



# Barolong-Boo-Seleka Nation

*The Place of Small Beginnings but Mighty Endings*

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Master Plan 2023 - 2050

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# The Place of Small Beginnings but Mighty Endings



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# ACRONYMS

**BBS** - Barolong-Boo-Seleka

**BEPP** - Built Environment Performance Plan

**DDM** - District Development Model

**DESTEA** - Department of Economic Small Business Development Tourism and Environmental Affairs

**DFI** - Development Finance Institute

**ERRP** - The Economic Reconstruction and Recovery Plan

**FSDC** - Free State Development Corporation

**ICT** - Information and Communication Technology

**IDP** - Integrated Development Plan

**MMM** - Mangaung Metropolitan Municipality

**NHTL** - National House of Traditional Leaders

**NECOM** - National Energy Crisis Committee

**PDP** - Provincial Development Plan

**RDP** - Reconstruction & Development Plan

**SDF** - Spatial Development Framework.

**SDGs** - Sustainable Development Goals

**SEDA** - Small Enterprise Development Agency

**SMME** – Small, Medium and Micro-Enterprise

**SPV** - Special Purpose Vehicle

**KPI** - Key Performance Indicator

# Executive Summary



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## Executive Summary

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The BBS (Barolong-Boo-Seleka) Master Plan is designed to guide rural development within the BBS Nation, with a particular emphasis on poverty reduction and investment attraction. The Master Plan underscores global commitments to creating sustainable development that benefits all of society, including rural regions. The Master Plan will encompass a range of initiatives that are tailored to the unique context and needs of the BBS Nation. The Master Plan is aligned with the InvestRural Master Plan, which provides an extensive road map for rural development in South Africa.

Thaba Nchu is home to the Barolong-Boo-Seleka tribe which consists of 62 126 community members. The BBS Nation is led by Kgosi Gaboilelwa Moroka, the daughter of the late Kgosi Makgopa Moroka. At present, the BBS Nation is plagued by numerous challenges including a lack of infrastructure such as internal roads and rising unemployment. Years of underinvestment have led to an undiversified economy, leaving community members reliant on neighbouring economies. To address these challenges, the Master plan has proposed a number of initiatives including the construction of internal roads, diversification of the local economy through the manufacturing sector and the extension of telecommunication services. It is envisioned that proposed interventions will be largely financed by the government, with the BBS community serving as a facilitator.

Thaba Nchu has an abundance of arable land, however, this land is underutilised for infrastructure development and agriculture. The BBS Nation is committed to the Development agenda and has committed to prioritising and achieving rural development by the year 2050. Achieving this overarching goal will necessitate taking a few action steps including fast-tracking the land transfer process.

**1.**

# **The Master Plan**





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# 1. The Master Plan

## 1.1. Introduction

The Barolong-Boo-Seleka (BBS) Nation is located in Thaba Nchu and surrounding areas, 60 km east of Bloemfontein in the Free State province. The Nation is a traditional community of Tswana and Sotho-speaking people with a proud cultural heritage.

The Barolong-Boo-Seleka tribe is led by Kgosi Gaboilelwe Moroka, the daughter of the late Kgosi Makgopa Moroka. Kgosi Gabo's journey to becoming the Kgosi of the BBS tribe was not without its challenges. Nevertheless, Kgosi Gabo Moroka stands today as a proud and committed leader, supported by a Council who shares her vision for a stronger BBS Nation.

The Master Plan seeks to enable sustained rural development by aligning and effectively coordinating all development interventions in the traditional territory. The Master Plan document acknowledges the success, challenges and constraints of previous initiatives and defines how things can be done differently to address the socio-economic development challenges faced by the community.

The Kgotla ya Barolong-Boo-Seleka contracted MarketWise Development Services (MarketWise) to develop this comprehensive Master Plan. The document is wholly owned by the Kgotla ya Barolong-Boo-Seleka and is aligned to the UNs Sustainable Development Goals, national development priorities, including the NDP Vision 2030, and the InvestRural Master Plan, which provides a comprehensive framework for rural development, endorsed by the National House of Traditional Leaders (NHTL).



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## 1.2. Our History

The BBS Nation is blessed with a proud history, which is woven into the very fabric of South Africa. ***Where we come from***, our experiences as a Nation, and our place within this Country all play an important role in defining how we will move forward.

In 1833 Baralong-Boo-Seleka Nation migrated to a vacant piece of land, now known as Thaba Nchu, from the western parts of the Free State and were led by Kgosi Moroka II (Figure 1). The land belonged to the king of Lesotho, Kgosi Moshoeshe I. and was purchased by Kgosi Moroka II to provide a home for the BBS Nation.

Thaba Nchu, which translates as “place of the leopard” was known as Blesberg by the Voortrekkers. Thaba Nchu’s boundaries were defined by the Leew-River to the east, the Mokopu Motseke Mountains south-east and the ‘Phata-ya-lobelo’ hills to the west. The first group of Voortrekkers, led by Louis Triehardt and Hans van Rensburg, visited Thaba 'Nchu in 1835. This arrival marked the Nation’s first recorded encounter with the White settlers. During the Difaqane wars<sup>1</sup>, Voortrekker leaders such as Hendrik Potgieter, Piet Uys and Gerrit Maritz found refuge in Thaba Nchu where they were provided with supplies, soldiers and a refugee camp known as the “Moroka Hoek”.

In 1848, Sir Harry Smith was appointed the Cape Colony's new governor and high commissioner in a move that effectively placed Kgosi Moshoeshe I and Kgosi Moroka II as well as other traditional leaders under his authority. Following this, Henry Warden was sent to the area now known as Bloemfontein with the assignment of drawing boundaries. By 1949, the British government began segregating Black and White people, re-establishing the boundaries of the BBS Nation. As such, parts of Thaba Nchu were left dissolute, with only ruins of schools and missionary stations remaining. After the Nation's territory was annexed in 1884, its size was significantly reduced.

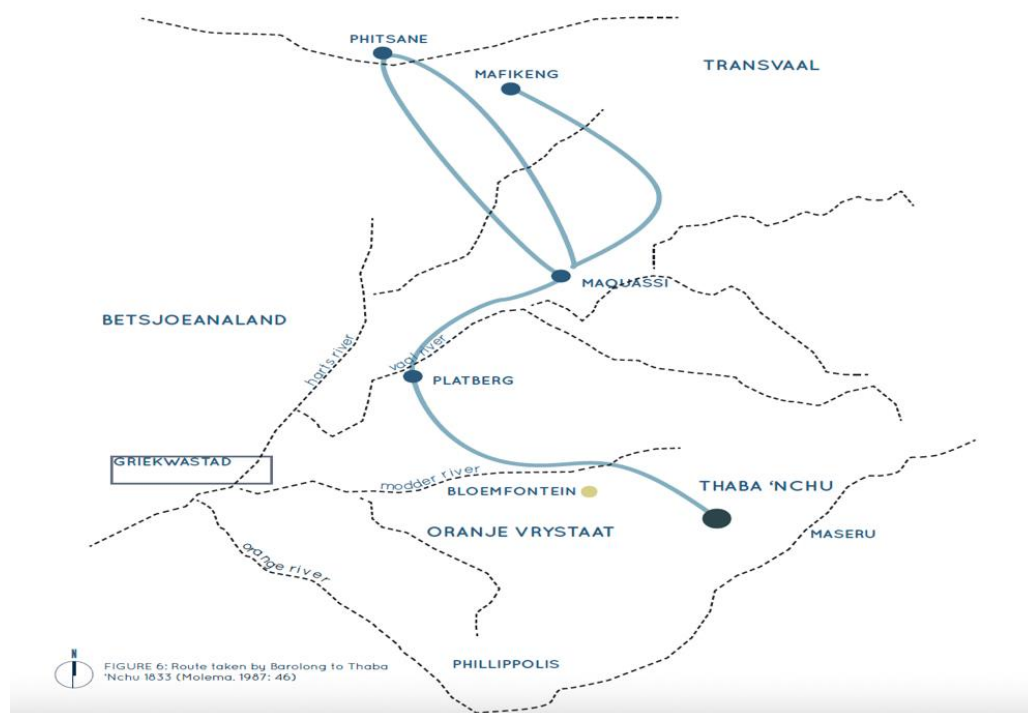
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<sup>1</sup> A series of wars between the Zulu and other Nguni tribes, marked by force migration.

Later, the Orange Free State Volksraad enacted a regulation that prohibited Black people from purchasing or selling farms to anyone other than White settlers. This law had a profoundly negative impact on the BBS Nation and surrounding Bantustans. The newly implemented law, led to the Nation losing many of its farms and having ownership of only a quarter of its original land, which was insufficient for agriculture and for the nation's growing population. As a result, in the 1940s a request was made by the Nation for government to reinstate the Nation's land to its original boundaries.

The BBS Nation land was not re-instated and in the late 1960s and early 1970s, farmers in the Orange Free State started a "reduction campaign", which left many community members without employment and shelter. The labourers were compelled to move into the Thaba 'Nchu region, giving rise to the informal community of Kromdraai in the Mokwena village of Thaba 'Nchu. Kromdraai experienced significant growth, creating a congested region with poor living conditions and health risks due to a lack of water and sanitation facilities.<sup>2</sup>

Figure 1: Route taken by the Barolong-Boo-Seleka in 1833 to Thaba Nchu



Source: Nina Nel, 2016

<sup>2</sup> Ms Nel, N. House of memory for the forgotten narratives of Thaba Nchu: voicing & tracing different narratives through the exploration of place. 2016. <https://scholar.ufs.ac.za/handle/11660/10562>

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### 1.3. Current Reality

The Master Plan recognises the rich and unique history of the BBS Nation; the community's capacity for collaboration and renewal; and the desire of the Kgotla ya Barolong-Boo-Seleka for a new, community-driven approach to rural development.

The Master Plan provides a practical and sustainable development framework, firmly grounded in **where we are now** as a Nation. The Plan recognises that elusive rural development, persistent poverty and the erosion of our culture and traditions remain stumbling blocks in Thaba Nchu and surrounding villages.

Years of underinvestment resulting from colonial and apartheid policies have left enduring structural legacies in the BBS Nation. As with most of South Africa's rural areas, the community is characterised by high poverty and unemployment, a disconnect with the formal economy, overreliance on social grants, and insufficient infrastructure, education, and services.

In recent years, as the entire Country struggled with the Covid-19 pandemic and the economic crisis that followed, livelihoods in the BBS Nation have also deteriorated. Unemployment has become an inevitability for much of the Nation's youth; Elders struggle under the weight of caring for themselves and the generations that follow; and for the first time in decades the local clinic is reporting a worrying increase in child malnutrition.

At the same time, the Nation is also blessed with a renewed sense of purpose. The Kgotla ya Barolong-Boo-Seleka, supported by various task teams and dedicated community members, has set a path for development. There is a commitment to build self-sufficiency, no longer relying on the government for assistance, but instead looking within and to partners across all sectors for the resources and resilience needed to renew the Nation.

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## 1.4. BBS Vision & Mission

The Kgotla ya Barolong-Boo-Seleka has set out a Mission and Vision for the Nation. These are long-term priorities, to be consistently pursued over the next thirty years.

### The BBS Vision 2050

We envision a Nation that is proud of who we are, that is healthy, safe and resilient, and lives with dignity, free from poverty, and with the skills and resources to prosper.

### Mission Statement

The Kgotla ya Barolong-Boo-Seleka will implement strong governance structures, while preserving our culture and traditions for future generations. In collaboration with development partners, we will launch projects to grow the economy, end poverty, and strengthen our communities.

## 1.5. Purpose of the Master Plan

The Master Plan was developed for the following purpose:

- To serve as a comprehensive planning tool for the BBS village, outlining the development agenda and providing strategic guidance to the Traditional Council and our partners.
- To harness public-private partnerships and collaboration, and attract sustainable and targeted investment to the community.
- To maximise the sustainable use of available assets and resources by gaining ownership of our land and building the capacity of our people.
- To build a diversified economy and resilient economy, eliminating the culture of dependency.

# 2.

## The Development Framework







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## 2. The Development Framework

Rural development does not occur in a vacuum but is instead shaped by the broader development agenda. This agenda, which includes development plans and interventions at the global, national, provincial, and local levels, is summarised below.

### 2.1. Alignment to Global, National and Provincial Priorities

#### Global - UN Sustainable Development Goals

The UN Sustainable Development Goals (SDGs) are a global commitment to promote prosperity and tackle inequality, while also protecting the planet. They recognise that ending poverty requires strategies that boost economic growth, create jobs, and provide for better education, healthcare and other social needs in an environmentally sustainable way.



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The SDGs were adopted in 2015 as part of the UNs 2030 Agenda for Sustainable Development. There are 17 SDGs cutting across four main themes – economic prosperity, social needs, climate and the environment, and good governance.<sup>3</sup> Each goal is applicable not only at a global and national level, but within all communities – rural and urban, rich and poor.

For the BBS Nation the SDG's can serve as a guiding star for the ambitions of the community. They provide a framework for the BBS Master Plan, while also demonstrating the role traditional communities can play in supporting the 2030 Agenda. Finally, understanding how the Master Plan aligns to these goals can aid in attracting investment and grants from international groups.

### The National Development Plan

The NDP sets out government's overarching framework for social and economic development (Vision 2030). It is a comprehensive document, addressing a range of issues and appeals to all sectors of society for collective implementation. The goals of the NDP are to eliminate poverty and reduce inequality.

The NDP does not speak specifically about traditional areas and the unique relationship between traditional leadership, communities and the land they inhabit. However, Chapter 6 does address rural economic development, agriculture and land reform. This Chapter sets out several aims for rural development which are well-aligned to the BBS Master Plan:

- Rural communities must be able to participate in the economic, social and political life of the Country.
- Rural people should receive high-quality basic services, healthcare and education.
- Rural economies will benefit from inclusive growth driven by agriculture and supported by non-farm activities.
- Rural areas will be better integrated as a result of infrastructure development, job creation and poverty alleviation.

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<sup>3</sup> United Nations (UN) Sustainable Development Goals (SDGs).  
[www.un.org/sustainabledevelopment/](http://www.un.org/sustainabledevelopment/)

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The NDP was adopted by government more than a decade ago and received support from all sectors of society. Although implementation has been slow, Vision 2030 remains as relevant now as it was in 2012. It is evident, however, after more than a decade of weak implementation, that the aims of the NDP will be realised in rural areas only if the communities themselves take the lead.

### **The Traditional and Khoi-San Leadership Act**

The Traditional and Khoi-San Leadership Act came into effect on April 1, 2021. The Act recognises the functions of traditional and Khoi-San leaders and seeks to empower these leaders to fulfil their responsibilities. The Act also affirms the right of traditional councils to enter into agreements with one another, with the government, and with the private sector, where the arrangement is beneficial to the community.

The statements made in the Act should enable project development in traditional communities. National Treasury has set aside funds to support the implementation of the Act. If appropriately allocated, these funds may help to create an enabling environment to implement the Master Plan.

### **The District Development Model**

The District Development Model was unveiled in 2019 by National Government to improve coordination and service delivery across all spheres of government. The strategic objectives of the Model are to:

- Create and effectively implement 'One Plan' for each district in South Africa.
- Streamline and consolidate capacity-building programs and mobilise expertise, personnel and systems between levels of government.
- Coordinate economic development, infrastructure priorities and land use planning across each district and monitor the impact of government programs on community development.

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In 2019, the government launched a pilot of the District Development Model (DDM) in three municipalities – one rural, one urban, and one in a mining area. In the 2021 debate between President Ramaphosa and the NHTL, traditional leaders raised concerns about their lack of understanding and exclusion from the DDM.<sup>4</sup> Thus, although the Model may offer an opportunity for the BBS community to influence planning and resource allocation within the Manguang Metropolitan Municipality (MMM), it is imperative that the Kgotla ya Barolong-Boo-Seleka (BBS Traditional Council) advocate for a seat at the table.

### South Africa's Economic Reconstruction and Recovery Plan

Launched in 2020, the Economic Reconstruction and Recovery Plan (ERRP) was established as a response to the economic devastation, which was further exacerbated by the COVID-19 pandemic. The ERRP, although designed to specifically address the economic challenges posed by the pandemic, echoes much of the recommendations made in the NDP and other plans.

The objectives of the ERRP are to:

- Create jobs, primarily through infrastructure investment and employment programs.
- Reindustrialise the economy, focusing on small business development.
- Accelerate economic reforms to unlock investment and growth.
- Fight crime and corruption and improve the capability of the State.<sup>5</sup>

The ERRP sets forth several interventions to support rural development and job creation. This includes investments in the rural road network, extension of existing job creation schemes (such as the Expanded Public Works Programme), funding for small enterprises in rural and township areas, and a commitment to support agriculture and improve food security.

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<sup>4</sup> President Ramaphosa. Reply to the Debate on his address to the NHTKL. 11 March 2021. <https://www.gov.za/speeches/president-cyril-ramaphosa-replies%C2%A0-debate-his-address-national-house-traditional-leaders-11>

<sup>5</sup> SA Government, Speeches. 15 October 2020. <https://www.gov.za/speeches/president-cyril-ramaphosa-south-africa's-economic-reconstruction-and-recovery-plan-15-oct>

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If implemented, each of the above proposals may support economic development and reduce poverty within Thaba Nchu Village. It is imperative, however, is that the government issues funding in a way that is both transparent and accessible; and that the community and its leaders have the knowledge and capacity to access these resources in a meaningful way.

### Government's plans to address the energy crisis

Since 2008, South Africa has been subject to regular power outages as a result of 'loadshedding'. South Africa's energy crisis is largely due to a lack of investment in the country's energy infrastructure, worsened by corruption, weak institutional governance, and barriers to alternative energy development – although many of these barriers have been removed, creating opportunity for rural investment in renewable energy infrastructure.

**“ Without a reliable supply of electricity, our efforts to grow an inclusive economy that creates jobs and reduces poverty will not succeed”**  
*-President Cyril Ramaphosa*

The Impact of the energy crisis on the economy has been far-reaching, with industry, SMMEs, farms and households feeling the strain. Furthermore, loadshedding disproportionately affects the poor as lower-income households lack the resources to purchase alternative and backup solutions. Load-shedding has also affected social sectors such as health and water, placing medical patients at risk and leaving households without a reliable water supply.

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## 2.2. Provincial Interventions

The BBS Nation lives primarily in Thaba Nchu and surrounding traditional lands in the Manguang Municipality, Free State province. The Provincial Government is responsible for education and healthcare, funding for infrastructure, agriculture and other investments, and encouraging economic growth and

development. It is therefore important that the BBS Master Plan align with Provincial plans, priorities and interventions.

### Free State Provincial Development Strategy

The Free State Provincial Development Strategy (PDS) was drafted in 2012 in an effort to translate the NDP into a provincially relevant strategy. The PDS addresses each of the development priorities set out in the NDP, with a specific focus on:

- Developing the rural economy by supporting commercial and emerging farms; improving land administration, access and reform; investing in human capital and services; and support for agrarian transformation including the development of value chains for livestock and crop farming and diversification.
- Delivering, upgrading and maintaining economic infrastructure including water, energy, transport and ICT, as a precondition for economic growth and development.
- Growing and sustaining employment in the province through the implementation of the above interventions; by encouraging labour-absorbing industries; and by supporting innovation, training and competitiveness, particularly among small enterprises.
- Enhancing the education and skills level through improved educator performance, an enabling environment and flexible and specialised learning systems.
- Build social cohesion through arts, culture, sports and recreation opportunities and prospects for all communities.



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Below are specific targets set out in the Free State PDS to promote sustainable rural development. While little progress has been made against these targets, implementation of the BBS Nation Master Plan will further these goals within the Thaba Ngchu region and therefore should receive the support of provincial government.

- Increase life expectancy from 46 in 2011 to 70 in 2030.
- Increase the TB cure rate from 71.3% in 2010 to 100% in 2033.
- Reduce the number of people living in poverty from 44.7% in 2010 to 0% in 2030.
- Reduce the number of municipalities with green drop scores from 17 in 2010 to 0 in 2030 and those with blue drop scores from 12 in 2010 to 0 in 2030.
- Increase the land dedicated to formal conservation from 1.6% of the land surface in 2010 to 3% in 2030.
- Increase the provision of quality basic services and invest in education, healthcare and public transport.
- Increase investment in agro-processing, tourism, aquaculture, irrigation technologies and crafts industries and, implement conservation measures.
- Improve access to markets for small-scale farmers and rural co-operatives.<sup>6</sup>

### Free State Development Corporation

The Free State Development Corporation (FSDC) was established in 1995 by the Free State province to provide support to SMMEs, manufacturing, and trade, and promote investment and economic development. The FSDC may prove to be an important ally in marketing opportunities set out in the Master Plan.

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<sup>6</sup> Free State Growth and Development Strategy – Vision 2030. February 2013.  
<https://www.freestateonline.fs.gov.za/wp-content/uploads/2013/03/FinalFSGDSUpdatedFeb2013PDF.pdf>

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The mandate of the FSDC is:

- To facilitate increased and sustained private sector investment focusing on strategic priorities
- To facilitate inclusive market participation by prioritising women, youth and people with disabilities
- To assist SMMEs in financial distress through the provision of business development and support services
- To strive for a delicate balancing of the twin challenges of achievement of development impact whilst ensuring that it is done in a sustainable manner
- To facilitate export trade through training and access to exhibitions platforms

### Provincial Departments

There are several departments of the Free State Provincial Government with an objective to promote social, economic, and infrastructure development in Thaba Nchu, including:

- Economic Development, Environment, Conservation and Tourism
- Cooperative Governance, Human Settlements and Traditional Affairs
- Education
- Public Works and Roads
- Agriculture and Rural Development
- Health
- Social Development

Each of these Provincial Departments issues a Five-Year Strategic Plan and Annual Performance Plan (APP), aligning provincial priorities to budgets. Where feasible, it is important that the relevant Task Team within the BBN Traditional Authority engage with, and seek to influence, these Departments to further the objectives of the Master Plan.

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## 2.3. Municipal Plans

Although national and provincial governments have the responsibility to make laws, set policies and deliver government services, municipalities play a key role in implementation and have a direct and immediate effect on the quality of the life of community members. They are responsible for delivering basic services, building and maintaining rural roads, and supporting local economic development.

Residents of Thaba Nchu rely on the MMM, which encompasses Bloemfontein, for the delivery of basic services and Local Economic Development interventions. To this effect, the municipality has released a number of policies, plans, and directives, including the:

- Manguang Integrated Development Plan (IDP)
- Manguang Rural Development Plan (RDP)
- Manguang Profile and Analysis – District Development Model
- Manguang District/Metro One Plan
- Manguang Metro Spatial Development Framework
- Manguang Land Use Scheme
- Manguang Metropolitan Municipality Built Environment Performance Plan (BEEP)

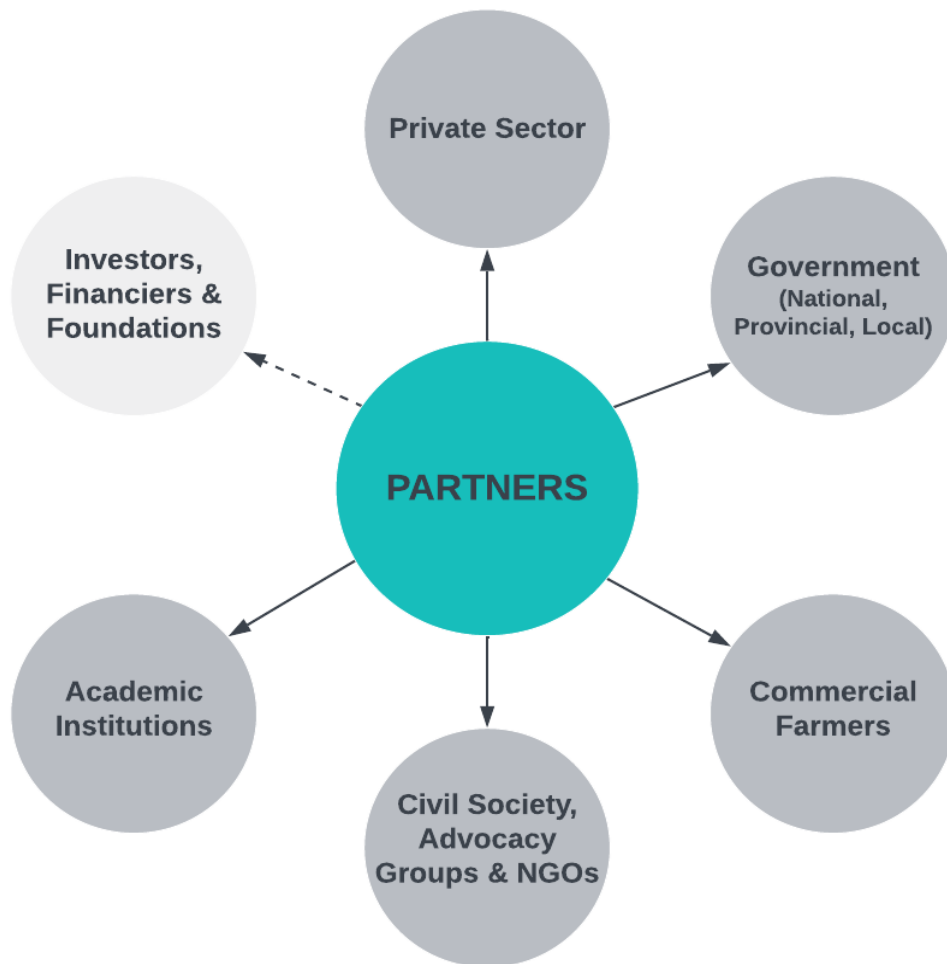
There are several interventions presented in the above documents that promote socio-economic development. Some interventions include utilising agriculture and tourism as a key sector for economic transformation. Other interventions include investment in infrastructure such as roads and social facilities, development of value chains and new markets, job creation and skills development; and improvement of spatial planning to integrate rural regions and urban areas.

While a few of these interventions have come to fruition, the unfortunate reality is that the vast majority of these interventions are abandoned at the initial phases of implementation.

## 2.4. Development Partners

To address the development challenges in Thaba Nchu, the Kgotla ya Barolong-Boo-Seleka has established long-term partnerships with various organisations and will expand on and strengthen these partnerships over time. The following diagram illustrates the partner groups currently engaged, as well as ‘Investors, Financiers and Foundations’, which represents an important new category of partners for the BBS Nation.

Figure 1: Development Partners



## 2.5. Investments Planned for the Area

There are numerous development projects in Thaba Nchu and the surrounding area - some of which are complete, others in progress and many in the planning phase. **These projects are not implemented by the BBS community but provide an overview of development activity in the area and may be leveraged during implementation of the Master Plan.**

PROJECT	STATUS	LOCATION	OWNER
<b>Infrastructure and Industrial</b>			
<b>Steel Smelter</b> – The steel smelter plant is in the Thaba Nchu Industrial Area and was established to create job opportunities.	Completed - 2023	Thaba Nchu	Department of Economic, Small Business Development, Tourism and Environmental Affairs
<b>Municipal Water Pipelines</b> - The construction of new pipelines is expected to improve water security in the region.	Planned	Manguag Metropolitan Municipality – east of Bloemfontein including Thaba Nchu	Mangaung Metropolitan Municipality
<b>Road Works</b> - Paving from Thaba Nchu to Paradys (10 km); Gladstone to the Black Mountain junction (15km); and resurfacing from Thaba Nchu to the Black Mountain Resort (15km)	Planned	Thaba Nchu	Mangaung Metropolitan Municipality
<b>Agriculture and Agro-Processing</b>			
<b>Agripreneur Farmers Institute</b> – The institute is an initiative by local youth to build skills among emerging farmers.	Complete - 2022	Thaba Nchu	Itumeleng Modise
<b>Thaba Nchu Abbatoir</b> – The abbatoir is a supporting project of the Thaba Nchu Agri-Hub.	Complete	Thaba Nchu	Mangaung Metropolitan Municipality
<b>Meat Processing Plant</b> - The meat processing plant is a supporting project of the Thaba Nchu Agri-Hub.	Complete	Thaba Nchu	
<b>Agri-Hub</b> – The Agri-Hub will trade several commodities including beef, fruit, game, grain, poultry and sunflower.	Ongoing	Thaba Nchu	Mangaung Metropolitan Municipality
<b>Auction Facilities</b> - The auction facility is a supporting project of the Thaba Nchu Agri-Hub.	Planned	Thaba Nchu	Mangaung Metropolitan Municipality

<b>ENTREPRENEURSHIP AND SMME DEVELOPMENT</b>			
<b>The National Rural Youth Service Corps College (NARYSEC)</b> – The NARYSEC College in Thaba Nchu provides youth with further education and training linked to developmental community projects.	Completed - 2010	Thaba Nchu	Department of Military Veterans
<b>Business Development Hub</b> - The business development hub is a supporting project of the Thaba Nchu Agri-Hub.	Planned	Thaba Nchu	Mangaung Metropolitan Municipality
<b>Bakery</b> - The bakery is a supporting project of the Thaba Nchu Agri-Hub.	Planned	Thaba Nchu	Mangaung Metropolitan Municipality
<b>SOCIAL DEVELOPMENT INITIATIVES</b>			
<b>Maternal Care</b> – Provide care for infants and new mothers, and education for youth, to reduce teen pregnancy and child mortality and improve early childhood outcomes.	Planned	Thaba Nchu	Community-Based Organisations Maternal/Health Organisations (USAID)
<b>Local Gardens for People in Need</b> – Establish and strengthen local gardens to provide food for vulnerable groups and local clinics.	Planned	Thaba Nchu	Community-Based Organisations Local Clinics Agricultural Organisations
<b>Nutrition Campaigns</b> – Link the youth to opportunities in sustainable food production and healthy eating through after school training and gardening programs.	Continuous	Thaba Nchu	Community-Based Organisations Local Clinics Agricultural Organisations

**3.**

**BBS Nation Profile**





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## 3. BBS Nation Profile

### 3.1. Introduction

The BBS Nation Profile presents a comprehensive overview of the BBS Traditional Community, including its demographics and socio-economic status. This Chapter provides a deeper understanding of the community's needs and informs strategies for rural development. The Profile relies on information from the following sources:

- Community-level data from StatsSA (Census 2011), supported by more recent regional data (Household Survey 2018, Community Survey 2016)
- Comprehensive Area Overview Report by Spatial Data Services Africa
- Provincial and municipal development strategies and plans
- Research compiled by education institutions, consultants, non-profit groups, government and industry
- Input from the Kgotla ya Barolong-Boo-Seleka

### 3.2. Kgotla ya Barolong-Boo-Seleka

Thaba Nchu and the 39 surrounding villages are home to the Barolong-Boo-Seleka people, a traditional community led by Kgosi Gaboilelwe Moroka. Kgosi Gaboilelwe Moroka was coronated on 11 September 2022 and is the first woman to hold a senior traditional position in the Nation.

Leadership is administered through the Kgotla ya Barolong-Boo-Seleka and Headmen which, along with Kgosi Gaboilelwe, acts as custodians of the community's morals, social values and traditional institutions; represent the BBS in matters of local development and governance; and champion socio-economic development within the community. It is the Kgotla ya Baolong-Boo-Seleka that have commissioned this Master Plan and will take the lead in its implementation.

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### 3.3. Demographics

The following demographic profile provides an overview of key population trends in the BBS Nation. **Importantly, the profile is limited to Nation members currently living within the Traditional Authority and is therefore likely to underestimate the income of Nation members, overall.** The demographic trends are adapted from Spatial Data Services Africa's Comprehensive Area Overview Report, 2022, which draws heavily on StatsSA data.

#### Population

The Barolong-Boo-Seleka is a traditional Tswana and Sotho-speaking community. There are 62 126 community members living within the Traditional Authority. The local population is growing at average rate of 1,2% per year, which equates to an additional 750 people. According to the most recent data (2022), there are 17,033 households spread across 39 villages.

The average number of people per household is 3.17, which is far fewer than the average in most rural areas (6 per household). This can be attributed to trends in health, fertility, life expectancy, migration, marital status and culture. Smaller households are also indicative of lower levels of poverty, compared to other rural communities.

#### Age and Gender

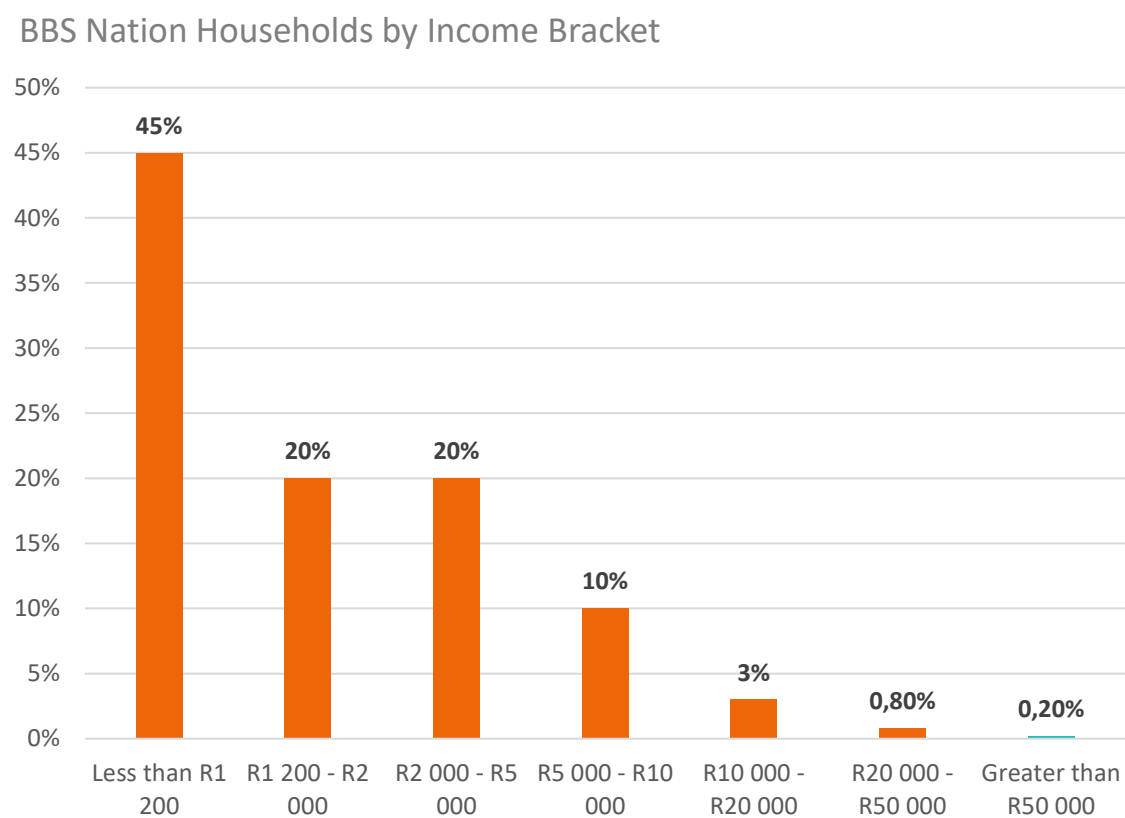
In the Barolong-Boo-Seleka community 48% of the population are male and 52% female. This uneven distribution is attributed to a lack of economic opportunities, which drives working-aged men away in search of employment, as well as the higher life expectancy of women.

The working age group (15-65 years) accounts for 51% of the population, which means there is a significant opportunity for economic growth. Conversely, high unemployment rates, a significant and growing youth cohort, and weak economic growth place the BBS Nation, along with most of South Africa, at risk of protest and other forms of civil unrest.

## Household Income

Poverty is an enormous challenge in the BBN Nation, exacerbated by the unemployment and cost of living crises, the COVID-19 pandemic, and more than a decade of weak or negative economic growth. As illustrated below, 65% of households living within the BBS Traditional Authority earn less than R2 000 a month, which places them well below the upper-bound poverty line.

Figure 2: Household Income



“Overcoming poverty is not a gesture of charity. It is an act of justice.”  
-Nelson Mandela

## Education Levels

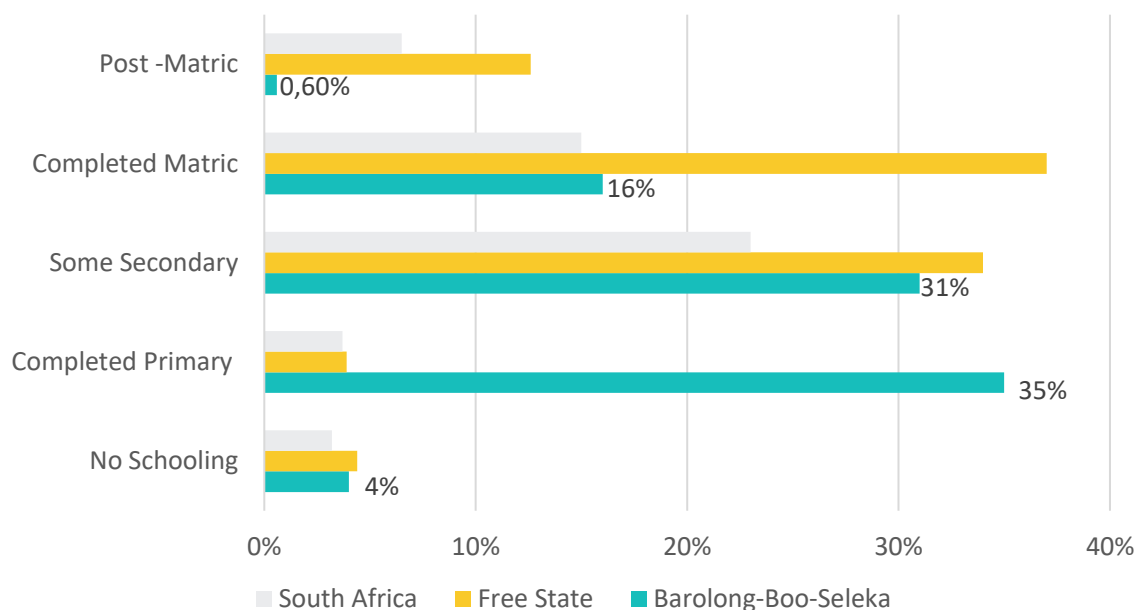
Education is critical to sustained economic growth. Education encourages entrepreneurship, improves the quality of an individual's life and is critical to ending poverty.

In the BBS Nation, several obstacles stand in the way of a quality education. Historically, the apartheid system created education inequalities, and although significant change has occurred, the rural education system remains constrained by insufficient funding, a lack of resources, and a teaching pool that is both underqualified and insufficient in numbers.

The following graph compares education attainment in BBS, Free State and South Africa. Within the BBS Traditional Authority, 30,8% of the population have some secondary education, 34,5% have completed primary school and 4% have no formal schooling. Only 15,6% of adults hold a matric certificate and less than 1% have completed a post-matric qualification.

Figure 3: Education Levels in the BBS Traditional Authority, Free State and South Africa

### Highest Level of Education - BBS Nation (living on BBS land)





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## Education Facilities

The tables below provide an overview of primary, secondary, intermediary and combined schools in the BBS region. There are 35 primary schools, 5 secondary schools, 2 Intermediary schools and 1 combined school. It is unknown exactly how many ECD facilities operate within the Traditional Authority, however, it is anticipated that such programming is scarce and limited in quality.

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*Only 26.8% of 5-year-olds in traditional communities attend ECD classes, compared to nearly half of those in urban areas. This means that three-quarters of rural students who arrive for their first day of grade 1 are already behind.*

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Another key concern for the Nation is the closing of rural schools by the Department of Basic Education as part of the School Consolidation Programme. This program targets, non-viable and small schools with a low-enrolment rate, but is expected to leave many students in smaller villages without ready access to education.

Thaba Nchu is, relative to other rural communities, located in relative proximity to higher education institutions. This includes the Motheo TVET College in Thaba Nchu as well as education institutions in Bloemfontein, such as the Central University Technology (CUT). While agriculture plays a critical role in the local economy the BBS community has no formal agri-training facilities.

The following tables list the primary and secondary schools within the BBS Traditional Authority, according to the Department of Basic Education.

<b>PRIMARY SCHOOLS</b>			
<b>Name of Primary School</b>	<b>Number of Learners</b>	<b>Number of Teachers</b>	<b>Learners per Educator Ratio</b>
Botsime Primary School	84	4	21
Emang Primary School	1507	39	39
Ereskuld Primary School	228	8	29
Fenyang Primary School	66	3	22
Khune Primary School	168	7	24
Mmafane Primary School	24	2	12
Modisatsile Primary School	24	2	12
Modutung Primary School	96	5	19
Moipolai Primary School	49	2	25
Moipone Primary School	1046	28	37
Mokitlane Primary School	917	26	35
Mokoto Primary School	35	3	12
Mokwena Primary School	494	17	29
Molacoaneng Primary School	15	2	8
Morago Primary School	57	3	19
Motiyane Primary School	26	2	13
Motlatla Primary School	228	8	29
Motshumi Primary School	45	3	15
Ngakantsi'sport Primary School	67	3	22
Nkhabele Primary School	31	2	16
Poonyane Primary School	92	4	23
Ramahutshe Primary School	50	3	17
Ramashoane Primary School	65	3	22



<b>PRIMARY SCHOOLS</b>			
<b>Name of Primary School</b>	<b>Number of Learners</b>	<b>Number of Teachers</b>	<b>Learners per Educator Ratio</b>
Refentse Primary School	1065	33	32
Rooibult Primary School	85	4	21
Seiphemo Primary School	904	25	36
Serope Primary School	53	3	18
Setlogelo Primary School	72	4	18
St Augustines Primary School	496	14	35
Tala Primary School	62	4	16
Thubisi Primary School	675	21	32
Tlhabaki Primary School	134	5	27
Toba Primary School	62	4	16
Tonya Primary School	25	2	13
Tsimatsima Primary School	30	2	15

<b>SECONDARY SCHOOLS</b>			
<b>Name of Secondary School</b>	<b>Number of Learners</b>	<b>Number of Teachers</b>	<b>Learners per Educator Ratio</b>
Moroka Secondary School	1082	36	30
Phetogane Secondary School	722	23	31
Rt Mokgopa Secondary School	939	40	23
Sditi Secondary School	473	20	24
Strydom Secondary School	858	30	29

<b>INTERMEDIATE AND COMBINED SCHOOLS</b>			
<b>Name of School</b>	<b>Number of Learners</b>	<b>Number of Teachers</b>	<b>Learners per Educator Ratio</b>
Tlotlanang Combined School	1380	41	34
Keikelame Intermediate School	71	3	24
Maserona Intermediate School	294	10	29

*Table 1: Schools in the BBS Jurisdiction*

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## 3.4. Housing, Infrastructure & Services

This section provides an overview of housing, infrastructure and service delivery within Thaba Nchu and the surrounding BBS villages. The information below is adapted from the Spatial Development Survey Africa's Comprehensive Area Overview Report, 2022.

### Housing

The right to adequate housing is recognised in South Africa's constitution and in international human rights laws. However, housing remains a critical issue within townships, rural areas and inner cities.

In the BBS jurisdiction, there are 17 033 homes, which are predominantly brick houses (79,8%) followed by traditional (10,9%) and informal homes (6,4%). The growth rate of formal houses in the BBS has been relatively slow, increasing by just 3,4% annually.

Most homeowners in the BBS community own a house (79,4%), however, these homes are on traditional land and therefore the owners do not possess a full title deed. The remainder of households occupy their homes rent-free (12,6%), rent their homes (5,3%) and have ownership but have not yet paid off the debt for construction (3,7%).

While housing is not a major challenge for the BBS Nation, the following problems relating to housing persist:

- A lack of access to finance for housing with most households have no funding to build and extend their homes, resulting in overcrowding.
- A lack of sanitation services.
- Structural defects which include leaking roofs, unstable walls and poor-quality floors, which are hazardous.

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## Electricity

Electricity supply is critical for thriving economies and a basic standard of living. Electricity distribution in the BBS community is relatively good, with 93,1% of homes connected to the Eskom grid, leaving nearly 2,000 households are without Eskom power.

The main challenge in the BBS community, along with the rest of South Africa, is unreliable and increasingly unaffordable electricity supply owing to load shedding, cable theft and Eskom's enormous debt and cost overruns. This limits economic potential, has damaged other infrastructure and is affecting the local water supply. It also, however, creates an opportunity for the development of renewable energy systems to provide for the Nation and surrounding areas.

## Water

The BBS Nation receives water from the Modder River, which experiences intermittent draughts causing significant constraints for residents and the agricultural sector. However, when water is available, the reticulation infrastructure is better than in many rural areas, creating significant opportunity for improved sanitation, health and the development of household gardens.

In the BBS community, 58,8% of households have a water pipe in their yards, 17,1% have piped water infrastructure in their home, and 18,1% walk to a community pipe stand less than 200m from their dwelling. The remaining 6% access water more than 200m from their home and therefore, by governments definition, do not have their basic water needs met.

Of immediate concern is the potential water quality crisis in the Nation. In July 2023 the Department of Water and Sanitation issued an updated Blue Drop Watch Report, providing a technical assessment of water quality and treatment processes throughout South Africa. The Report found that treatment plants in the Free State province are only 63% functional, which means that 'infrastructure and processes are deemed to be only partially functional with an average performance'. The Report further concludes that the Free State requires R500 million in infrastructure upgrades, more than any other province.

## Sanitation

The following table shows that sanitation infrastructure in BBS Nation households is limited, with nearly 90% of households relying on pit toilets or no sanitation at all.

SANITATION TYPE	Barolong-Boo-Seleka Backlog	
	# of Rural Households	% of Rural Households
<b>Adequate Sanitation</b>		
Flush Toilet – connected to a public system	1 805	10,6%
<b>Total</b>	<b>1 805</b>	<b>10,6%</b>
<b>Inadequate Sanitation</b>		
Pit Toilet – with ventilation pipe	12 348	72,5%
Pit Toilet – without ventilation pipe	2 180	12,8%
No sanitation or bucket system	681	4%
<b>Total</b>	<b>15 209</b>	<b>89,3%</b>

*Table 2: Sanitation Services*

In 2019, the MMM appointed a contractor to conduct large scale water and sanitation development within the Traditional Authority. However, while most of the water connections were complete, only 64% of planned toilets were constructed. Furthermore, the scale of the Project was insufficient to make a dent in the needs of the Nation. This lack of progress, amplified by water supply concerns, creates the imperative for an innovative, Nation-led solution.

## Roads

The major roads leading to the BBS community are paved while roads within the community are unpaved and are often not navigable, especially after heavy rains. With only 4,8% of the 820 km's of the total road network paved, major investment is required in the BBS village to complete paving and install stormwater drainage. These efforts are critical to improve connectivity within the Traditional Authority, provide access to healthcare and other services, and enable agriculture and other local economic development activities.

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## Health

The BBS village has 10 health facilities, including 1 hospital and 9 clinics. The main state hospital was named after Dr JS Moroka, the great-grandson of Kgosi Moroka the 1st. Dr JS Moroka played a critical role in the medical history of South Africa by serving disadvantaged community members in Thaba Nchu and investing in the education of many medical students. The BBS village has no private health facilities. The closest health facility is Netcare Pelonomi Hospital which is 44,07 km away in Bloemfontein. The existing health facilities are insufficient to meet local demand.

## 3.5. Economic Activity

The following section provides an overview of current economic activity, locally within Thaba Nchu and surrounding villages, and regionally, which encompasses the MMM including Bloemfontein. These profiles draw on an understanding of South Africa's rural economy, municipal-level data from StatsSA, information gathered during community visits, and a Rural Enterprise Audit.



By 2030, South Africa's rural communities should have greater opportunities to participate fully in the economic life of the country”

- NDP

### Village Economy

The economy in and around Thaba Nchu is driven by income from social grants, limited employment and remittances. Most households (85%) in the BBS jurisdiction earn less than R5 000 per month, most of which is spent on food and other basic needs, at local shops and in Bloemfontein. Investment, agriculture and SMME activity is limited and far below the potential for the Nation.



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## Agriculture

The area around Thaba Nchu has an abundance of arable land which is actively used for commercial and subsistence farming. That said, much of this activity exists outside of the traditional authority boundary on privately owned land, while much of the Nations agriculture land remains underutilised.

The BBS Traditional Council understand the importance of agriculture development and have engaged in several projects – including in partnership with Afriforum and the Southern African Agri Initiative (SAAI). The project commenced in the winter of 2022 and entailed planting a wheat crop. In January, 8,5 tonnes of wheat were harvested and sold for the community's benefit. These initiatives seek to build capacity and establish workable farms with the right skills, market access and incentives to sustainability operate.

Further opportunities for agriculture development will be pursued as a priority for the Nation. These will be enabled by the anticipated land transfer from government to the community, ongoing capacity building, and a partnership with commercial farmers that enables skills development, access to markets, and the development of clear incentives.

## Mining & Manufacturing

Mining and manufacturing are very limited in the local and regional economy. Mining activity is centred around urban settlement areas with a focus on the mining of sand, gravel, clay and salt. Thaba Nchu has also witnessed several attempts by Mangaung Metropolitan Municipality to stimulate industrial development with a focus on the textile industry. However, overtime, as subsidies dwindled, the industries collapsed.

## Tourism & Recreation

Thaba Nchu is home to several recreation and accommodation facilities, catering primarily to domestic tourists. The tourism sector in Thaba Nchu is mainly driven by resorts and a game reserve and includes the Thaba Nchu Regional Park, Black Mountain Resort and Maria Moroka Game Reserve. There is the potential for further tourism development over time.

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## Retail

The retail sector in Thaba Nchu is comprised of spaza shops and micro grocery stores, bottle stores and taverns, tshisa-nyama's and a few clothing stores. While many community members shop in Thaba Nchu to meet their daily needs, most income is spent in monthly trips to Bloemfontein. Consequently, a large percentage of local incomes is spent on transport and non-local retailers, moving money away from the Nation's local economy.

Low-income levels, decreased consumer spending, a shrinking market because of rural-urban migration and further development of out-of-town retail spaces have all contributed to the decline of Thaba Nchu's retail sector. Although the government has projects in the pipeline to revitalise Thaba Nchu's CBD, including the construction of a retail park, implementation remains uncertain.

## Employment

The Nation is plagued by high unemployment, with nearly half (48,5%) of all working age people unable to find jobs. This is proportionally higher than Free State's (43,4%) unemployment rate and in keeping with most rural areas. It is attributed to a poorly diversified job market, a lack of access to economic hubs and low education rates. The majority of other work is found in government or private institutions, such as the local clinic and schools, and the Kgotla ya Barolong-Boo-Seleka office.

## Regional Economy

Thaba Nchu is located in the Manguang Metropolitan Municipality (MMM), which is home to Bloemfontein and surrounding rural areas (traditional and non), which make up to 97,17% of municipal land. It is characterised by extensive commercial farming, mainly mixed crop production and cattle farming. Economic activity in the Municipality is centred in Bloemfontein.

Manguang's economy is the largest contributor of GDP in the Free State, generating over R98 billion (50% of the provincial economy) a year. In 2019, the

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MMM economy created 280 389 jobs, accounting for 35,21% of total employment in the province and 1,67% of the total employment in South Africa.

The agriculture sector plays a critical role in the rural economy and is driven by livestock production (game, cattle, sheep, goats and pigs) and poultry. The sector contributes only 1,7% of economic output in the MMM. This is a result of Bloemfontein's role in MMM as an urban services, retail and government hub.

The largest sector within the MMM is community services which accounts for 33,0% of economic output and 32,4% of employment. The community sector is mainly driven by government offices, three tertiary institutions and healthcare facilities. The second largest sector in the MMM is the finance sector, contributing 21% towards economic output followed by trade at 17%.

Mining contributes only 1,0% towards economic output and 1,2% towards employment and includes the mining of sand, gravel, clay, and salt. Mining operations occur near urban areas and have little impact on rural development. The manufacturing sector contributes 6% of economic output and is largely geared towards servicing the local market, focusing on assembling and wholesale of imported products.

The recent outbreak of COVID-19 has highlighted the vulnerabilities of the tourism sector. In MMM tourism is primarily driven by domestic visitors and is centred around cultural-historic tourism, events tourism, leisure tourism and agri-tourism. The Macufe Festival, Bloemfontein Rose Festival, sporting events (soccer, rugby and cricket games), Phillip Sanders Resort, Maselspoort Resort, and Naval Hill Nature Reserve all play a key role in the tourism industry.

**4.**

**Land & Spatial  
Development**







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## 4. Land and Spatial Development

The spatial analysis provides a comprehensive overview of the BBS jurisdiction and aims to promote the productive use of land to support food security, economic development and improve rural-urban connections.

### 4.1. The Study Area

The BBS Nation lives in and around Thaba Nchu, which is 63 km east of Bloemfontein in the Free State province. The Traditional Authority is bordered by Lesotho to the East, which creates both economic opportunity for the community as a potential retail hub between Maseru and Bloemfontein, as well as challenges resulting from cross-border theft and smuggling.

The Nation has a dispersed spatial distribution, with 39 villages, some of which are 35 kilometres away from the community centre. The region is characterised by a large area of communal land used for subsistence farming. The vast majority of new developments have expanded to the west of Thaba Nchu, along Station Road. There are two industrial zones in the region, one to the east of the CBD and one to the west of the railway station, both of which are 65% occupied.

Thaba Nchu has long been a service hub for the eastern regions of Free State with numerous government agencies setting up regional headquarters here. However, as government investment has dwindled, the sanatorium, the military installation, the college, and the reformatory school are among the offices and facilities that have recently shut down leaving the town largely economically inactive. The result is fewer visitors from outside the town and less income spent locally, which in turn contributes to the loss of business and manufacturing activity in the region.

The Barolong-Boo-Seleka jurisdiction has 39 villages spread across 75,426 hectares which include:

No.	Village
1	Balaclava
2	Bofulo
3	Eureka
4	Feloane Trust
5	Gladstone
6	Grootdam
7	Groothoek
8	Houtnek
9	Kgalala
10	Klipfontein
11	Kommissiedrif
12	Longridge
13	Maraisdal
14	Merino
15	Middeleel
16	Modutung
17	Marago
18	Moroto
19	Motlala
20	Nogas Post
21	Paradys
22	Post
23	Potsane
24	Rakhoi
25	Ratabane
26	Rietfontein
27	Rooibult
28	Rooifontein
29	Sediba A
30	Sediba B
31	Spitsako
32	Springfontein
33	Tabane
34	Talla
35	Thubisi
36	Tiger River
37	Tweenfontein
38	Woodbridge
39	Yorksford

*Table 3: Villages in the BBS Nation*

## 4.2. Location in the Context of Major Developments and Hubs

### Thaba Nchu Agri-Hub

The Thaba Nchu Agri-Hub was established in 2016 as part of the Provinces Agri Parks programme which seeks to support rural enterprises, develop rural industries, create jobs and facilitate the efficient movement of rural produce to market. In 2016, an Agri-Park Master Plan was compiled and several of the planned agri-hub facilities are currently operational.

The Agri-Hub is located within the Thaba Nchu industrial area, as illustrated in the Map below. This area is near the N8 – allowing for easy access to markets. It is envisaged that once the Agri-Hub is fully operational it will have several agro-processing facilities. These facilities, if properly developed, may enable agriculture and agro-processing development and it is thus important that the BBS Nation engage on these projects.

Map: Agri-Hub in proximity to other Industrial Developments

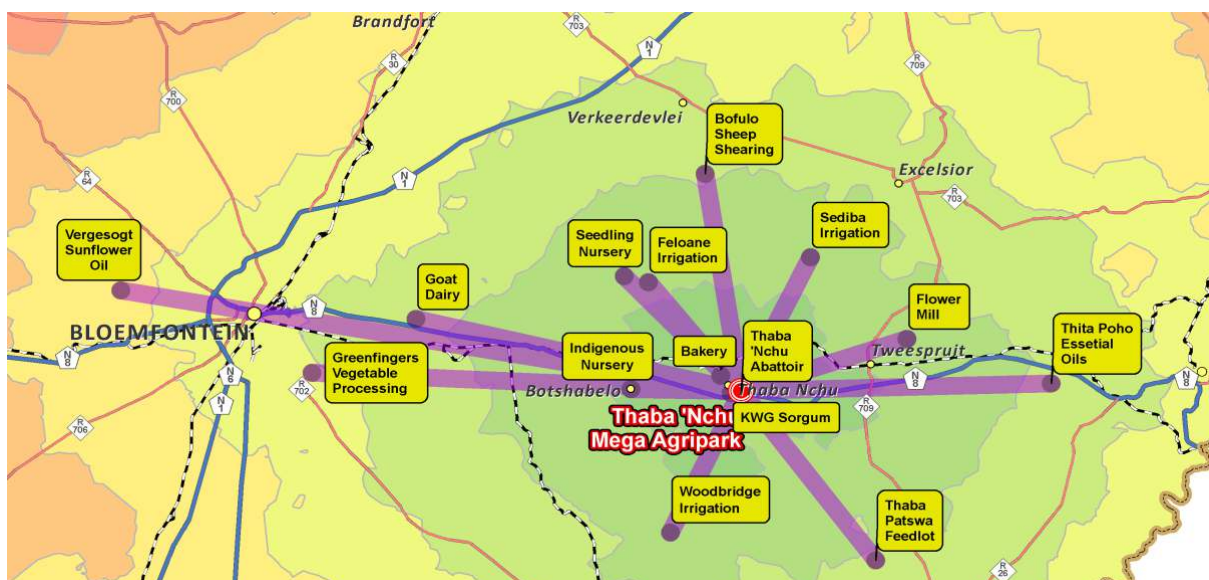


Figure 4: Map of the Agri-Hub  
Source: Rural Development Implementation Plan

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## Rui Star Iron Steel Plant

The Rui Star Iron Steel Plant, located in the Thaba Nchu Industrial Area, was established by the Department of Economic, Small Business Development, Tourism and Environmental Affairs (DESTEA) to grow the local economy and create employment opportunities. The Plant, operated by Chinese company Hangda Steel, sources scrap metal across South Africa and processes it into steel and iron. The Plant currently employs approximately 120 people from local communities and will eventually employ 500 people, once fully commissioned.

There is an opportunity for the BBN Nation to facilitate employment for the Rui Star Iron Steel Plant, as well as other facilities in the region, by serving as a training facilitator, partnership facilitator, and labour partner (see project list).

## Botshabelo Industrial Park

The Botshabelo Industrial Park was established as part of the Department of Trade, Industry and Competitions (the dtic's) Revitalisation of Industrial Parks Programme. The Park is accessible via the N8 from Thaba Nchu. Over R500 million has been spent on renovations, creating 5 000 temporary jobs.

More than 108 of the park's 144 factories are occupied and fully functional (76%). The factories produce predominantly textiles, comprising mainly high-quality products which are marketed throughout South Africa and exported worldwide. Other factories in the Industrial Park include food processing, electrical enclosures, paraffin stoves and minor engineering services.

The Botshabelo Industrial Park also houses a cutting-edge digital hub, which was financed with R5 million from the Small Enterprise Development Agency (SEDA). The digital hubs will provide access to Information and Communication Technology (ICT) facilities, training centres for community members, and incubation for primarily young entrepreneurs working in the ICT sector.

Although the Industrial Park is not on traditional land, its close proximity to Thaba Nchu and BBS villages make it an important development enabler. In seeking industrial space, the BBS Nation, its entrepreneurs, SMMEs and investors, should look to the Park and the dti for collaboration.



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## Bloemfontein

Bloemfontein is the sixth-largest city in South Africa, the Nation's judicial capital, and administrative headquarter of the Free State. It also serves as the main economic hub for Thaba Nchu. The BBN Nation is in many ways dependent on Bloemfontein for social services and economic support.

Bloemfontein accounts for 87% of economic production in the MMM. Its economy is mainly driven by the services and government sectors, while small business, commercial, industrial, agriculture and tourism drive employment in the region. Bloemfontein also offers educational facilities, primary healthcare and judicial services.

The city is only a 40-minute drive from Thaba Nchu via the N8, which also connects Bloemfontein to Maseru in Lesotho. It is accessible from the north and south via the N1 and the Eastern Cape via the N6. The BBS Nation's proximity to Bloemfontein is a major source of economic opportunity.

## Maseru

Maseru, the capital of Lesotho, is located 63 km east of Thaba Nchu. It lies directly on the Lesotho-South Africa border and is accessible via the Maseru Bridge which crosses the Caledon River. Maseru serves as the second most important economic hub in the region.

Maseru has one of the fastest-growing economies in southern Africa and accounts for more than 50% of Lesotho's national GDP. The services sector is the main contributor to Maseru's economy, contributing 57%, followed by the manufacturing sector at 28%. The city's business district hosts shopping centres such as the Maseru Mall, several banks, businesses and markets.

There is an opportunity for the BBS Nation to leverage Maseru and its economy for development. Thaba Nchu, if better established, can serve as an important half-way point for those travelling through Bloemfontein to Maseru. There is also an opportunity for trade relationships, supply chain development and agricultural partnerships.



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### 4.3. Land Ownership and Customary Rights

The history of land dispossession in South Africa has left the vast majority of traditional communities and black South Africans either landless or with unstable tenure and ownership of the land they occupy. The collapse of the land administration system in the former homeland provinces has compounded the underlying uncertainty regarding land rights. While the government often highlights land restitution and redistribution as a priority, little has been achieved to improve land security for rural people.

While the Constitution of South Africa recognises traditional rights and traditional tenure, there are several policy gaps including the lack of a legal mechanism to register communal or indigenous land. Furthermore, after two decades of democracy, land reform has proceeded excruciatingly slow, generating enormous frustration for those engaged in the process.

The slow progress of land reform in traditional communities is attributed to conflicting policies, budgetary constraints and inadequate state capacity. One implication is that investors and financial institutions avoid these areas, making it incredibly difficult for traditional authorities to obtain investment, for community members to secure housing subsidies or business loans, and for agriculture projects to gain the buy-in they require.

Land reform for rural communities is key to rural development but must be done through a process that (1) upholds the constitutional rights of traditional leadership and (2) includes statutory recognition of rural communities as collective owners of their lands. This process, if managed correctly with capacity building, support and accountability measures for traditional leaders and community members, can vastly increase the productive use of land – increasing food security and creating employment in the agricultural sector. Furthermore, statutory recognition provides rural communities with a voice in the developments that takes place on their land.

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## 4.4. Land Transfer Process

The BBS Nation have a long and storied history in the region. The Tribe arrived in Thaba Nchu in 1833 and its territory stretched from the eastern banks of the Leeuw River to the Phata-ya-lobelo hills in the west. Following the annex of Thaba Nchu by the Orange Free State, the BBS community was left with access to only one-fourth of its original land.

The BBS Nation's land is currently vested in the State as 'custodian, on behalf of the community according to Section 20 of the **Upgrading of Land Tenure Act** (Act No. 112 of 1991). The BBS Nation, with support from AfriForum, obtained a Legal Opinion stating that the Upgrading of Land Tenure Act offers the most simplified procedure and is the recommended approach for traditional groups to use to reclaim ownership of their land.

According to Section 20(1) of the Upgrading of Land Tenure Act, a traditional community may ask the state to provide them with ownership rights over the land. Section 20(2) further stipulates that the State may take action to transfer the land to the traditional community if it is surveyed. Notably, the BBS Nation's land is surveyed. Presently, the Kgotla ya Barolong-Boo-Seleka has sent a letter to the Department of Cooperative Governance and Traditional Affairs (COGTA) requesting that the land be transferred from the government to the BBS community and is awaiting a response.

While the land claims process is critical, it is also important to address the risks associated with collective ownership - ***when land is owned by everyone, it is worked by no one***. To mitigate this risk, land management structures need to be put in place, such as long-term leases, to incentivise small-scale farmers to work and develop the land. The Nation will also pursue partnerships with local commercial farmers to establish land-leases, capacity building and profit share arrangements.

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## 4.5. Land Management System

In November of 2022, the BSS Nation, in collaboration with Joulco Square and AfriForum, launched a Land Management System.<sup>7</sup> The System was developed to help control the allocation of land, manage land that has been allocated, and facilitate infrastructure development.

The land management system includes the following features:

- All the properties of the community are visible on an online map.
- All properties are managed individually.
- Properties can be subdivided and portions can be allocated to persons or legal entities.
- The contract of every property or portion is saved on the system.
- The availability of individual properties or portions can easily be established.
- The system can be used as a planning tool because it allows for reserving specific areas for specific purposes such as residential, industrial and agricultural (i.e. zoning).
- The system provides warning signals when an existing contract or utilisation right lapses.
- The system is designed so that land management can be decentralised if desired.

The BBS Traditional Council will prioritise implementation of the Land Management System. This, in turn, will help pressure government towards recognition of the nation's land claim; will enable agriculture, and economic development; and will enable both investment attraction and revenue creation for the Traditional Authority.

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<sup>7</sup> AfriForum Article. 3 November 2022. <https://afriforum.co.za/en/land-management-system-implemented-at-barolong-boo-seleka-in-collaboration-with-afriforum/>

**5.**

**Development Goals  
and Objectives**





Your Assurance  
for great Meals

Ami  
CUBE  
...friends for life

BIG 5  
PER CUBE

FAS

BENNY



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## 5. Development Goals and Objectives

This chapter provides the overarching goals for the BBS Nation in line with the NDP Vision 20230, InvestRural Masterplan and the UN's Sustainable Development Goals. The aim is to fulfil these goals by the year 2050.

### 5.1. Goal 1 – Reduce Poverty

Reducing poverty within the BBS Nation will require economic growth, job creation, social interventions and the shift from a culture of dependency to one where individuals, families and communities rely on themselves and each other.

#### Poverty Reduction Targets:

- **Target 1:** Ensure food security for every member of the BBS Nation.
- **Target 2:** Improvr health outcomes with a focus on our most vulnerable
- **Target 3:** Find innovative ways to address challenges with electricity, water and basic services
- **Target 4:** Attract partners to strengthen education and health services
- **Target 5:** Improve housing by enabling ownership and investment

### 5.2. Goal 2 –Enterprise Development & Employment

Foster the conditions necessary for investment, enterprise development and employment with a focus on infrastructure, training and job creation.

#### Enterprise Development & Employment Targets:

- **Target 1:** Develop the infrastructure needed to support small enterprise development
- **Target 2:** Facilitate access to training, funding and other support
- **Target 3:** Create a pipeline to transition youth from school to training and employment
- **Target 4:** Leverage our Nation's strategic location for investment and industry development
- **Target 5:** Embrace agriculture as a driver of employment and enterprise development



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### 5.3. Goal 3 – Strong & Resilient Community

Build a strong, resilient nation, with proud traditional systems and effective local governance. Restore dignity and remind our people who we are and what we are capable of achieving.

#### **Strong & Resilient Community Targets:**

- **Target 1:** Ensure our land is returned to us, so we may leverage it for sustainable development
- **Target 2:** Create a clean and safe community, embracing both Thaba Nchu and surrounding villages
- **Target 3:** Preserve and restore our cultural heritage and traditions
- **Target 4:** Build self-sufficiency and reduce our dependence on government
- **Target 5:** Engage the community in local governance and development interventions

**6.**

**The Path Forward**

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## 6. The Path Forward

**Vision 2050:** The Kgotla ya Barolong-Boo-Seleka envisions a BBS Nation that is proud of who we are; is healthy, safe and resilient; and lives with dignity, free from poverty, and with the skills and resources to prosper.

This Section sets out a path towards fulfilling this Vision.

### 6.1. Leveraging What We Have

The Nation will enable sustained development by leveraging their most precious resources - underutilised land, a dedicated people, and the stewardship provided by traditional systems. The Nation will also leverage existing, and build future, partnerships, take advantage of its proximity to key economic hubs, and fully utilise available infrastructure.

#### Land

The BBS Traditional Authority has an abundance of fertile land. However, much of this land is underutilised for agriculture and bulk infrastructure. This is attributed to a lack of secure land rights, weak investment and limited capacity.

**Secure land rights** facilitate agricultural productivity, stimulate investment and improve farmers' access to financial resources. This enables farmers to purchase critical agricultural inputs such as tractors, fertilisers and improved technology, and incentivises them for long-term development. For households and families in the BBS jurisdiction, secure land rights provide an opportunity for agriculture income and improved food security.

While the importance of secure land rights is recognised, efficient and **effective land management and administration** is also imperative. Poorly managed land leads to land degradation, disputes and reduced productivity. Thus, for the BBS community to realise its capacity it needs to fully implement its established Land Management System.

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The Nation will also need to **capacitate farmers**, of all sizes from subsistence, to small-scale and commercial. Strengthening local capacities will improve farmer yields while ensuring farmers are using sustainable practices, increasing profitability and strengthening food security. To capacitate local farmers the Nation can establish an Agri-Hub which will increase farm productivity and enable value-addition, agglomeration and market access. The Nation can also leverage the knowledge and capacity of its partners in the agricultural sector

## People

The BBS village is home to 62 126 community members, with the working-age group comprising almost half (51%) of the population. This large proportion of working-age individuals represents a window of opportunity for economic development. To harness this potential, the BBS community must increase investment, ensuring that youth are prepared to enter the workforce through **employability programs** and have the knowledge and pathways to do so.

Youth employability programs must also evolve in tandem with **increasing local labour demand**. With access to jobs and improved employability, local youth can improve their livelihoods and living standards, save, invest and contribute to the Nation's economy. Youth also present a younger labour force for the Nations' agricultural sector and have the potential to make significant contributions to agricultural development. With almost half (48,5%) of the BBS community unemployed and high incidents of poverty, youth in agriculture play an important role in addressing unemployment and food insecurity challenges.

## Traditional Systems

The Kgotla ya Barolong-Boo-Seleka is led by Kgosi Gabo Moroka alongside the Headman. The Kgotla ya Barolong-Boo-Seleka provide **guidance** for the community's development while ensuring the **preservation of cultural heritage**. The traditional leadership also provides **stability** by fostering a sense of continuity and community cohesion which helps the Nation navigate the challenges posed by political upheavals.

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“ Government’s come and go but traditional leadership endures.”  
- Kgosi Gaboilelwe Moroka

The traditional authority falls within the district encompassing Bloemfontein, as such, the development agenda is designed around urban needs. The traditional authority must therefore provide a **rural and traditional lens to development**. It is important that the needs of the community are integrated into development plans and that these development plans preserve and respect cultural heritage and tap into the traditional authorities' knowledge of land use practices.

While the Kgotla ya Barolong-Boo-Seleka has strong internal systems, **corporatisation** is needed to strengthen the existing system of leadership and administration. Corporatisation will ensure that the traditional community’s assets and operating activities are restructured into a legal framework that is easily understood by both the public and private sectors. This ensures that the community is better positioned to attract investment. It also prepares the Nation so that, once land is transferred into the Kgotla ya Barolong-Boo-Seleka, a structured and transparent land management system is in place.

## Partnerships

The Kgotla ya Barolong-Boo-Seleka has built up a rich tapestry of development partnerships from the national level to the local community. Maximising the impact of these partnerships is critical for sustainable and inclusive rural development. These partnerships will act as a catalyst for attracting much-needed investment into the BBS community.

BBS community partners include agricultural development organisations, which enable local farmers to gain access to new markets, adopt innovative farming techniques and leverage technology to enhance agricultural productivity.



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The Kgotla ya Barolong-Boo-Seleka has also partnered with education institutes and training organisations to build local capacity. By strengthening and expanding these partnerships, the BBS community will acquire valuable skills and knowledge, empowering the community to implement and manage development projects.

The Kgotla ya Barolong-Boo-Seleka also collaborates with government, which provides the community with a platform to advocate for their interests. Such partnerships will amplify the community's voices, ensuring that government initiatives are tailored to meet the Nation's needs.

## Proximity

Proximity to major hubs such as urban centres, transportation nodes and economic zones presents valuable opportunities for the BBS community to grow the local economy. Capitalising on this proximity will require the Nation to develop internal road infrastructure, build supply networks, and establish value chains.

Proximity facilitates access to larger markets, allowing local businesses to expand their reach while maintaining profit margins. It also enables a market for the community's agricultural products and drives the local tourism sector. The BBS community may also leverage their proximity by establishing market places, such as agricultural farm stalls, which connect local producers with potential buyers. Incorporating a traditional display, revitalising the community, and ensuring safety, will also aid in attracting visitors from nearby Bloemfontein.

## Infrastructure & Services

Although investment is needed, Thaba Nchu possess better economic infrastructure and retail facilities, relative to other rural communities. Building upon these existing assets by linking infrastructure and facilities to priority projects can create a strong foundation for development.

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## 6.2. Prioritising Key Sectors

The BBS Nation will launch rural economic development by prioritising four key sectors, each with the potential to attract investment, address a pressing socio-economic need, and make it possible for enterprise development and job creation. The sectors – Water, Energy, Agriculture and Roads & Transport – are presented below.

### 6.2.1. Water

The development and maintenance of water and, by extension, sanitation infrastructure is critical for agriculture and enterprise development and improved quality of life. The recent Cholera outbreak in Gauteng and the Free State also demonstrates the imperative of clean water. While the responsibility for water infrastructure falls to local government, the MMM lacks the resources and capacity to deliver on this mandate alone.

#### InvestRural Master Plan

Clean, affordable water and decent sanitation are critical enablers of socio-economic development.

Water makes it possible to achieve good health, ward off infectious disease, and pursue agriculture and other economic opportunities.

While proper sanitation is required, not only to maintain health and safety, but to restore the dignity of rural people.

***Mission – Take steps to ensure that existing water infrastructure is extended, maintained and improved, to ensure health and prosperity, in line with the household, agriculture and economic needs of the community.***

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## Water Priorities

The BBS Nation is committed to ensure that their people have a safe and reliable water supply, with improved reticulation infrastructure and sufficient water to deliver basic services, ensure quality healthcare and enable agriculture.

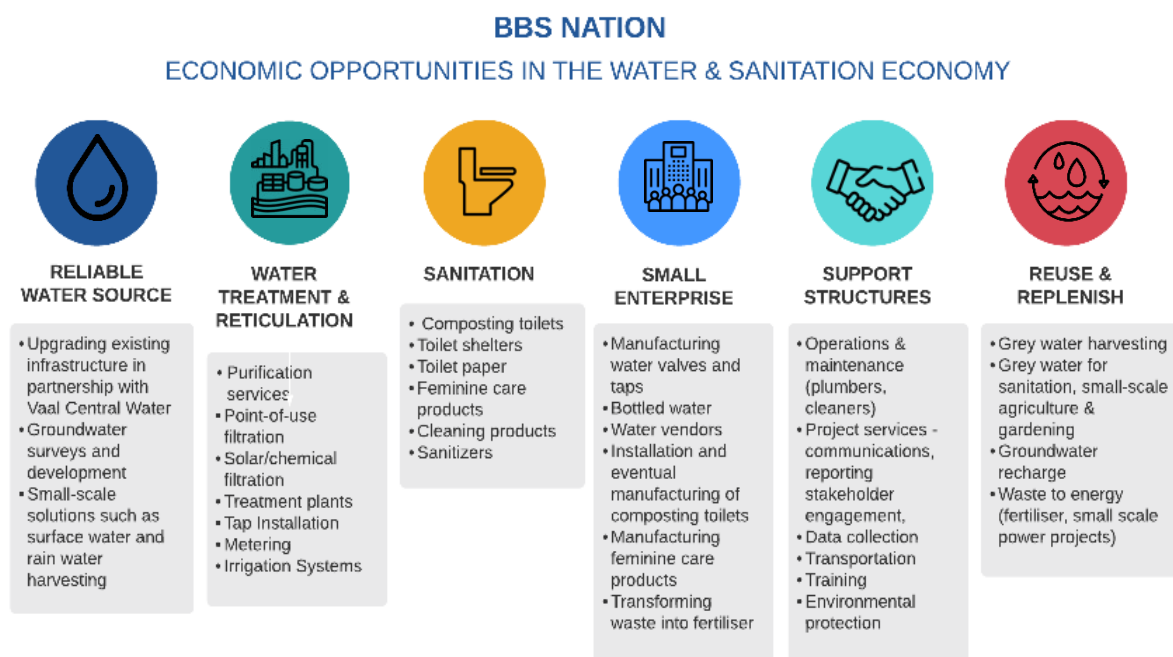
The Master Plan sets out the following priorities to achieve the above, which inform the interventions listed in the Master Plan:

- Conduct a water feasibility assessment to identify whether groundwater resources are available to provide for agriculture development,
- Support the extension of water reticulation infrastructure, prioritising the 18% of homes who must walk more than 200 metres to a tap,
- Establish a collaborative relationship with BloemWater (now called Vaal Central Water) to support the development of critical infrastructure and maintenance,
- Ensure that mechanisms are in place to regularly test water quality and address any issues immediately,
- Improve sanitation by working with development organisations, government, and innovative funding schemes to establish low-water, compostable toilets, and
- Look at the water sector as an economic opportunity, rather than a cost, with potential for enterprise development along the water value chain.

## Economic Opportunities

Improved water quality, infrastructure and distribution can also create business and job opportunities for the Nation, which are illustrated in the diagram below. Note that, for each opportunity, it is important to establish linkages to adequate training and business support.

Figure 6: Economic Opportunities from Investments in Water & Sanitation



## 6.2.2. Energy

South Africa’s energy crisis poses both challenges and opportunities for the rural economic development. The BBS Nation can address development roadblocks and embrace opportunity by partnering in the development of reliable, renewable energy projects.

**Mission – Seek private sector investment to construct renewable energy projects, leveraging the demand from the community and neighbouring economic hubs.**

### Energy Priorities

The following is a list of priorities for the energy sector, which will inform interventions set out in the Implementation Plan.

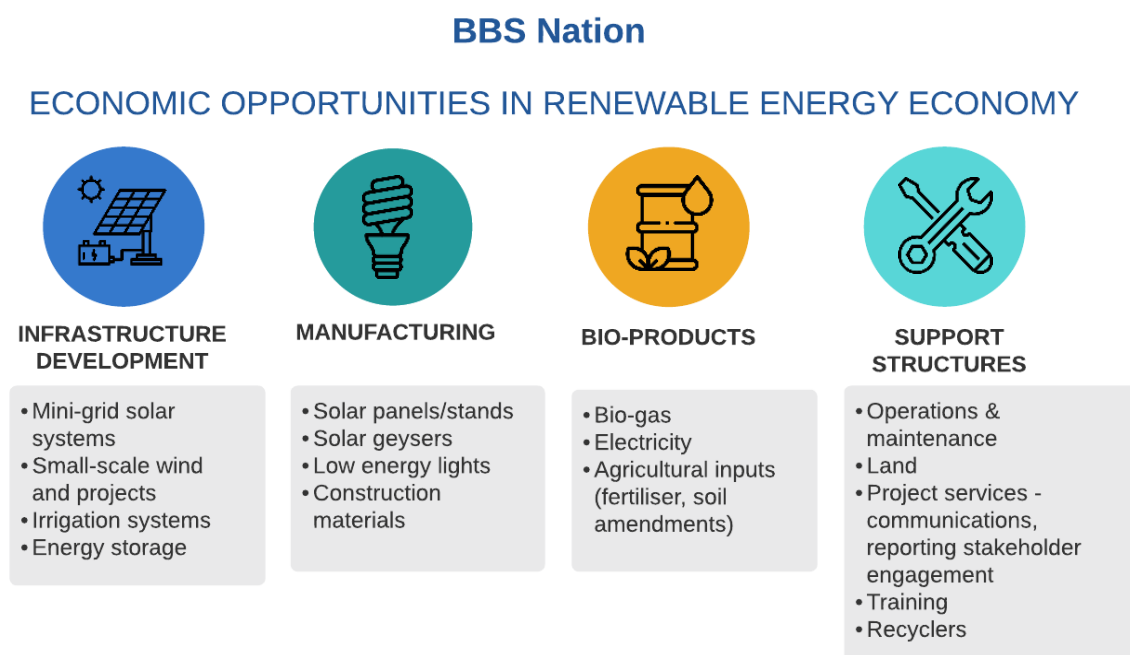
- Examine solar and wind as a viable alternative source of energy,
- Identify potential partners in the renewable energy industry,

- Leverage the Nations development agenda to lobbying government for the necessary permits, in collaboration with a private partner,
- Identify and allocate land for renewable energy production,
- Seek small-scale projects to support key sectors such as agriculture and manufacturing,
- Create an integrated energy system based on small grids; and
- Capacitate youth and the local community to participate in the industry.

## Economic Opportunities

The renewable energy sector creates employment opportunities across various stages of the value chain, from manufacturing, installation and maintenance, with impacts that ripple into the rest of the economy. The following diagram illustrates some of the opportunities available to the BBS Nation.

Figure 7: Economic Opportunities from Investments in Renewable Energy





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### 6.2.3.Roads & Transport

Within the Traditional Authority only 4,8% of the 820 km of roads are paved. As a result, many villages are inaccessible after heavy rains, which impedes the transportation of goods and services and access to essential services such as schools and healthcare facilities. While improving roads is expensive, it is a critical to a thriving economy. It is thus important that the Nation take a strategic approach to identifying critical roads, lobbying for upgrades, and seeking innovative and sustainable maintenance programs.

#### **InvestRural Master Plan**

The development of rural roads should focus on two objectives - improving rural connectivity in a sustainable way and building the rural economy. Road design should use simple techniques requiring low maintenance regimes with upfront support from technical advisors.

***Mission - Identify roads leading to essential services and economic hubs and establish road upgrade and maintenance programs in partnership with government and using local labour.***

#### **Roads & Transport Priorities**

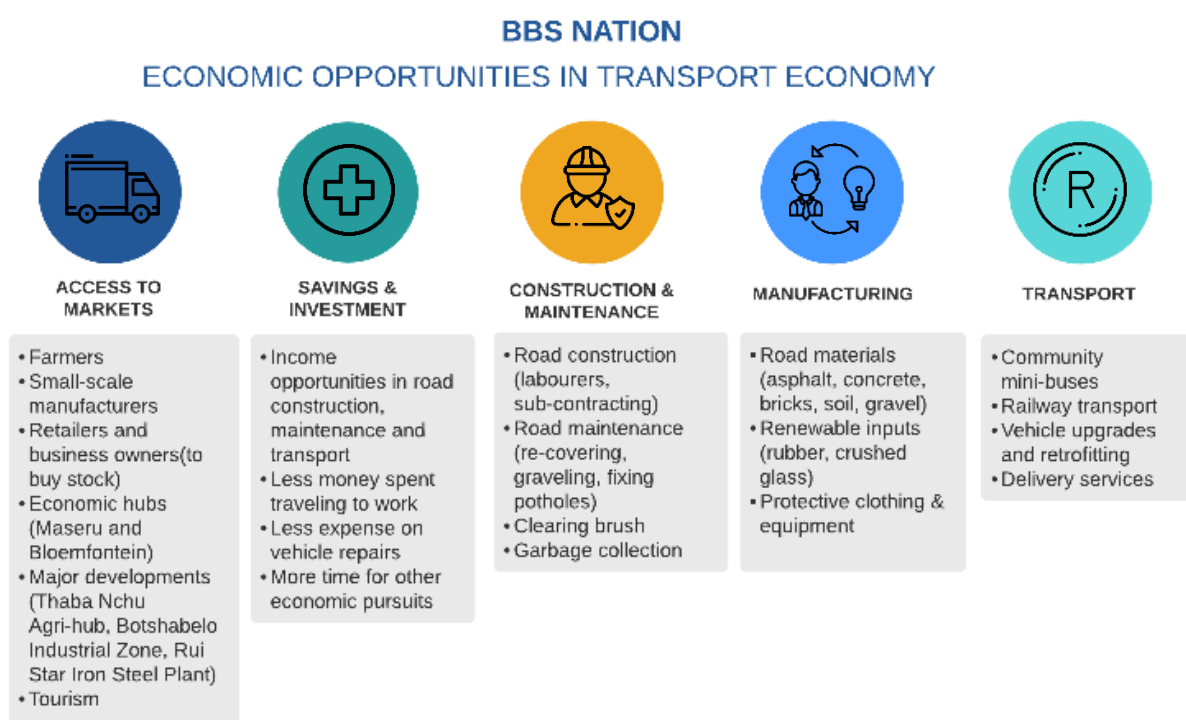
The following is a list of priorities for the Roads & Transport Sector, which will inform interventions set out in the Implementation Plan.

- Partner with the local and national government to improve road safety and infrastructure and to ensure maintenance,
- Collaborate with taxi owners and bus companies to seek arrangements that will improve transport accessibility,
- Prioritise roads that facilitate access to essential services such as healthcare facilities, schools, economic hubs and major developments, link farmers to markets and producers to key inputs and facilities.

## Economic Opportunities

The development of road and transport infrastructure facilitates the movement of goods, improves farmers access to markets, lowers transportation costs for community members and contributes to enterprise development and employment. The following diagram illustrates some of the sector-based opportunities available to the BBS Nation.

Figure 8: Economic Opportunities from Investments in the Transport Economy



### 6.2.4. Agriculture

The BBS Nation has an abundance of land which when utilised productively for agriculture will drive economic growth and job creation. For the BBS Nation to harness the economic benefits of the agriculture sector, land must be transferred into the administration of the Kgotla ya Barolong-Boo-Seleka and vacant land must be transformed into productive farm units. The Nation must also capacitate local farmers, improve infrastructure and strengthen linkages to the agriculture value chain.

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**Mission** – *Grow a sustainable agriculture sector to promote food security and a thriving rural economy by utilising land, labour, and regional supply chains.*

### Agriculture Priorities

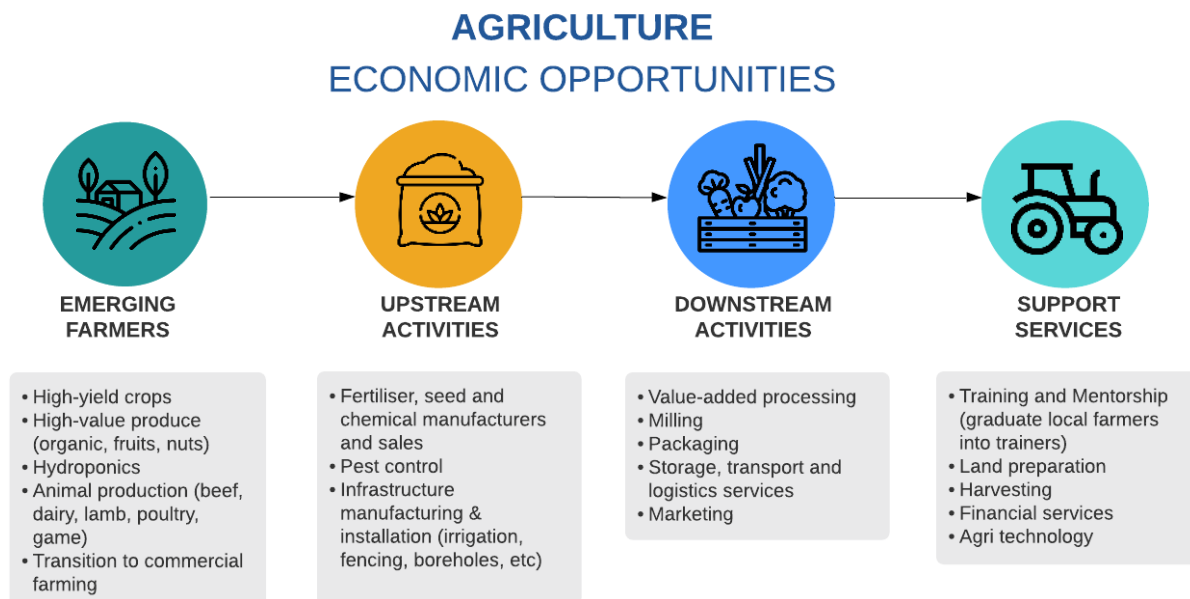
The following is a list of priorities for the agriculture sector, which will inform interventions set out in the Implementation Plan.

- Champion Agriculture as key driver of rural development;
- Involve the government in agriculture development to fast-track the land transfer process;
- Partner with neighbouring commercial partners in land leasing programs, incorporating skills development and product share;
- Ensure each household has a garden to contribute towards food security;
- Target investment for critical infrastructure (i.e. energy, water, roads, ICT and financial services);
- Ensure that farming is sustainable to conserve the natural resources available to the Nation for generations to come;
- Establish an agricultural cooperative bank to help emerging farmers with funding to purchase agricultural inputs such as irrigation systems and tractors etc.; and
- Strengthen the linkages of farmers to markets through partnerships and local farmers' markets.

### Economic Opportunities

The National Development Plan (NDP) 2030 recognises agriculture as a primary economic driver in rural areas and acknowledges its potential to create 1 million jobs by 2030. The following diagram illustrates some of the opportunities available to the BBS Nation.

Figure 9: Economic Opportunities in the Agriculture Value-Chain



### 6.2.5. Community Safety & Development

Communities need more than economic investment to grow and thrive. They need to feel a shared sense of purpose, feel safe in their homes and community’s and possess the resilience to survive hardship. Achieving this requires both direct support for safety and community regeneration, as well as interventions to address underlying issues including poverty, unemployment, the erosion of traditional values, and the breakdown of family structures.

***Mission – Strengthen and multiply the community organisations committed to community and family regeneration, preserving traditional values, and reducing crime, while crafting new initiatives to support their efforts.***

#### Community Safety & Development Priorities

The following is a list of priorities for community safety and development, which will inform interventions set out in the Implementation Plan.

- Take an integrated approach to safety by addressing the drivers of crime,
- Strengthen relations between police and community members,

- Establish community policing and crime prevention programs,
- Establish secure livestock management systems such as branding and microchipping,
- Construct fences around local schools, farms and community facilities,
- Support local community forums and organisations,
- Promote cultural preservation through festivals and events, and
- Establish community clean-up initiatives.

## Economic Opportunities

The development of community-based initiatives will strengthen and build resilience within the BBS Nation. It also has the potential to foster lasting economic opportunities, presented below:

*Figure 10: Economic Opportunities in Improving Community Safety, Development & Resilience*





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### 6.3. Addressing the Needs of Our People

Link many rural areas across South Africa, the BBS Nation is characterised by high incidents of poverty and poor socio-economic outcomes. Despite the government's efforts many rural regions, including Thaba Nchu, continue to battle exclusion, underinvestment and inadequate access to essential services.

In Thaba Nchu close to half (47%) of the Nation's population is unemployed, economically inactive or discouraged. The chronic joblessness is driven by several factors including a lack of economic opportunities, an undiversified economy, poor education systems and outcomes, and limited access to markets. Consequently, most households in the Traditional Authority live in poverty.

The prevalence of poverty in the community has long-lasting socio-economic as well as psychological effects. Poverty reduces cognitive skills, and goal orientation, negatively impacts self-worth, and make it challenging for a person to see how their actions impact their quality of life. People living in poverty also tend to be more risk-averse, preferring smaller, immediate pay-outs rather than larger, delayed rewards. This can have negative implications for long-term poverty reduction initiatives, such a community farms, which require sustained input and sacrifice before any benefits are accrued.

To address the challenges of poverty and underdevelopment, the Master Plan sets out the following priorities:

- Strengthen the primary education system, including improving and addressing the closure of rural schools,
- Strengthening the local clinic, and improving access to healthy foods and healthcare education,
- Lobby for consistent delivery of basic services and, where needed, establish the structures to take over these services from the Municipality;
- Invest in a more beautiful, safe and resilient community - cleaning up garbage, better managing vendors and ensuring their waste is properly managed, improving public safety, maintenance and repairs,
- Create spaces for community members to gather safely, and
- Integrate job creation into all interventions.

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## 6.4. Preserving Our Land, Culture and Traditions

Cultural heritage encompasses the customs, practices and beliefs that define our Nation. It distinguishes and shapes the identity of the BBS, relative to other communities and provides a bridge between the past and future, encouraging continuity of the Barolong Nation for future generations.

The Kgotla ya Barolong-Boo-Seleka, led by Kgosi Maroka, is committed to preserving and celebrating the Nations cultural heritage. Balancing the importance of tradition with the need for economic modernity. While leveraging traditional systems and the rights bestowed to traditional leaders in the Constitution, to allow the community greater control over their future.

Preserving culture and traditions entails transmitting cultural knowledge through education, displaying, protecting and building historic artefacts, revitalising and protecting our languages – Tswana and Soth - and promoting cultural tourism, allowing visitors to learn about our unique traditions.

Historic buildings within the Nation should be restored and utilised for the benefit of the community. Land must be carefully managed, in a respectful and sustainable manner. While respect for our heritage, values, and our traditional systems must underscore everything we do.

**7.**

**Implementation  
Plan**



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## 7. Implementation Plan

The purpose of the Implementation Plan is to guide the BBS Community in carrying out the Master Plan. The plan begins with interventions designed to enable development, followed by a list of priority projects. Finally, the Plan, briefly discusses the importance of creating partnerships, attracting investment and monitoring implementation and impacts over time.

### 7.1. Building a Strong Foundation

The BBS Nation will lay the foundation to implement the Master Plan by establishing key enablers and catalysts for economic and community development. These enablers will be put in place by the Traditional Council, its committees and partners, and include:

#### Corporatisation of the Kgotla ya Barolong-Boo-Seleka

Corporatisation is the process by which a traditional council changes its operations and organisational structures to better enable and manage investment, while preserving traditional authority, values and customs. Corporatisation promotes good governance and entails rearranging procedures and management techniques to build a council that is more transparent, accountable, and business-oriented. The ultimate **objective is to promote transparency and accountability while creating an enabling environment for investment**, where the Kgotla ya Barolong-Boo-Seleka leverages its assets for the economic development of the BBS Nation.

The process of corporatisation includes:

- Organisational structures that are operationally and tax-efficient,
- Proficient governance, administrative and treasury structures, and
- Sound organisational policies and procedures

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## Build Capacity within the Kgotla ya Barolong-Boo-Seleka

To unlock the economic potential of traditional communities, it is imperative that traditional councils are well-capacitated. Capacity building fosters greater stability within traditional councils, increases administrative effectiveness and enables project implementation.

Capacity building entails training for leaders within the Kgotla ya Barolong-Boo-Seleka and Committee Chairs on leadership, administrative policies and program management. This process may include:

- Review and development of governance and administrative policies,
- Training on administrative policies for the traditional council,
- Development of a sound traditional council,
- Creation of a model for undertaking traditional affairs,
- Establishment of financial policies and management systems, and
- Capacity building within the royal family to support change management.

## Implement the Land Management System

The optimal utilisation of land in traditional authority requires a sound land management system. This system, which was provided to the BBS Nation by AfriForum, is designed to control the allocation of land and ensure that land remains productive and healthy for future generations. The system will also further enable infrastructure projects, renewable energy and agriculture.

It is important that the Traditional Council prioritise implementation of the Land Management System. This will require funds for training and data collection, which may be applied for via grants. It will also require the appointment of a capacitated land manager.



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## Prioritise the Land Transfer Process

The BBS Nation is in the process of requesting that their land be transferred to them, from government. Transferring land into the custodianship of the BBS community ensures that the government takes a collaborative approach when implementing development projects. Moreover, securing land rights is a fundamental aspect of building a prosperous BBS Nation. Land rights provide a strong foundation that encourages investment, particularly in agriculture and infrastructure, thus, improving the overall living conditions of community members.

## Strengthen Partnerships and Stakeholder Management

The Kgotla ya Barolong-Boo-Seleka has strong partnerships with stakeholders in all sectors of society. Strengthening these partnerships and engaging with new stakeholders is crucial for the successful implementation of the Master Plan. This process will require:

- Maintaining clear and transparent communication,
- Organising participatory workshops with stakeholders,
- Outlining how each stakeholder will be involved,
- Clearly articulating the vision and benefits of the Master Plan,
- Addressing any issues and concerns that may arise,
- Balancing competing priorities and needs, and
- Taking a collaborative approach when planning and implementing projects.

By implementing these strategies, the BBS Nation will continue to encourage partners and stakeholders to become advocates and champions for the Master Plan. Their buy-in will significantly contribute to the plan's successful execution and impact.

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## 7.2. Development Interventions

The BBS Master Plan aims to harness the economic potential of the BBS region by implementing investable projects. The projects listed are aligned to the objectives of the Master plan.

### 7.2.1. Catalytic Projects

**The Kgotla ya Barolong-Boo-Seleka have identified catalytic projects that will drive economic development, create local jobs, and further the goals set out in this Master Plan.**

The three projects currently underway are:



These Kgotla ya Barolong-Boo-Seleka will continue to work with stakeholders, including government, private investors and the community, to further develop these projects. The goal is to finalise the development plans, secure investment and ensure that capacity exists to executed these projects in an impactful and sustainable manner. Implementation of the recommendations made in this Master Plan will aid with this process.

## 7.2.2. Long-Term Enablers

Long-term catalysts are designed to bring about socio-economic development within 5 – 10 years of implementation. The following is a comprehensive list of projects for the Kgotla ya Barolong-Boo-Seleka to consider and prioritise, followed by the development of detailed project plans.

*Table 4: Long-Term Enablers of Development in the BBS Nation*

Proposed Project	Key Performance Index (KPI)	Partners and Stakeholders
<b>Revenue Creation for the BBN Administration</b>		
Establish the BBS Holding Company to create a vehicle for project partnership, with BBS contributing land	<ul style="list-style-type: none"> <li>•governance and financial processes in place</li> <li>•# of projects</li> <li>•total revenue</li> <li>•jobs created</li> </ul>	<ul style="list-style-type: none"> <li>•Private Sector</li> <li>•Corporatisation partner</li> <li>•BBS Community (shareholders)</li> </ul>
Service provision for retailers and other SMMEs in the traditional authority, for a small monthly administration fee	<ul style="list-style-type: none"> <li>•improved service delivery</li> <li>•# of businesses paying fees</li> <li>•total revenue</li> </ul>	<ul style="list-style-type: none"> <li>•MMM (engagement)</li> <li>•Local shop owners</li> <li>•Private operations partner</li> </ul>
Creation of a local employment agency, providing skills linked to local employment opportunities and serving as a link between job seekers and local/regional employers.	<ul style="list-style-type: none"> <li>•# of job seekers trained</li> <li>•# and % of job seekers placed</li> <li>•revenue from employment facilitation</li> </ul>	<ul style="list-style-type: none"> <li>•Private sector</li> <li>•Jobs Fund</li> <li>•Training Institutions and partners</li> <li>•Dept of Labour</li> </ul>
<b>Renewable Energy</b>		
Medium-scale solar facility to power Thaba Nchu, surrounding farms and, where viable, villages	<ul style="list-style-type: none"> <li>•# of farms supplied with electricity</li> <li>•% of villages supplied with electricity</li> </ul>	<ul style="list-style-type: none"> <li>•Private sector</li> <li>•DFI</li> <li>•FS Dept. of Minerals and Energy</li> </ul>

Proposed Project	Key Performance Index (KPI)	Partners and Stakeholders
<b>Renewable Energy (cont.)</b>		
Install specialised solar geysers to reduce household energy demand	<ul style="list-style-type: none"> <li>•# of geysers installed</li> <li>•% decrease in energy bills</li> <li>•KW of power saved</li> </ul>	<ul style="list-style-type: none"> <li>•Private sector</li> <li>•DFI</li> </ul>
Upcycling of agricultural waste products to biomass energy	<ul style="list-style-type: none"> <li>•tonnes of waste utilised</li> <li>•revenue</li> <li>•# of jobs created</li> </ul>	<ul style="list-style-type: none"> <li>•Foundations/donors</li> <li>•FS Dept. of Agriculture</li> <li>•Debt</li> </ul>
<b>Roads &amp; Transport</b>		
Paving of internal roads	<ul style="list-style-type: none"> <li>•Time and money saved per trip</li> <li>•Project completion</li> </ul>	<ul style="list-style-type: none"> <li>•FS Dept. of Public Works and Roads</li> <li>•MMM</li> </ul>
Road Maintenance Program -	<ul style="list-style-type: none"> <li>•Maintenance of roads</li> </ul>	<ul style="list-style-type: none"> <li>•FS Dept. of Public Works and Roads</li> <li>•MMM</li> </ul>
<b>Water</b>		
Develop dams to supply local farms and increase water security for households	<ul style="list-style-type: none"> <li>•# of homes and farms supplied with the water from the dam</li> <li>•# of dams created</li> <li>•% decrease in water shortage</li> </ul>	<ul style="list-style-type: none"> <li>•FS Dept. Water and Sanitation</li> <li>•Water Service Authority (Municipality)</li> </ul>
Development of a chemical-free water purification facility - aligned to recommendations made by the CSIR' for rural regions	<ul style="list-style-type: none"> <li>•Completion of project</li> </ul>	<ul style="list-style-type: none"> <li>•FS Dept. Water and Sanitation</li> <li>•MMM</li> <li>•DFIs</li> <li>•CSIR</li> </ul>
Develop full water facilities for all households	<ul style="list-style-type: none"> <li>•# of homes with complete water facilities</li> <li>•% decrease in number of households walking to a tap</li> <li>•# of taps installed</li> </ul>	<ul style="list-style-type: none"> <li>•FS Dept. Water and Sanitation</li> <li>•Water Service Authority (Municipality)</li> <li>•Community NGO</li> <li>•Licensed service provider</li> </ul>
Water Project – Conduct feasibility study for the development of irrigation to support commercial farming activities	<ul style="list-style-type: none"> <li>•Completion of project</li> </ul>	<ul style="list-style-type: none"> <li>•MarketWise Development Services</li> </ul>

Proposed Project	Key Performance Index (KPI)	Partners and Stakeholders
<b>Sanitation</b>		
Construction of dry toilets for households and community facilities without sanitation	<ul style="list-style-type: none"> <li>•# of toilets installed</li> <li>•# of pit toilets sealed or removed</li> </ul>	<ul style="list-style-type: none"> <li>•FS Dept. Water and Sanitation</li> <li>•Technical partners</li> <li>•Foundations and other donors</li> <li>•MMM</li> </ul>
Build the Sanitation Economy – establish local SMMEs and partnerships with sanitation providers to deliver sanitation solutions throughout the region.	<ul style="list-style-type: none"> <li>•# of jobs created</li> <li>•# of local businesses empowered</li> <li>•# of toilets installed</li> </ul>	<ul style="list-style-type: none"> <li>•FS Dept. Water and Sanitation</li> <li>•Local service providers</li> <li>•Water Research Council</li> <li>•Toilet Coalition Board</li> </ul>
Empty or seal unsafe toilets	<ul style="list-style-type: none"> <li>•# Sealed or empty toilets removed/replaced</li> </ul>	<ul style="list-style-type: none"> <li>•FS Dept. Water and Sanitation</li> <li>•MMM</li> </ul>
<b>Telecommunication</b>		
Computer Lab/Centre – This will provide access to computers, internet and digital services to the community especially school learners and local youth	<ul style="list-style-type: none"> <li>•%decrease in data spend</li> <li>•% of students who use the Lab</li> </ul>	<ul style="list-style-type: none"> <li>•FS Dept. of communications and technologies</li> <li>•MMM</li> </ul>
Village communicator app	<ul style="list-style-type: none"> <li>•Improved communication between community members and Kgotla ya Barolong-Boo-Seleka</li> <li>•User rate</li> </ul>	<ul style="list-style-type: none"> <li>•Private sector (IT companies)</li> <li>•Dept. of Communications and Digital Technologies</li> </ul>
Deliver internet access – connecting the Village Wi-Fi to an ISP	<ul style="list-style-type: none"> <li>•% decrease in spend</li> <li>•# of phones connected</li> </ul>	<ul style="list-style-type: none"> <li>•Operator (Vodacom or MTN)</li> <li>•ISP</li> </ul>
<b>Financial Inclusion</b>		
Establish a village credit union to provide small loans to households and local businesses for agri-equipment and capital	<ul style="list-style-type: none"> <li>•% of businesses expanding their business as a result of the loan</li> <li>•# of households able to start businesses and construct</li> </ul>	<ul style="list-style-type: none"> <li>•SARB</li> <li>•Bank operator (Nedbank or ABSA)</li> <li>•National Credit Regulator</li> <li>•Credit Bureau Association</li> </ul>
Stokvel and SMME development Program	<ul style="list-style-type: none"> <li>•% Increase in number of houses saving</li> <li>•% Increase in the number of sustainable businesses</li> </ul>	<ul style="list-style-type: none"> <li>•Kuloola</li> <li>•The Stokvel Academy</li> </ul>

Proposed Project	Key Performance Index (KPI)	Partners and Stakeholders
<b>Education &amp; Training</b>		
Establish e-Education platform - The online platform will help bridge educational gaps in curriculum and teaching. It will offer students extra study material, exercises and video lessons etc	<ul style="list-style-type: none"> <li>•% Increase in schooling outcomes</li> <li>•High school retention, average grade, and the matric pass rate</li> <li>•Youth unemployment rate</li> </ul>	<ul style="list-style-type: none"> <li>•FS Dept. of Basic Education</li> <li>•Well established digital education platforms</li> </ul>
School revitalisation including the building of sporting facilities, computer labs and ramps for the disabled	<ul style="list-style-type: none"> <li>•Students in attendance</li> <li>•% Increase in high school retention, average grade, and the matric pass rate</li> <li>• % Decrease youth unemployment rate</li> </ul>	<ul style="list-style-type: none"> <li>•Dept. of Basic Education</li> <li>•Local service providers</li> </ul>
Deliver technical/artisan training in high-demand skills e.g. agriculture and manufacturing skills	<ul style="list-style-type: none"> <li>•`# of community members trained</li> <li>•# of community members employed</li> <li>•% decrease in unemployment</li> </ul>	<ul style="list-style-type: none"> <li>•Dept. of Basic Education</li> </ul>
Develop an agriculture training hub to incubate subsistence and emerging farmers	<ul style="list-style-type: none"> <li>•# of participants in training programs</li> <li>• % in employment in agriculture sector</li> <li>•% in number of agriculture businesses created</li> </ul>	<ul style="list-style-type: none"> <li>•Dept. of Basic Education</li> <li>•Local farmers and farming associations</li> </ul>
Improve high school outcomes by providing trained teachers	<ul style="list-style-type: none"> <li>•% Increase in high school retention, average grade, and the matric pass</li> <li>•Improvement in curriculum</li> </ul>	<ul style="list-style-type: none"> <li>•Dept. of Education</li> <li>•Private learning Intuitions</li> </ul>
<b>Health</b>		
Tele-Medicine App - Establish a mobile platform/app to provide consultation and health information to strengthen local clinics and improve access.	<ul style="list-style-type: none"> <li>•% in early detection in chronic diseases</li> <li>•% decrease in HIV/AIDs rate</li> <li>•% Decrease in teenage pregnancies</li> </ul>	<ul style="list-style-type: none"> <li>•Dept. of Health</li> <li>•Digital health platforms</li> <li>•Private health facilities</li> </ul>



Proposed Project	Key Performance Index (KPI)	Partners and Stakeholders
<b>Agriculture</b>		
Establish an Agriculture Training Centre in partnership with local farmers: The agency will train new local farmers to increase agricultural productivity and access to markets by promoting modern farming techniques, improved seeds, and better post-harvest handling.	<ul style="list-style-type: none"> <li>• Enrollment rate</li> <li>• Program completion rate</li> <li>• Job placement rate</li> <li>• Rate of participants who start businesses</li> <li>• Skills improvement</li> </ul> Increased crop yield	<ul style="list-style-type: none"> <li>•IT and digital companies</li> <li>•Commercial farmers and Farming associations</li> </ul>
Agri-App - Connects smallholder farmers with market information, weather forecasts and buyers, helping them make informed decisions and get fair prices.	<ul style="list-style-type: none"> <li>•Crop yield</li> <li>•# of consumers</li> <li>•Adoption rate</li> <li>•Active users</li> <li>•User engagement</li> </ul>	<ul style="list-style-type: none"> <li>•IT and digital companies</li> <li>•Commercial farmers and Farming associations</li> </ul>
Livestock Tracking and Monitoring System - The tech will help farmers monitor the health and location of livestock, enhancing animal welfare and management.	<ul style="list-style-type: none"> <li>•Decreased livestock theft</li> <li>•User adoption rate</li> </ul>	<ul style="list-style-type: none"> <li>•IT and digital companies</li> <li>•Commercial farmers and Farming associations</li> </ul>
Smart Irrigation System - The system will use IoT sensors to monitor soil levels, weather conditions, and crop water needs, optimising irrigation efficiency	<ul style="list-style-type: none"> <li>•Water being saved</li> <li>•Irrigation efficiency</li> <li>•Crop yield increase</li> <li>•Crop health improvement</li> </ul>	<ul style="list-style-type: none"> <li>•IT and digital companies</li> <li>•Commercial farmers and Farming associations</li> </ul>
Partner with local commercial farmers on a land lease program to develop BBS agricultural land, share profits, provide training, and create local jobs, with the intent of transferring farms back to the Nation over time.	<ul style="list-style-type: none"> <li>• Skills development</li> <li>• Increased Revenue for the Kgotla ya Barolong-Boo-Seleka</li> <li>• Jobs created</li> <li>• Land used for agriculture</li> </ul>	<ul style="list-style-type: none"> <li>• Dept Agri, land reform and rural development</li> <li>•Commercial farmers and Farming associations</li> </ul>
Explore private sector partnerships in abattoir, cold storage and other facilities to support the agriculture value chain	<ul style="list-style-type: none"> <li>• Project completion</li> <li>• Jobs created</li> </ul>	<ul style="list-style-type: none"> <li>• Dept Agri, land reform and rural development</li> <li>• MMM</li> <li>•Commercial farmers and Farming associations</li> </ul>

<b>Proposed Project</b>	<b>Key Performance Index (KPI)</b>	<b>Partners and Stakeholders</b>
<b>Land</b>		
Finalise land transfer process	<ul style="list-style-type: none"> <li>• Project completion</li> </ul>	<ul style="list-style-type: none"> <li>• Dept Agri, land reform and rural development</li> </ul>
<b>Manufacturing</b>		
Establish agro-processing facilities (meat processing, dairy products and; fruit and vegetables in partnership with local farmers and manufacturers	<ul style="list-style-type: none"> <li>• Jobs Created</li> <li>• Project completion</li> </ul>	<ul style="list-style-type: none"> <li>•Local agro-processing firms</li> <li>•Commercial famers and farming associations</li> </ul>
Manufacture agriculture inputs (fertiliser, bedding etc)	<ul style="list-style-type: none"> <li>•Decrease in local agriculture inputs</li> <li>• Jobs Created</li> </ul>	<ul style="list-style-type: none"> <li>•Local agriculture manufacturers e.g Bell Africa agri-traders</li> <li>•Commercial famers and farming associations</li> </ul>
Manufacture building equipment (bricks, gravel and cement)	<ul style="list-style-type: none"> <li>• Jobs Created</li> <li>• Decrease in local building equipment</li> </ul>	<ul style="list-style-type: none"> <li>•Local agriculture manufacturers e.g Bell Africa agri-traders</li> </ul>
<b>Agri-Tourism</b>		
Establish on-farm activities such as petting zoos, event hosting venues and horseback riding.	<ul style="list-style-type: none"> <li>• # Tourists visiting</li> <li>•Money spent in local economy</li> </ul>	<ul style="list-style-type: none"> <li>•Dept. of Tourism</li> <li>•MMM</li> <li>•Tour guide companies</li> </ul>
<b>Cultural &amp; Tourism</b>		
Develop a culture centre which will preserve important photography, oral history and documents about the BBS tribe and village.	<ul style="list-style-type: none"> <li>• # Tourists visiting</li> <li>•Use of language</li> <li>•Knowledge of BBS history</li> </ul>	<ul style="list-style-type: none"> <li>•Dept. of Arts and Culture</li> <li>•MMM</li> <li>•Dept. of Tourism</li> <li>•Tour guide companies</li> </ul>
<b>Retail</b>		
Rural e-commerce platform - An online marketplace which will help the Nations producers to sell and market their products/services.	<ul style="list-style-type: none"> <li>•#registered sellers</li> <li>•conversion rate</li> <li>•Average order value</li> <li>• Seller and buyer retention</li> <li>•Web traffic</li> <li>•Customer Rating</li> </ul>	<ul style="list-style-type: none"> <li>•Partner with companies like Takealot</li> <li>•Dept. of Public Works</li> <li>•MMM</li> </ul>

Proposed Project	Key Performance Index (KPI)	Partners and Stakeholders
<b>Retail (cont.)</b>		
CBD revitalisation including the development of pedestrian routes, bus stations and hawker area	<ul style="list-style-type: none"> <li>• Increase in money spent in the village's economy</li> <li>• More accessibility to public transport</li> </ul>	<ul style="list-style-type: none"> <li>• Dept. of Public Works</li> <li>• MMM</li> </ul>
Construction of a shopping mall with parking, and bus drop-off facilities in partnership with a private investor	<ul style="list-style-type: none"> <li>• Transportation costs decrease</li> <li>• Jobs created</li> </ul>	<ul style="list-style-type: none"> <li>• Dept. of Public Works</li> <li>• MMM</li> <li>• Multinational retailers</li> <li>• Local construction companies</li> </ul>
<b>Safety &amp; Security</b>		
Build fencing around local schools, farms and community facilities	<ul style="list-style-type: none"> <li>• % livestock theft</li> <li>• Fenced community facilities</li> </ul>	<ul style="list-style-type: none"> <li>• Dept. of Safety and Security</li> <li>• MMM</li> <li>• Local service providers</li> </ul>
Engagement with authorities regarding management of the Lesotho/SA border to address stock theft	<ul style="list-style-type: none"> <li>• % of crime in BBS Jurisdiction</li> </ul>	<ul style="list-style-type: none"> <li>• Dept. of Safety and Security</li> <li>• Local police or border control</li> <li>• Dept. of Home Affairs</li> <li>• Government authority in Lesotho</li> <li>• Construction services providers</li> </ul>

### 7.2.3.Short-Term Catalysts

Short-term projects are designed to create rapid and immediate impact to trigger sustained socio-economic development. These projects are scheduled to occur the first 1-10 years of implementation. The following project list will be reviewed and prioritised by the Kgotla ya Barolong-Boo-Seleka.

*Table 5: Short-Term Catalysts for Rural Economic Development in the Nation*

Proposed Project	KPI	Partners and Stakeholders
<b>Agriculture &amp; Food Security</b>		
Improve and expand on the existing community gardens to improve food security	<ul style="list-style-type: none"> <li>•# of hectares planted</li> <li>•kg’s of produce</li> <li>•# of community members engaged</li> </ul>	<ul style="list-style-type: none"> <li>•NGOs (agriculture, community development)</li> </ul>
Establish farmer’s market stalls where local produce will be sold	<ul style="list-style-type: none"> <li>•Increased Sales</li> <li>•Vendor participation</li> <li>•Market Reach</li> </ul>	<ul style="list-style-type: none"> <li>•Commercial farmers and Farmers association</li> </ul>
<b>Land</b>		
Implement the Land Management System	<ul style="list-style-type: none"> <li>•Sustainable use of land</li> <li>•Infrastructure development</li> </ul>	<ul style="list-style-type: none"> <li>•Commercial farmers and Farmers association</li> </ul>
<b>Retail</b>		
Establish rural tuckshops with training & business support	<ul style="list-style-type: none"> <li>•# of tuckshops established</li> <li>•training participation rate</li> <li>•Jobs created</li> <li>•Business sustainability</li> <li>•Revenue of tuckshops</li> </ul>	<ul style="list-style-type: none"> <li>•NGOs (SME development)</li> <li>•Zisebenze Rural Development model</li> </ul>

Proposed Project	KPI	Partners and Stakeholders
<b>Retail (cont.)</b>		
Establish 'by-laws' to govern the activities and waste management of SMMEs	<ul style="list-style-type: none"> <li>• Compliance rate</li> <li>• Waste reduction</li> <li>• Reduction in illegal dumping</li> </ul>	<ul style="list-style-type: none"> <li>•Dept. of Environmental Affairs</li> <li>•MMM</li> </ul>
Establishment of a business licence process (low cost) for local SMMEs to cover the cost of waste removal (may require municipal engagement/approval)	<ul style="list-style-type: none"> <li>• Compliance rate</li> <li>• # of issued licences</li> <li>• Revenue generated</li> </ul>	<ul style="list-style-type: none"> <li>• Dept. Small Business Development</li> <li>• MMM</li> </ul>
<b>Housing</b>		
Establish backyard housing to help eradicate the formal housing backlog	<ul style="list-style-type: none"> <li>• # of backyard units built</li> <li>• Revenue generated</li> </ul>	<ul style="list-style-type: none"> <li>• Dept of Public Work</li> <li>• MMM</li> </ul>
<b>Education &amp; Training</b>		
Work readiness programs in high schools e.g application and interview skills development activities	<ul style="list-style-type: none"> <li>• # of students participating</li> <li>• Program completion</li> <li>• Employment placement rate</li> <li>• Alumni success</li> </ul>	<ul style="list-style-type: none"> <li>•NGOs (academic institutions)</li> <li>•Dept. of Basic Education</li> <li>• Private sector training partners</li> </ul>
Offer career counselling in local schools	<ul style="list-style-type: none"> <li>• # of students reached</li> <li>• career decision progress</li> </ul>	<ul style="list-style-type: none"> <li>•Dept. of Basic Education</li> <li>•NGOs</li> </ul>
Establish a Rural Computer Literacy Program	<ul style="list-style-type: none"> <li>• skills improvement</li> <li>• participation rate</li> <li>• Increased access to technology</li> </ul>	<ul style="list-style-type: none"> <li>•Dept. of Basic Education</li> <li>•Private sector training partners</li> </ul>
Strengthen parental involvement/parental advisory councils to improve learning outcomes	<ul style="list-style-type: none"> <li>• Parent participation rate</li> <li>• Improved attendance, average and pass rate</li> <li>• Communication Improvement</li> </ul>	<ul style="list-style-type: none"> <li>•Dept. of Basic Education</li> </ul>
<b>Cultural &amp; Preservation Tourism</b>		
Revitalising the former Bophuthatswana Offices for use by local NGOs	<ul style="list-style-type: none"> <li>• # of NGOs housed</li> <li>• Space utilisation</li> <li>• Project completion</li> </ul>	<ul style="list-style-type: none"> <li>•Dept. of Public Works</li> <li>•MMM</li> </ul>

## 7.2.4. Social & Community Development Programs

The social development projects presented below are designed to improve the well-being of community members, enhance the quality of life and empower community members. These projects will be reviewed and prioritised by the Kgotla ya Barolong-Boo-Seleka.

Proposed Project	KPI	Partners and Stakeholders
Provide ECD and KMC training in local clinics	<ul style="list-style-type: none"> <li>• # of healthcare providers trained</li> <li>• Adoption of KMC</li> <li>• Training completion rate</li> <li>• Improved knowledge and skills</li> <li>• Improved neonatal health</li> </ul>	<ul style="list-style-type: none"> <li>•Dept. of Health</li> <li>•NGOs (NPOs and Foundations)</li> </ul>
Provide kangaroo wraps to local schools and health care facilities	<ul style="list-style-type: none"> <li>• # of kangaroo wraps distributed</li> <li>• KMC adoption</li> <li>• Local schools and clinic participation</li> </ul>	<ul style="list-style-type: none"> <li>•Dept. of Health</li> <li>•NGOs (NPOs and Foundations)</li> </ul>
Provide reproductive Health Education to local schools	<ul style="list-style-type: none"> <li>• # of schools reached</li> <li>• Student participation rate</li> <li>• Reproductive health awareness</li> <li>• Health service utilisation</li> <li>• Decreased teenage pregnancy</li> </ul>	<ul style="list-style-type: none"> <li>•Dept. of Health</li> <li>•NGOs (NPOs and Foundations)</li> </ul>
Community subsistence farm to provide produce to community members, local hospitals and schools	<ul style="list-style-type: none"> <li>• Improved nutrition</li> <li>• Improved food security</li> <li>• Improved health</li> <li>• Reduction in food costs for community members</li> </ul>	<ul style="list-style-type: none"> <li>•NGOs (NPOs and Foundations)</li> <li>•Commercial farmers and farmers association</li> </ul>
Sewing Skills Program	<ul style="list-style-type: none"> <li>• Number of participants</li> <li>• Skills improvement</li> <li>• # of businesses started</li> </ul>	<ul style="list-style-type: none"> <li>•NGOs (NPOs and Foundations)</li> <li>•Commercial farmers and farmers association</li> </ul>
Establish an outreach program teaching local schools about the agriculture value chain and self-sufficiency	<ul style="list-style-type: none"> <li>• Number of schools and students reached</li> </ul>	<ul style="list-style-type: none"> <li>•NGOs (NPOs and Foundations)</li> <li>•Commercial farmers and farmers association</li> </ul>



Proposed Project	KPI	Partners and Stakeholders
Establish a vegetable garden for each family	<ul style="list-style-type: none"> <li>•Improved Health &amp; Nutrition</li> <li>•Improved food security</li> </ul>	<ul style="list-style-type: none"> <li>•NGOs (NPOs and Foundations)</li> <li>•Commercial farmers and farmers association</li> </ul>
Peer support program to provide support and mentorship to those currently struggling with addiction	<ul style="list-style-type: none"> <li>•Emotional-wellbeing improvement</li> <li>•Peer advocacy impact</li> <li>•Recovery</li> <li>•Relapse prevention</li> </ul>	<ul style="list-style-type: none"> <li>•Dept. of Health</li> <li>•NGOs (NPOs and Foundations)</li> </ul>
Establish community policing forum	<ul style="list-style-type: none"> <li>•Decreased crime</li> <li>•Increased collaboration with law enforcement</li> </ul>	<ul style="list-style-type: none"> <li>•Dept. Safet &amp; Security</li> <li>•Local police office</li> <li>•Private security companies</li> </ul>
Build a community hall	<ul style="list-style-type: none"> <li>•Project completion</li> </ul>	<ul style="list-style-type: none"> <li>•Dept. of Public Works</li> <li>•MMM</li> </ul>

### 7.3. Ideal Organisational Structure

To ensure successful implementation of the Master Plan, the BBS Nation will need to establish an effective and well capacitated organisational structure. This structure will determine how responsibilities are assigned, decisions are made, and actions are coordinated.

#### Establishment of BBS Community Trust

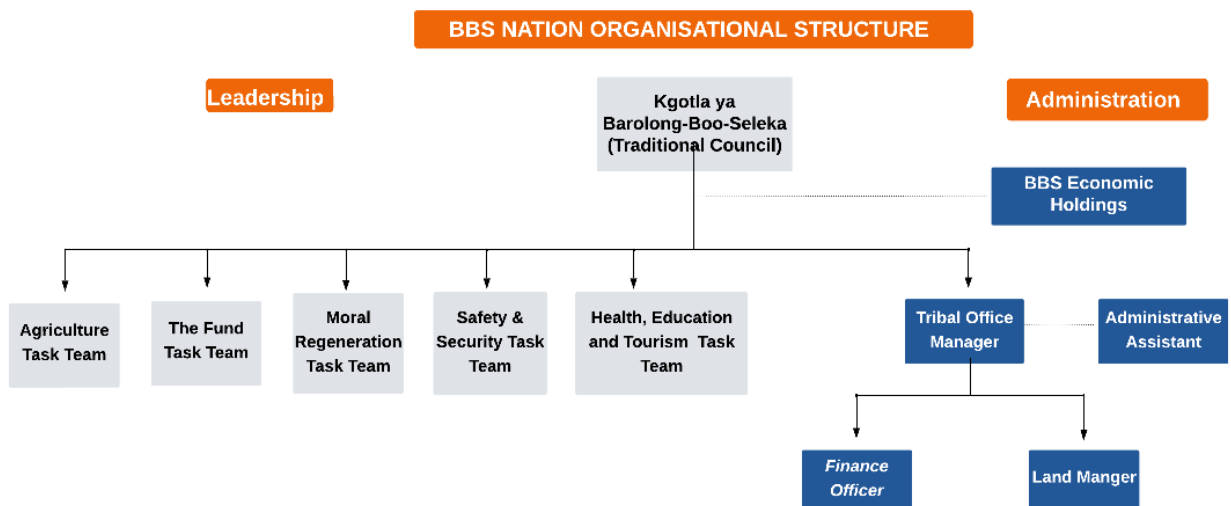
Community trusts are uniquely positioned to provide for the immediate needs of community members while also fostering the community’s long-term growth and sustainability. The proposed Trust will be tasked with driving local development initiatives by attracting and managing funds. It will act as a convenor, bringing together various stakeholders, including government agencies, businesses, investors and community members to help coordinate efforts. The Trust will also play a critical role in capacitating task teams to enable them to better serve community members and fulfil their duties and empowering community members to actively participate in shaping the development of the BBS Nation.

To ensure the success of the BBS Nation Community Trust, transparency and accountability must be prioritised by developing clear policies for the appointment of Trustees, financial management, reporting, and communication. There needs to be a clear governance structure with defined roles and responsibilities. The Trust will also need to adopt a long-term mindset as its Trust's impact will take time to be fully realized.

### Ideal Organisational Structure

The BBS Nation to be able to implement this Master Plan it would be necessary to expand the current institutional arrangement. Below is the proposed institutional structure for implementing the Master Plan.

Figure 11: BBS Proposed Organisational Structure



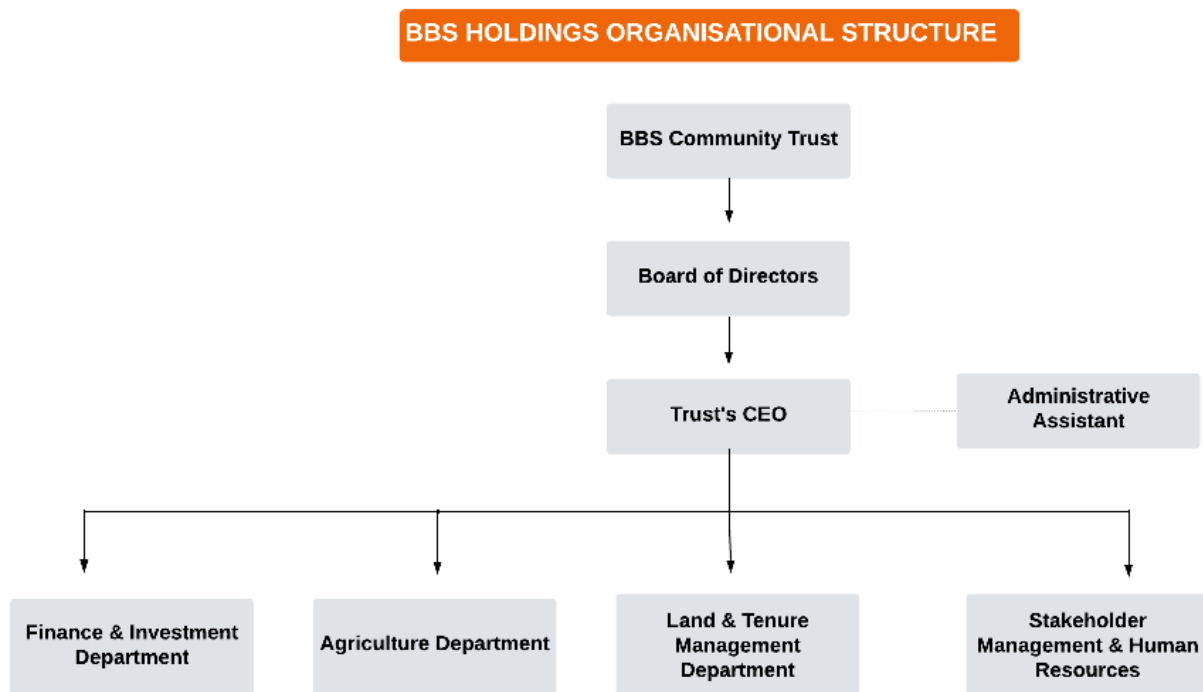
The figure above represents the current organisational structure (grey) of the BBS Nation and the proposed additional positions (blue), which will be added as resources allowed. The additional positions are summarised below:

- The **Tribal Office Manager** will maintain smooth operations, optimising resources and overseeing the daily operations of the tribal office.
- The **Administration Assistant** will provide administrative support to the tribal office manager, ensuring the efficient operation of the office

- The **Finance Officer** will manage the financial resources of the tribal council and will ensure that the Kgotla ya Barolong-Boo-Seleka make informed financial decisions.
- The **Land Manager** will play a role in overseeing and managing land resources, ensuring responsible land use, and addressing various aspects related to land tenure.

The figure below represents the ideal structure for the proposed BBS Community Trust

*Figure 12: BBS Holdings Proposed Organisational Structure*



The entities identified in the above framework are summarised below:

- The **Board of Directors** will play a critical role in decision-making, and oversight, and ensures the responsible management of investments and finances.
- The **CEO** will play a pivotal role in executing the organisation's strategic vision, overseeing operations, and driving growth.

- 
- The **Finance and Investment** department will play a critical role in the effective management of the Trust's finances and ensure the sustainability of the Trust.
  - The **Agriculture Department** is responsible for managing all agriculture operations in the Trust.
  - The **Land and Tenure Management** department will be responsible for ensuring that the land transfer process is fast-tracked and will manage all land resources, address property rights and ensure the sustainable use of all land.
  - The **Stakeholder Management and Human Resources** department will maintain regular communication with all stakeholders and manage will manage the Trust workforce.

## 7.4. Investment Attraction

The BBS Nation will require significant resources to achieve the development objectives set out in the Master Plan. The following section provides an overview of the activities necessary to enable investment, possible funding mechanisms, and the recommend structure of investment vehicles for agriculture and other development projects.

### Enabling Investment

The BBS Traditional Council, with support from the community, can enable investment in social, infrastructure and economic projects by pursuing the following activities.

1. Endorse the Master Plan, cultivate buy-in from the community, and pursue implementation.
2. Develop pre-feasibility studies / program plans for priority projects and interventions.
3. Implement the process of 'Corporatisation' to create the financial, legal and governance structures to attract investment and manage finances.
4. Continue to pursue the transfer of Traditional Authority land from government to the community, which will enable the use of land as project equity.

- Participate in matchmaking, partnership development and marketing exercises to promote the Nation and its investment opportunities (i.e. register and participate in the InvestRural Connect+ Platform).

#### **InvestRural Connect+**

Rural communities face significant barriers attracting investment. This is due, in part, to a disconnect between the rural market and those with the resources and skills to enable rural development. InvestRural Connect+ is a digital platform designed to bridge this gap. Communities are onboarded onto the platform and given project development support. Once a project is deemed investible it is marketed to financiers, solution providers and organisations with the resources and capacity for project implementation. All parties gain access to the Rural Deal Room, where negotiations are facilitated to the mutual benefit of all parties.

### **Possible Funding Mechanisms**

The following is a list of funding mechanisms that may be considered to support implementation of projects set out in the Master Plan:

<b>Funding Mechanisms</b>	<b>Description</b>
<b>Donations</b>	Capital raised from the general public and organisations for charitable purposes and to advance a specific cause. InvestRural will seek donations from churches and faith-based organisations, individuals, rural-based businesses, and companies with well-aligned CSI programs.
<b>Grants</b>	Funds given by a specific granting body to achieve a clear development objective. In most cases grants are issued following a competitive application process. InvestRural will pursue grant funding from development trusts and foundations, aid agencies, foreign embassies/consulates, government, South African Treasury and mines.
<b>Forgivable Loan</b>	A loan which can be forgiven or repayment deferred for a period of time by the lender either in its entirety, or a portion thereof, when certain conditions are met.
<b>Social Enterprise Investments</b>	Investment funds that can be accessed by social enterprises.
<b>Community Loan Funds</b>	A fund that provides loans to the community usually for the purpose of financing a community project.

<b>Funding Mechanisms</b>	<b>Description</b>
<b>Catalytic Capital</b>	Debt, equity or guarantees that accept concessionary returns relative to conventional investments.
<b>Social Impact Bonds</b>	A tool based on the pay-for-performance principle where the government agrees to repay investors for the improved social outcomes of the project/programme.
<b>Development Impact Bonds</b>	A tool based on the pay-for-performance principle where the private donor or development funding institution agrees to repay investors for the improved social outcomes of the project/programme.
<b>Community Bonds</b>	An interest-bearing loan with a face value, fixed term and set interest rate. Community bonds always generate a social or environmental return, in addition to a fair financial return.
<b>Debt</b>	Money that is owed to a lender. There are various forms of debt with varying degrees of associated risks.
<b>Equity</b>	Equity financing is the process of raising capital through the sale of shares. By selling shares, the company sells ownership in their company in return for cash. In the case of traditional communities, an equity stake may be offered in a project or mine located on traditional land, in exchange for use of the land.

*Source: InvestRural Master Plan*

## 7.5. Monitoring & Evaluation

Monitoring and Evaluation (M&E) is a critical component of the Master Plan. Monitoring will provide information on the status of the plan, relative to the project's KPIs, while evaluation gives evidence of why the KPIs have (or have not) been achieved. The M&E Framework aims to monitor the resources invested and the projects implemented as well as evaluate outcomes achieved and long-term impact made.

To ensure that M&E is accurately done, task teams will need to document the progress of each project. Below are a few strategies task teams can employ to ensure accurate documentation:

- Ensure that documentation is aligned with KPIs,
- Regularly report to the BBS Council, BBS Community Trust and BBS Economic Holdings,



- 
- Incorporate visual documentation to illustrate tangible outcomes of the project,
  - Highlight the success stories of each project,
  - Incorporate feedback from stakeholders,
  - Ensure that the data and information documented are reliable and accurate, and
  - Ensure regular communication with all stakeholders.

Finally, the Master Plan is a living document therefore it will be regularly updated to account for any changes that may occur after it has been launched.

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## APPENDIX - Project Summaries

**The Kgotla ya Barolong-Boo-Seleka is requested to consider the projects and other interventions listed in the Master Plan and identify a number of priority initiatives. Summaries will then be created for each priority initiative, which may include a pre-feasibility study.**