate outcome is better performance in implementing LED projects due to enhanced municipal capacity – e.g., LED projects being delivered on time and effectively managed. Over time, the unemployment rate should decrease not just because of job creation but because local people have the skills to seize those jobs (so fewer positions have to be filled by outsiders). Another outcome is qualitative – a shift in community attitude towards one that embraces development and where more individuals attempt startups or seek training. Essentially, this thrust underpins all others: without skilled farmers, agro-processing won't succeed; without trained hospitality staff, tourism can't grow; without capable LED staff, investment might falter. Therefore, success in

Thrust 8 is reflected in the success of all the other thrusts and ultimately the overall improvement in Siyancuma's socio-economic indicators (employment, income, etc.).

Each of these strategic thrusts includes multiple projects and actions. Some are already being initiated (like the IDP-identified projects), while others are new proposals from this strategy. The following section (Section 6) will outline how these thrusts will be implemented in practice – setting out the implementation plan, responsible parties, timeframes, and monitoring mechanisms.

6. Implementing the LED & Tourism Strategy

6.1 Overview

Implementing this strategy will require a concerted effort from the Siyancuma Municipality, community stakeholders, private sector, and external partners. This section translates the strategic thrusts into an actionable plan. It details the institutional arrangements needed (who will drive what), provides a **phased rollout plan**, and describes how progress will be monitored and evaluated. The aim is to move from planning to tangible results on the ground, through effective coordination and resource mobilization.

Key principles guiding implementation:

- **Inclusivity:** All relevant stakeholders (across government, business, community) will be involved in execution to ensure buy-in and leverage collective resources.
- **Integration:** The LAED strategy's implementation is integrated with the IDP and budget processes – LED projects will be included in the municipal budgeting and performance management system. Similarly, alignment with provincial and national programs will be sought for support.
- **Realistic Phasing:** Given resource constraints, not everything can happen at once. Quick wins will be tackled immediately to build momentum, while larger projects are planned over a realistic timeline (short, medium, long term).
- **Flexibility:** The implementation plan will be reviewed annually (with the IDP review) to allow adjustments based on new opportunities or challenges, ensuring the strategy remains responsive and up-to-date.

6.2 Implementation Plan and Phasing

The following **rollout plan** provides a phased timeline for key initiatives under each thrust. It distinguishes **short-term (Year 1: 2026)** actions, **medium-term (Years 2-3: 2027–2028)** actions, and **long-term (Years 4-5: 2029–2030)** actions, as well as ongoing activities. (Note: These years are illustrative; actual year assignment to start from strategy adoption.)

- **Year 1 (Short-Term) – Laying the Foundation:**
 - *Quick Win Projects:* Launch visible quick wins such as constructing basic market stalls for informal traders in Douglas, installing initial

- tourism signage on main roads, and organizing a small tourism event (e.g., a guided heritage walks on a specific date) to galvanize interest.
- *Studies and Plans:* Commission detailed feasibility studies for the **abattoir project** and **agro-processing centre** (to interest investors and funders). Compile the **Investment Prospectus** and LED marketing materials. Also, complete the skills audit to identify training needs.
 - *Funding and Partnerships:* Identify and apply for funding for at least 3 projects (e.g., apply to Department of Tourism for the info centre, to DEFF for community forestry if applicable, to DRDLR for agri equipment grants). Sign MoUs with SEDA and a TVET college or training provider to start rolling out SMME and skills programs in Year 2.
 - *Policy/Framework:* Develop and adopt the **Investment Incentive Policy** and any necessary bylaws or policies to support LED (e.g., street trading bylaw updates).
- **Years 2-3 (Medium-Term) – Implementation of Core Projects:**
 - *Infrastructure & Facilities:* Commence construction/upgrading of the **Tourism Information Centre* and target completion by Year 3. Upgrade priority roads or at least commence work on them with provincial coordination. Develop the industrial park site (service the land and advertise plots to potential users). Establish the **lapidary centre** in Griekwastad and start training gemstone cutters (with Year 2 as setup, Year 3 operational).
 - *Economic Programs:* Roll out the **Emerging Farmer Support Program** – Year 2 might see the delivery of tractors or equipment to co-ops, Year 3 showing increases in yields. Implement the **business incubation program** – select first cohort of start-ups in Year 2, graduate them in Year 3 and select a new cohort. Start the **tour guide training** in Year 2 so that by Year 3 local guides are certified and active. Host the first full-scale **Siyancoma Investment Summit** in Year 2 and again in Year 3 (making it annual).
 - *SMME and Skills Training:* By Year 2, the artisan training center or program should be underway – dozens of youth enrolled in apprenticeships. Entrepreneurship workshops become quarterly events. Bring mobile SEDA or banking services to villages to improve reach.
 - *Projects in Tourism:* Develop at least two heritage sites with needed facilities by end of Year 3 (e.g., Griekwastad Museum revamped by Year 2, Campbell mission site by Year 3). Launch the heritage route officially in Year 3 with a media tour. Support formation of at least one community-owned lodge or camping site by providing technical support and linking to funding.
 - *Monitoring Early Results:* End of Year 3, evaluate progress – e.g., how many jobs created so far, any increase in LED indicators. Use this to refine Year 4-5 plans.
 - **Years 4-5 (Long-Term) – Expansion and Consolidation:**
 - *Mega Projects:* Some larger initiatives might only kick off now depending on funding – e.g., if a solar farm investment is secured, construction might happen in Year 4. If mining exploration bore fruit, a

mine could start in Year 4 or 5 with municipal support on local hiring. Implement any remaining big infra (like a second phase of industrial area, or a regional fresh produce market if planned).

- *Value Chain Consolidation:* By Year 4, if abattoir operational, push for downstream (like leather workshop by Year 5). If grain mill running, get into secondary products by Year 5 (like cereal mixes or stock feed lines). Essentially, deepen the value chains established.
- *Tourism Growth:* By Year 4, aim to have a signature annual festival that draws visitors (could tie to Northern Cape's tourism calendar). Expand marketing internationally perhaps (e.g., attending an international travel market to pitch to niche tour operators). If the tourism trajectory is good, consider private-public partnerships for larger attractions (maybe a resort at the river or a private game reserve opening to tourists).
- *Human Capital:* By Year 5, the vision is that a noticeable portion of local youth are skilled or have formal training. Consolidate training programs and ensure they align with actual job openings (avoid oversupply of one skill). The municipality by now should have a fully functional LED department tracking all projects and outcomes.
- *Exit Strategy for Support:* Some initiatives like heavy subsidization or incubation are meant to eventually taper off as businesses become self-sufficient. Plan to graduate incubated businesses fully into market by Year 5, and shift focus to new ones or scale-ups. Similarly, cooperatives that were supported should be independent and possibly even competing in mainstream markets by Year 5.

This phased approach ensures that quick wins (like market stalls, signage, training sessions) generate early momentum, medium-term projects (like building facilities, establishing new enterprises) transform the economy in the next 2-3 years, and long-term projects (like larger investments, full sector development) materialize towards the latter part of the plan period.

6.3 Institutional Arrangements

Successful implementation of the strategy will depend on robust institutional arrangements. The roles and responsibilities of various structures are as follows:

6.3.1 Political and Executive Oversight: The Municipal Council, particularly through its **Portfolio Committee on LAED and Tourism** (often a subsection of the Development and Planning Standing Committee), will provide political oversight. They will approve plans, allocate budget, and monitor progress. The **Executive Mayor** and **Councillors** have a role to champion LED initiatives, mobilize support, and help resolve any community issues impeding projects. A dedicated Councillor for LAED (or Tourism) could be designated to liaise with the LED Unit regularly.

6.3.2 LED Unit (Municipal Administration): The **LED Unit** within the municipality's organogram is the engine for daily coordination. This unit, ideally headed by an LED Officer/Manager, will coordinate all LED projects, interface with other municipal departments (engineering, finance, community services) to mainstream LED needs (e.g., ensuring IDP projects are LED-friendly), and maintain stakeholder

relationships. If the unit's capacity is limited, outsourcing some functions or bringing in interns as support might be necessary. The LED Unit will also track metrics and produce **quarterly progress reports** on the strategy's implementation for management and Council.

6.3.3 Partnerships and Key Role-Players: Beyond the municipality and formal structures, certain key partners will lead or support parts of the strategy:

- **Pixley ka Seme District Municipality:** The district's LED unit can provide technical support, facilitate funding through district channels, and ensure alignment with district-wide initiatives. They might also pool resources for training or marketing that benefits multiple local municipalities.
- **Provincial Government:** The Northern Cape Department of Economic Development & Tourism (DEDAT) and Department of Agriculture will be major players – providing funding, expertise, and possibly seconding specialists for projects (like a tourism route expert or an agricultural economist). The Department of Cooperative Governance (through its LED support programs) and Provincial Treasury (through initiatives like the **Provincial Growth Fund**) are also important. Our institutional approach is to actively engage these departments via formal correspondence and joint meetings to secure their participation.
- **National Agencies:** SEDA and SEFA have local presence or can serve Siyancuma through their regional offices. The LED unit will maintain regular contact with them. Similarly, the Dept of Tourism's regional office or SANParks (if any plans for new parks) could be involved. Also, entities like Transnet or SANRAL (for infrastructure along transport corridors) if relevant.
- **Private Sector Partners:** This includes both current businesses in Siyancuma and potential investors. For example, large commercial farmers can partner in mentoring emerging ones (as discussed), or a retail chain might partner in a supplier development program. Mining companies (if prospecting rights exist) should be engaged early to align their social responsibility projects with our LED needs. Financial institutions, as part of their community outreach or CSI, could partner in entrepreneur development (for instance, a bank sponsoring business plan competitions or a mobile banking truck to villages).
- **Communities and Civil Society:** Ward Committees, youth groups, and cooperatives need to be kept informed and involved, especially in identifying beneficiaries for training or projects and in monitoring local project impact. Community buy-in is crucial for things like tourism (the community must welcome tourists) and for safety of infrastructure (community must protect new projects from vandalism etc.). Thus, regular community feedback sessions should be instituted by ward councillors and LED unit together.
- **External Technical Experts:** For specialized tasks, consultants or NGOs may be brought in (e.g., a consultant to design the industrial park layout, or an NGO like TechnoServe to run a business mentorship program). These partnerships should be clearly defined with transfer of skills to locals as part of their TOR.

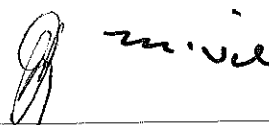
This network of structures and partners ensures that implementation is not solely the burden of the LED Unit, but a **collective effort**. Coordination meetings across these

levels (like bi-annual meetings between municipality and provincial LED officials) should be planned.

6.4 Monitoring and Evaluation

A strong **Monitoring and Evaluation (M&E) framework** will track the progress of the LED & Tourism Strategy and measure its impact. The M&E approach includes:

- **LED Strategy Implementation Matrix:** A detailed matrix lists each strategic thrust's initiatives, activities, responsible parties, timeframes, key performance indicators (KPIs), and target values. This will be the primary tool for monitoring. The LED Unit will update this matrix quarterly to see which activities are on track, delayed, or completed.
- **Integration with Performance Management:** Key LED targets and projects should be included in the municipality's **Service Delivery and Budget Implementation Plan (SDBIP)** and departmental scorecards. For example, a KPI like "Number of SMMEs trained" or "Tourism centre constructed by Q4" can be part of the LED Officer's performance contract and the IDP scorecard. This alignment means progress is officially reported in municipal performance reports and not treated separately.
- **Regular Reporting:** The LED Unit will prepare **quarterly reports** on strategy implementation. These reports will highlight achievements, bottlenecks, and next quarter plans. They will include data on outputs (e.g., how many people trained, how many stalls built) and outcomes if available (e.g., jobs created so far, increase in tourist count if measurable). Twice a year, a more comprehensive report can be tabled, possibly aligning with mid-year and annual performance reviews of the municipality.
- **Community and Stakeholder Feedback:** Incorporate feedback mechanisms such as stakeholder satisfaction surveys or community meetings focusing on LED. If they are any identified community grievances or suggestions, those should be documented and addressed. Also, utilize tools like citizen reporting (maybe a simple questionnaire at the info centre for tourists to gauge their experience, or feedback forms for trainees after workshops) to assess quality and impact.
- **Mid-term Review:** Around Year 3 of implementation, conduct a **mid-term review** of the strategy. This could involve an external evaluator or a facilitated workshop with key stakeholders to assess what has worked, what hasn't, and recommend adjustments. By this time, some initial outcomes (like changes in SMME numbers, employment trends) can be assessed against baseline data. The strategy can then be fine-tuned for the next two years.
- **Final Evaluation:** At the end of the 5-year period (2030, aligning with the IDP cycle), undertake a full evaluation of the LED strategy outcomes. This would measure whether the goals were met: e.g., how much did unemployment reduce, how many jobs were created, how much investment came in, what is tourism's contribution now, etc. It would also evaluate process efficiency (how well coordination worked) and sustainability of projects. The findings will inform the next cycle LED strategy (as LED is an ongoing process).
- **Monitoring LED Indicators:** Some specific indicators to track annually include:
 - **Employment rate** (or number of jobs in key sectors),



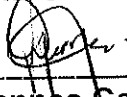
- **Number of SMMEs operating** (could use business license data or SEDA info as proxy),
- **Tourism numbers** (visitor counts at info centre, museum entries, occupancy rates, etc.),
- **Agricultural output** (tonnage of certain crops, or number of emerging farmers commercializing),
- **Training outputs** (number of people trained in various programs),
- **Investment value** (rand value of new investments or projects initiated),
- **Municipal revenue from economic services** (e.g., more water/electricity sales might indicate more business activity),
- and **Poverty measures** (like number of indigent households, though influenced by many factors).

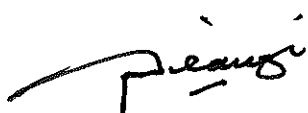
These would give a quantitative sense of trajectory.

- **Risk Management:** Part of M&E is identifying risks to implementation early. The LED Unit will maintain a risk register for the strategy (e.g., risk: "Delay in funding for abattoir – impact high"). Mitigation actions will be planned (like finding alternative funding or phasing the project differently) and monitored.

By closely monitoring activities and outcomes, the municipality can celebrate quick successes (building confidence) and swiftly correct course when something isn't working. A transparent M&E also keeps stakeholders trust – showing the community tangible proof of progress keeps them engaged (for instance, publishing a simple annual LED report or infographic to share widely). It ensures accountability, as everyone can see what commitments were made and what is being delivered. Ultimately, this disciplined approach to monitoring will significantly increase the likelihood that the ambitious goals of the strategy are realized and that Siyancuma's economy indeed transforms for the better.

SIGNATORIES


 _____ Date: 21 / 05 / 2025
 Johannes George
 Speaker


 _____ Date: 21 / 05 / 2025
 Madoda Vilakazi
 Municipal Manager