

FRANCES BAARD

**DISTRICT MUNICIPALITY / DISTRIKS MUNISIPALITEIT / MASEPALA WA SEDIKA
/ U MASEPALA WE SITHILI**



INTEGRATED DEVELOPMENT PLAN (IDP)

REVIEW 2025/2026

PLANNING 2026/2027

Vision

“An innovative Municipality that aims to improve the quality of life of communities through integrated planning ”

Mission

- To promote shared services and capacity building in Local Municipalities.
- To promote effective community and stakeholder management.
- To promote social and economic development.
- To utilise available resources economically and effectively.

VALUES

The Municipality has adopted the motto “We Serve the Community” and is committed to the following core values of:

- Development as an empowering process within and outside our Municipality; Pride in the professional delivery of services and in the attainment of planned actions.
- Recognition of the district municipality as an expression of the cultural diversity and tolerance within the district municipality;
- Honesty and integrity as an internal force driving service excellence;
- Being driven by the aspirations of our people we will respect and uphold the Constitutional of the Republic of South Africa.
- Commitment to the code of conduct for Councillors and officials in accordance with the Municipal Systems Act, 2000;
- Commitment to the principles of sound financial management; Subscribing to the principles of “Batho Pele”

EXECUTIVE MAYOR'S REMARKS



Every year, the Frances Baard District Municipality undertakes a comprehensive review of its Integrated Development Plan (IDP) to assess and align itself with the needs and challenges faced by the communities within the district. According to Statistics South Africa Census 2022, the district is home to approximately 434,343 people, with the population projected to increase to 448,267 by 2025 and 473,964 by 2030. This steady population growth continues to place mounting pressure on the provision of basic services and infrastructure

Executive Mayor: Cllr Patrick Marekwa

We remain focused on promoting inclusive, integrated, and sustainable growth that effectively addresses the socio-economic realities confronting our communities. This is advanced through the District Development Model (DDM), which seeks to improve service delivery through joint planning, coordination and accountability among all stakeholders, including our local municipalities, provincial government, and state entities. Furthermore, the DDM champions a “One Plan, One Budget” approach to ensure alignment between various development plans, thereby maximising efficiency, transparency, and impact in the delivery of services across the district.

While we acknowledge progress made in expanding access to services, Census 2022 indicates that approximately 88% of households have access to piped water, while about 84% have access to improved sanitation services. Access to electricity remains relatively high at over 93%, reflecting ongoing infrastructure investment.

Despite these gains, significant challenges persist. The official unemployment rate in the Frances Baard District stands at approximately 32%, with youth unemployment considerably higher. Poverty and inequality remain deeply entrenched, with many households dependent on social grants as a primary source of income. In addition, aging infrastructure continues to place strain on service delivery systems, while water scarcity exacerbated by climate change poses an ongoing risk to sustainable development.

GBVF remains a major concern, while the municipality faces revenue challenges and slow economic growth. Key priorities include improving basic services, economic development, disaster management, financial sustainability, and environmental health.

As the final year of the five-year cycle approaches, the focus is on inclusive, community-driven and sustainable development so no community is left behind, ensuring improved livelihoods and a more resilient, economically vibrant district for all.

MESSAGE FROM THE MUNICIPAL MANAGER

Municipal Manager



The municipality has achieved notable progress in advancing the goals and objectives set at the commencement of the five-year Integrated Development Plan (IDP) cycle. While we acknowledge the persistence of service delivery challenges, we are equally encouraged by the achievements realised to date. These realities continue to inform and reinforce our dedication to adopting innovative and responsive approaches in fulfilling the mandate entrusted to us by our district community.

With the recent adoption of the One Plan for the District by the Council, the municipality is better positioned to align its development priorities, enhance intergovernmental coordination, and accelerate service delivery in a manner that benefits all communities within the district.

This Integrated Development Plan (IDP) serves as our strategic compass, guiding us through the complex and evolving landscape of development and growth. It provides a structured framework through which we aim to address the socio-economic challenges and infrastructure backlogs facing our communities. According to Statistics South Africa (Stats SA), the Frances Baard District continues to experience high levels of unemployment of 32%, particularly among youth, alongside persistent inequality and poverty. These realities reinforce the urgency of our interventions and the need for inclusive, sustainable development strategies that improve livelihoods and expand economic participation.

In compiling this plan, the municipality undertook an inclusive and consultative process, engaging key stakeholders, including local municipalities, community structures, and the broader public. This approach ensures that the IDP reflects both the realities and developmental aspirations of the people we serve. A key priority for the 2026/2027 financial year is the optimisation of existing infrastructure through strengthened operations and maintenance programmes. This is critical to reducing service interruptions and improving reliability across the district. Furthermore, through enhanced cooperative governance, we are committed to accelerating the upgrading and expansion of bulk infrastructure. This will require the effective mobilisation and coordination of all available resources to achieve meaningful and sustainable outcomes.

The 2026/2027 IDP outlines targeted interventions aimed at accelerating service delivery, strengthening good governance, and ensure an inclusive economy growth. As stated by President Cyril Ramaphosa during the 2026 State of the Nation address: *"It is a Constitution that calls on us not only to redress the injustices of the past, but to progressively realise the right of all South Africans to housing, health care, food, water, social security, education and a better and prosperous life for all."* The municipality has prioritised the development of Small, Medium and Micro Enterprises (SMMEs) as a catalyst for local economic growth. We are committed to creating an enabling environment in which SMMEs can thrive, with a particular focus on expanding support programmes for youth and women entrepreneurs. In an era characterised by geopolitical uncertainty, volatile global markets, conflict, and rising socio-economic pressures, this plan provides a clear and structured framework to guide sustainable development and effective service delivery within the district. The Municipality remains steadfast in its commitment to serving the communities of the Frances Baard District and to delivering quality, reliable services.

Contents

1. CHAPTER 1: THE PLANNING PROCESS.....	1
1.1 BACKGROUND OF THE INTEGRATED DEVELOPMENT PLAN (IDP)	1
1.2 BINDING PLANS AND PLANNING REQUIREMENTS	2
1.3 DISTRICT IDP FRAMEWORK AND PROCESS PLAN	4
1.4 DESCRIPTION OF THE PLANNING PROCESS.....	6
1.5 ROLES AND RESPONSIBILITIES	7
1.6 IDP STEERING COMMITTEE	8
1.7 IDP REPRESENTATIVE FORUM	8
CHAPTER 2: SITUATIONAL ANALYSIS	9
2. CHAPTER 2: SITUATIONAL ANALYSIS	10
2.1 DISTRICT OVERVIEW.....	10
2.2 DEMOGRAPHIC COMPOSITION	14
2.2.1 POPULATION BY GENDER AND AGE	15
2.2.2 CURRENT POPULATION GROWTH TREND	17
2.2.3 PROJECTED POPULATION SIZE AND MAKE-UP	18
2.3 ECONOMIC ANALYSIS	19
2.4 DISTRICT ENVIRONMENTAL ANALYSIS	25
2.4.1 Health Analysis.....	25
2.4.2 Disaster Analysis	28
2.4.3 Spatial Analysis: Patterns and Trends	29
2.4.4 Biophysical Environment.....	32
2.4.4.1 Climate and Atmosphere.....	32
2.4.4.2 Topography, Geology and Soils	33
2.4.4.3 Water Resources and Hydrology	34
2.4.4.4 Vegetation, Ecosystems and Biodiversity	34
2.4.4.5 Land Use and Human Impacts.....	37
2.4.4.6 Ecosystem Services and Environmental Risks	37
2.5 STATUS QUO ASSESSMENT	38
2.5.1 BASIC SERVICE DELIVERY	38
2.5.2 LOCAL ECONOMIC DEVELOPMENT	42
2.5.3 INSTITUTIONAL DEVELOPMENT & TRANSFORMATION	45
2.5.4 GOOD GOVERNANCE AND PUBLIC PARTICIPATION	68
2.5.5 MUNICIPAL FINANCIAL VIABILITY & MANAGEMENT	74
2.6 SOCIAL DEVELOPMENT	74

2.7	YOUTH DEVELOPMENT	81
CHAPTER 3:		83
DEVELOPMENT.....		83
STRATEGIES.....		83
3.	CHAPTER 3: DEVELOPMENT STRATEGIES.....	84
3.1	STRATEGIC OBJECTIVES	86
3.1.1	KPA 1 – BASIC SERVICES.....	86
3.1.2	KPA 2: LOCAL ECONOMIC DEVELOPMENT	89
3.1.3	KPA 3 - MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION.....	92
3.1.4	KPA4: GOOD GOVERNANCE AND PUBLIC PARTICIPATION.....	102
3.1.5	KPA 5: FINANCIAL VIABILITY AND MANAGEMENT	106
3.2	BUDGET PROJECTION.....	108
3.3	PROJECTS FOR 2026/27	109
CHAPTER 4:		113
SUMMARY OF THE LOCAL MUNICIPALITIES.....		113
4.	CHAPTER 4: SUMMARY OF THE LOCAL MUNICIPALITIES.....	114
4.1	DIKGATLONG LOCAL MUNICIPALITY.....	114
4.2	MAGARENG LOCAL MUNICIPALITY	115
4.3	PHOKWANE LOCAL MUNICIPALITY	115
4.4	SOL PLAATJE LOCAL MUNICIPALITY	116
4.5	DISTRICT-WIDE PRIORITY ISSUES.....	117
CHAPTER 5:		119
SECTOR PLANS AND INTEGRATED PROGRAMMES.....		119
5.	CHAPTER 5: SECTOR PLANS AND INTEGRATED PROGRAMMES.....	120
5.1	WATER SERVICES DEVELOPMENT PLAN.....	121
5.2	INTEGRATED TRANSPORT PLAN (ITP).....	121
5.3	PERFORMANCE MANAGEMENT SYSTEM	122
5.4	DISASTER MANAGEMENT PLAN.....	122
5.5	SPATIAL DEVELOPMENT FRAMEWORK (SDF).....	122
5.6	DISTRICT GROWTH AND DEVELOPMENT STRATEGY.....	126
5.7	LED STRATEGY	128
5.8	TOURISM STRATEGY	128
5.9	INTEGRATED WASTE MANAGEMENT PLAN	129
5.10	ENVIRONMENTAL MANAGEMENT FRAMEWORK.....	129
5.11	AIR QUALITY MANAGEMENT PLAN.....	129

5.12	COMMUNICATION STRATEGY.....	130
5.13	PUBLIC PARTICIPATION PLAN.....	130
5.14	HUMAN SETTLEMENTS SECTOR PLANS.....	130
5.15	EXPANDED PUBLIC WORKS PROGRAMME.....	131
5.16	RURAL ROADS ASSET MANAGEMENT SYSTEM.....	132
CHAPTER 6:		133
ALIGNMENT WITH NATIONAL AND PROVINCIAL OBJECTIVES AND PROGRAMMES.....		133
6.	CHAPTER 6: ALIGNMENT WITH NATIONAL AND PROVINCIAL OBJECTIVES AND PROGRAMMES.....	134
6.1	PURPOSE OF ALIGNMENT	134
6.2	NATIONAL DEVELOPMENT PLAN 2030.....	134
6.3	THE MEDIUM-TERM STRATEGIC FRAMEWORK (2024-2029)	136
6.4	NATIONAL SPATIAL DEVELOPMENT FRAMEWORK (NSDF):.....	137
6.5	PROVINCIAL GROWTH AND DEVELOPMENT PLAN:.....	140
6.6	PROVINCIAL SPATIAL DEVELOPMENT FRAMEWORK.....	141
6.7	INTEGRATED URBAN DEVELOPMENT FRAMEWORK (IUDF).....	147
6.8	RURAL DEVELOPMENT PLAN.....	149
6.9	LAND REFORM AND LAND RESTITUTION.....	154
6.10	SPATIAL PLANNING AND LAND USE MANAGEMENT ACT (SPLUMA).....	156
6.11	DISTRICT DEVELOPMENT MODEL	159
6.12	AGRI-PARK	161
Table 1: Frances Baard District's total population growth since 2012-2022		14
Table 2: Population by gender (Northern Cape)		15
Table 3: Frances Baard District Population by age group (2022)		16
Table 4: Highest level of education: age 15+ - Frances Baard District, 2012-2022		16
Table 5: Percentage access to some form of (ECD) Programme		17
Table 6: Population projections – France Baard, Northern Cape and National Total 2022-2027		18
Table 7: Gross domestic product (GDP) - Frances Baard, Northern Cape and National Total, 2012-2022.....		19
Table 8: Gross domestic product (GDP) - Frances Baard, Northern Cape and National Total, 2012-2022.....		20
Table 9: Gross domestic product (GDP) - local municipalities of Frances Baard District, 2012 to 2022, share and growth.....		20
Table 10: Formal and informal employment by broad economic sector - FRANCES BAARD DISTRICT, 2022.....		22
Table 11: Unemployment in Frances Baard, Northern Cape and National Total, 2012-2022		24
Table 12: Households by income category - Frances Baard, Northern Cape and National Total, 2022.....		25

Table 13: Number of HIV+ people - Frances Baard, Northern Cape and National Total, 2012-2022	26
Table 14: Primary health care facilities	27
Table 15: Primary health care service volumes	28
Table 16: Areas for potential disasters in the district	28
Table 17: District Housing Needs	30
Table 18: Climate Change Vulnerability Assessment	33
Table 19: CBA Map categories, management objectives and Northern Cape Provincial SDF categories	35
Table 20: Land-use guidelines for Northern Cape Provincial SDF Categories within CBAs and ESAs	36
Table 21: Summary of Key Biophysical Elements	38
Table 22: Service Delivery and Infrastructure District SWOT Analysis	39
Table 23: Number of HIV+ people - Frances Baard, Northern Cape and National Total, 2014-2024	75
Table 24: Frances Baard HIV Positive numbers Of 2019 in comparison to 2025:	76
Table 25: Northern Cape Overview of the TB Epidemiology 2024/2025	77
Table 26: Active grants for April 2025	78
Table 27: Social assistance	80
Table 28: Social Grants	80
Table 29: Key Development Nodes – Douglas to Kakamas Spatial Action Area	145
Table 30: Key Development Zones and Corridors -Douglas to Kakamas Spatial Action Area	145
Table 31: Frances Baard District Land claims	155

ACRONYMS

BBBEE - Broad Based Black Economic Empowerment

BPs - Business Plans

CDW - Community Development Workers

CGICT - Corporate Governance of Information and Communication Technology

COGHSTA - Co-operative Governance, Human Settlement and Traditional Affairs

COGTA - Cooperative Governance and Traditional Affairs

CWP - Community Work Programme

DDM - District Development Model

DGDS - District Growth and Development Strategy

DITP - District Integrated Transport Plan

DMPT - District Municipal Planning Tribunal

EAP - Employee Assistance Programme

EEDSM - Energy Efficiency and Demand Side Management

EHP - Environmental Health Practitioner

EMP - Environmental Management Plan

EPWP - Expanded Public Works Programme

FBDM - Frances Baard District Municipality

GDP - Growth Domestic Product

GIS - Geographic Information System

HIV - Human immunodeficiency Virus

HOD - Head of Department

HSP - Housing Sector Plans

ICRM - Ideal Clinic Realisation and Maintenance

ICSM - Integrated Clinical Service Management

ICT - Information Communication Technology

IDP - Integrated Development Plan

IHS - Integrated Human Settlement Plan

ITP - Integrated Transport Plan

IUDF - Integrated Urban Development Framework

IWMP - Integrated Waste Management Plan

LDP - Land Development Plan

LED - Local Economic Development

LM(s) - Local Municipality (ies)

LUMS - Land Use Management System

LUS - Land Use Scheme

MEC - Member of the Executive Council

MFMA - Municipal Finance Management Act

MHS - Municipal Health Services

MITS - Municipal Health System

MSA - Municipal Systems Act

MSCOA - Municipal Standard Chart of Accounts

MTSF - Medium Term Strategic Framework

NC - Northern Cape

NCTMP- Northern Cape Tourism Master Plan

NDoH - National Department of Health

NDP - National Development Plan

NSDF - National Spatial Development Framework

O&M - Operations and Maintenance

PHC - Primary Health Care

PMS – Performance Management System

RM - Risk Management

RRAMS - Rural Road Asset Management System

SALGA - South African Local Government Association

SANS - South African National Standard

SDF - Spatial Development Framework

SMME - Small Medium and micro-enterprises

SONA - State of the Nation Address

SOPA - State of the Province Address

SPLUMA - Spatial Planning and Land Use Management Act

UN - United Nations

WSDP - Water Services Development Plan

CHAPTER 1: THE PLANNING PROCESS

1. CHAPTER 1: THE PLANNING PROCESS

1.1 BACKGROUND OF THE INTEGRATED DEVELOPMENT PLAN (IDP)

The Integrated Development Plan (IDP) is a legally mandated planning instrument that holds authority above all other development plans at the local government level. It functions as a five-year strategic “super plan” that guides planning and development within a municipality’s jurisdiction. The IDP provides the foundation for the municipality’s medium-term expenditure framework, annual budget, and performance management system. It also aims to align and coordinate the initiatives of local, provincial, and national government institutions, creating a cohesive strategy to improve the quality of life for all residents in the district.

In preparing this document, careful consideration was given to the prevailing conditions, key challenges, and resources available to support development. The plan addresses both economic growth and social development priorities within the area. It is required to establish a land-use framework, identify the infrastructure and services needed to support development, and include measures for environmental protection and conservation (see Figure 1 below: IDP process)

The concept of Integrated Development Planning (IDP) originated from the United Nations Conference on Environment and Development held in Rio de Janeiro in 1992. This conference resulted in the adoption of Agenda 21, a global blueprint for sustainable development. Member states were urged to implement Agenda 21 by formulating locally specific versions, known as Local Agenda 21.

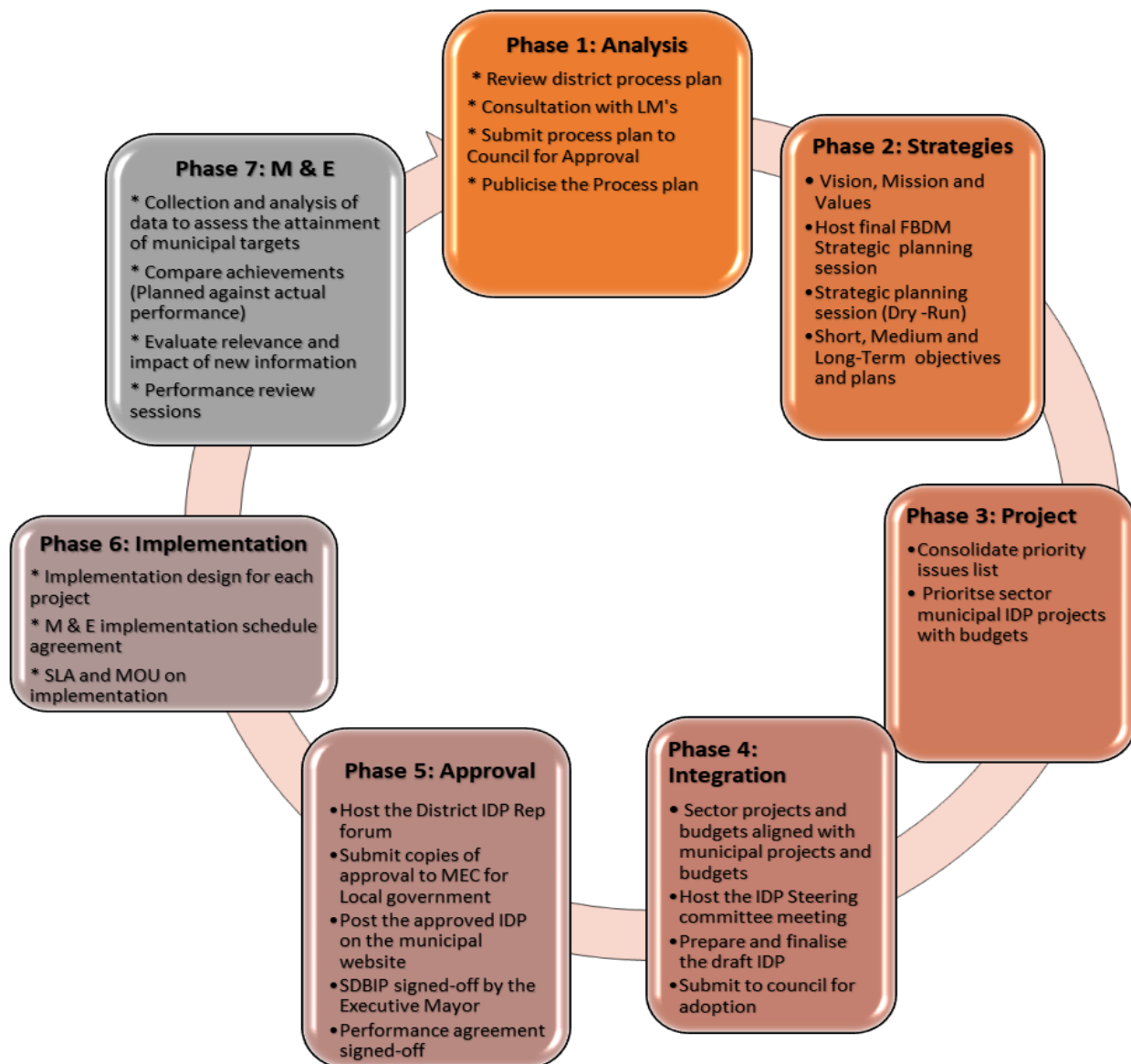
South Africa adopted the principles of Agenda 21 in shaping its Integrated Development Plans, effectively positioning IDPs as the country’s version of Local Agenda 21. As a result, the principles of Agenda 21 are reflected in South Africa’s Constitution and are integrated into various pieces of national legislation. Moreover, IDPs are aligned not only with international conventions but also with regional commitments, as well as national and provincial development priorities

The National Sphere of government provided five (5) Key Performance Areas (KPA’s) that local government must comply with to effectively implement the national vision. These KPA’s are:

- Basic Service Delivery and Infrastructure Development;
- Local Economic Development;
- Municipal Transformation and Institutional Development;
- Good Governance and Public Participation; and
- Financial Viability and Management.

The FBDM objectives; projects; strategies; and budget are therefore guided and are in line with the above mentioned KPA’s.

Figure 1: IDP Process



1.2 BINDING PLANS AND PLANNING REQUIREMENTS

The preparation and adoption of an IDP is undertaken within a broadly-based legislative framework. The main body of legislation, policies and guidelines that provide the foundation upon which IDPs rests is not limited to, but may be summarized as follows:

INTERNATIONAL POLICIES

- Agenda 21-UN Conference on Environment and Development (Earth Summit).
- Habitat Agenda-UN Conference on Human Settlement (Habitat III).
- World Summit on Sustainable Development (WSSD) March 5–7, 2002, in New Delhi, India.
- COP30 in Belém, Brazil (Nov 2025) & COP31 in Antalya, Türkiye (Nov 2026).
- African Union Agenda 2063.

NATIONAL LEGALISATION

- The Constitution of the Republic of South Africa (108) of 1996
- Municipal Systems Act (32) of 2000
- Municipal Structures Act (117) of 1998
- Municipal Demarcation Act (27) of 1998
- National Environmental Management Act (107) of 1998
- EIA-Regulations-2006
- National Land Transport Act (5) of 2009
- Municipal Planning and Performance Management Regulations -2001
- Municipal Finance Management Act (56) of 2003
- Intergovernmental Relations Framework Act (13) of 2005
- The National Housing Act (107) of 1997
- National Health Act (63) of 2003
- Municipal Property Rates Act (6) of 2004
- Disaster Management Act (57) of 2002
- Water Services Act (108) of 1997
- Public Finance Management Act (1) of 1999
- National Environmental Management: Waste Act (59) of 2008
- Spatial Planning and Land Use Management Act (16) of 2013

WHITE PAPER:

These include, but not limited to the following:

- White Paper on Local Government
- White Paper on Spatial Planning and Land Use Management
- White Paper on Disaster Management
- Housing White Paper
- White Paper on Waste Management
- White Paper on Environmental Management
- White Paper on Safety and Security

Furthermore, there are other national and provincial government policies and guidelines that provide an overarching framework namely: -

- National Development Plan 2030
- Medium-Term Development Plan 2024 - 2029
- National Spatial Development Framework (NSDF)
- National Growth and Development Strategy (NGDS)
- Revised IDP Format Guide (Framework)
- Integrated Urban Development Framework (IUDF)
- SALGA Guidelines for Credible IDPs
- 5-year Strategic Agenda for Local Government
- Delivery agreement: Outcome 8: Sustainable Human Settlements and Improved Quality of Household Life.
- Delivery agreement: Outcome 9: A Responsive, accountable, effective and efficient local government system
- The Northern Cape Provincial Growth and Development Plan (NCPGDP)
- The Northern Cape Spatial Development Framework (NCSDF)
- The Frances Baard District Municipal Growth and Development Strategy (FBDMGDS)

The Department of Cooperative Governance and Traditional Affairs (COGTA) introduced a new IDP framework for municipalities outside metros and secondary cities.

The framework requires that municipalities prepare and review IDPs that are sector oriented. There are two main categories of Sector Plans, namely:

► **Developmental Vision Sector Plans include the following: -**

- Spatial Development Framework (SDF)
- Local Economic Development Plan (LED Plan)
- Disaster Management Plan
- Institutional Plan
- Financial Plan

► **Service Oriented Sector Plans include the following: -**

- Water Services Development Plan (WSDP)
- Integrated Waste Management Plan (IWMP)
- Integrated Transport Plan (ITP)
- Environmental Management Plan (EMP)
- Integrated Human Settlement Plan (IHS)
- Housing Sector Plan (HSP)
- Integrated Energy Plan (IEP)
- Sports and Recreation Plan.

The two categories of sector plans provide strategies, programmes and projects that form the basis for the IDP and Budget. Sector Plans should be prepared in a coordinated manner, to ensure that the service specific sector plans contribute to the long-term vision of the municipality.

The sector-plans or service-oriented plans should be developed to support the vision and strategic intent of the developmental vision sector plans. The principles below are critical to guide the development and review of existing sector plans during the IDP preparation and review:

- Plans should be informed by IHSP, HSP, LED Plan and EMP which are in turn informed by the SDF.
- Sector Plans should not be developed in isolation of each other – there should be an integration among the plans.
- Plans should indicate programmes and projects to be implemented to achieve the vision of the SDF as expressed in the IHSP, LED Plan and EMP.

1.3 DISTRICT IDP FRAMEWORK AND PROCESS PLAN

Each district municipality, within a prescribed period after the start of its elected term and after following a consultative process with the local municipalities within its area, must adopt a framework for integrated development planning in the area. The framework binds both the district municipality and the local municipalities of the district municipality. The framework must also include the following:

- The plans and planning requirements binding in terms of national and provincial legislation on the district municipality and the local municipalities.
- Identify the matters to be included in the integrated development plans of the district municipality and the local municipalities that require alignment.

- Specify the principles to be applied and co-ordinate the approach to be adopted in respect of those matters; and
- Determine procedures for consultation between the district municipality and the local municipalities during the process of drafting their respective IDPs and to effect essential amendments to the framework.

Furthermore, the MSA of 2000 requires each municipal Council, within a prescribed period after the start of its elected term, to adopt a process set out in writing to guide the planning, drafting, adoption and review of its integrated development plan.

The municipality must through appropriate mechanisms, processes and procedures, consult the local community before adopting the process; give notice to the local community of particulars of the process it intends to follow to draft its IDP.

FBDM in consultation with its local municipalities adopted the district framework and the following process plan in July of 2025.

MONTH	PHASE	PLANNED ACTIVITIES	TARGET DATE	LEGISLATIVE REQUIREMENTS
July-Sept	Preparation (Analysis Phase)	• Review district process plan • Consultative meeting with the LM's regarding the process plan and district framework • Submit process plan to council for approval. • Publicize the Process plan	July/ August	Section 28 (1) Municipal Systems Act 2000
Oct-Dec	Consultation (Projects)	• District IDP Steering Committee Meeting	October	IDP guidelines
		• Undertake strategic planning workshop for the district municipality (Dry-run)	November-December	
		• Host final FBDM strategic planning session	December-January	
		• Compile strategic planning document	January-February	
Jan - March	Drafting (Integration)	• Consolidate municipal priority issues and develop district-wide priority issues and strategies	Feb-March	Section 17 (3)(d) Municipal Finance Management Act 2003
		• Host the district IDP steering Committee meeting	Feb/March	
		• Prepare and finalise Draft District	March 2026	

MONTH	PHASE	PLANNED ACTIVITIES	TARGET DATE	LEGISLATIVE REQUIREMENTS
		Integrated Development Plan		
		• Submit Draft District IDP to Council for adoption	March	
April - June	Approval	• Advertise Draft District IDP in local newspaper for scrutiny and comments	April	Section 21A Municipal Systems Amendment Act 2003 Section 15(3)- Municipal Planning and Performance Management Regulation 2001
		• Host the District IDP Representative Forum	May	
		• Present Draft District IDP to IDP Rep Forum	May	
		• Submit final Draft District IDP to Council for adoption	May	Section 24(2)(iv) of the Municipal Finance Management Act 2003
		• Submit copies of approved District IDP to MEC for Local Government	June	Section 32(1)(a) Municipal Systems Act 2000
		• Submit copies of approved District IDP to Provincial Sector Departments, COGHSTA and other stakeholders	June	
		• Post the approved District IDP on the website of the municipality and advertise summary in the newspaper	June	Section 21A- Municipal Systems Amendment Act 2003- Section 25 (4) (a-b) Municipal Systems Act 2000.

1.4 DESCRIPTION OF THE PLANNING PROCESS

In compliance with Section 27 of the Municipal Systems Act (MSA) of 2000, the district municipality, in close consultation with the local municipalities within its jurisdiction, adopted the framework and process plan in July 2024. The municipality commenced its strategic planning process in 2025 in preparation for the Integrated Development Plan (IDP) review 2025/2026 and planning 2026/2027.

This process was informed by the needs and priority issues of communities across the district. These priorities were identified through various consultative platforms, including steering committees and forums involving local municipal officials and councils, sector departments, and representatives from the private sector.

Furthermore, in accordance with Section 25 of the Municipal Systems Act of 2000, each Municipal Council is required to adopt a single, inclusive and strategic plan for the development of the municipality within a prescribed period after the start of its elected term. The plan must:

- link, integrate and coordinate plans, consider proposals for the development of the municipality;
- align the resources and capacity of the municipality with the implementation of the plan;
- form the policy framework and general basis on which annual budgets must be formed;
- be compatible with national and provincial development plans and planning requirements.

In compliance with the above stated requirements, FBDM conducted its strategic planning process for the planning for 2026/27 IDP as follows:

Step 1- Departmental/ unit planning (analysis on status quo, review of implementation of the fifth generation IDP; level of development in the district, proposed objectives and plans for internal staff).

Step 2- Preparatory strategic planning (All the local municipalities were invited to ensure proper participation, consultation with the stakeholders and an integrated approach to planning within the district (interactive planning with the stakeholders as a form of consultation and integrated planning).

Step 3- Final strategic planning session (final plans presented at a one-day workshop with stakeholders present i.e. local municipalities; Councillors; FBDM personnel, for further engagements and analysis).

Step 4 – An IDP and Budget representative forum was then conducted to ensure optimum participation of all stakeholders including sector departments, organized groups and the private sector.

1.5 ROLES AND RESPONSIBILITIES

DISTRIBUTION OF ROLES AND RESPONSIBILITIES

ROLE - PLAYERS	ROLES AND RESPONSIBILITIES
Municipal Council	• Approval of draft IDPs.
Councillors	• Part of strategic planning.
Executive Mayor/ Municipal Manager	• Decides on planning process: nominate persons in charge, monitor planning process. • Overall management and co-ordination. • IDP Representative Forum.
IDP Manager	• Day-to-day management of the drafting process on behalf of the Municipal Manager.
IDP Steering Committee	• Providing inputs related to the various planning steps. • Summarising and processing inputs from the

	participation process. • Discuss inputs from local municipalities. • Prepares and facilitates meetings.
Municipal Officials	• Providing technical/sector expertise and information. • Preparing draft project proposals.
Civil society (Stakeholders/Communities)	• Representing interests and contributing knowledge and ideas (Public participation).

1.6 IDP STEERING COMMITTEE

The district IDP Steering Committee is functional and is constituted depending on the planning activities needed thereof and when need arises. The committee is chaired by the Municipal Manager's appointee or representative.

1.7 IDP REPRESENTATIVE FORUM

It is a democratically elected body of representatives from various interest groups in the municipality. It is chaired by the Executive Mayor; or member of the Mayoral Committee; or a member of the committee appointed by Councillors. It consists of the following representatives:

- Executive Mayor;
- Mayoral committee;
- Mayors from Local Municipalities;
- Municipal Managers of the district and local municipalities;
- Member of the Executive Management Committee;
- Councillors;
- Heads of Department and senior officials of all provincial sector departments;
- Stakeholder representative of organized group; and
- Resource persons.

CHAPTER 2:

SITUATIONAL ANALYSIS

2. CHAPTER 2: SITUATIONAL ANALYSIS

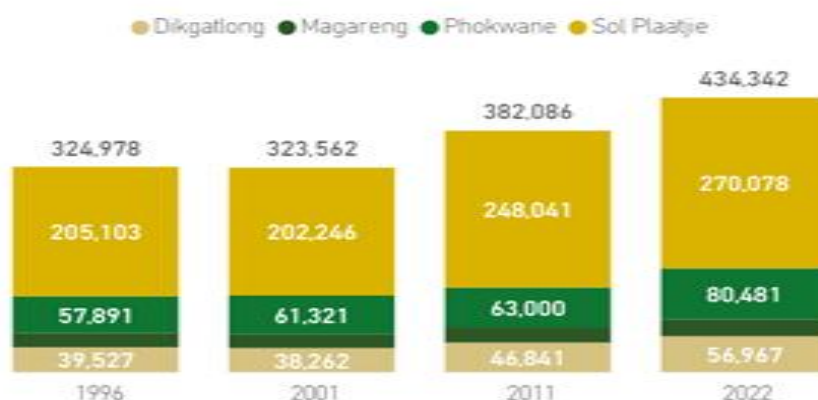
2.1 DISTRICT OVERVIEW

The Frances Baard District Municipality is a Category C1 municipality located in the far eastern portion of the Northern Cape Province. It shares its northern borders with the Northwest Province and its eastern border with the Free State Province. The municipality is the smallest district in the Northern Cape, making up only 3% of its geographical area. However, it accommodates the largest proportion of the province's population. The district municipality comprises of four local municipalities namely: Dikgatlong, Magareng, Phokwane and Sol Plaatje. The administration seat of the district is in Kimberley and the capital way of the Northern Cape and hosts various provincial departments and sector companies. Kimberley, which is where the district municipality is located, is less than 500km away from Johannesburg in the north, less than 1 000km away from Cape Town in the south, and less than 800km away from the Port of Durban in the east. Various commuters pass through the district en-route to Cape Town or Johannesburg via the N12. Being the government and business hub, combined with the constant flow of travellers between Johannesburg and Cape Town, the district and Kimberley hold enormous potential for internal and external investment in the district.

Frances Baard district is known for its rich history, culture diversity and natural landscape. It is a hub of economic activity in the province., witch sectors such as culture, tourism and mining. These sectors play a significant role in the local economic development. The climate is favourable for outdoor living with a great number of "sunny" days throughout the year. Two of the largest rivers, the Orange and the Vaal, flow through our district. *(The Harts, Vaal and Riet rivers flow through the region. Orange only touch base in Douglas, it used to form part of the region before demarcation).* The region produces quality fruits and vegetables. The Vaalharts scheme is the largest irrigation scheme in Southern hemisphere, with approximately 32,000ha of land under irrigation. The scheme sees water from a diversion weir in the Vaal River flowing through an 812km long network of canals to water approximately 1250 farming units within the scheme. In the Phokwane municipal area there is scope for secondary industry, like the processing of prime agricultural products. Frances Baard District Municipality also offers rich experiences in terms of culture and history. The population has been estimated at 434 343 in Census 2022. Stats SA further estimated that in 2025 the district population reached 448 267 and expected to reach 473 964 in 2030 refer to the figure below.



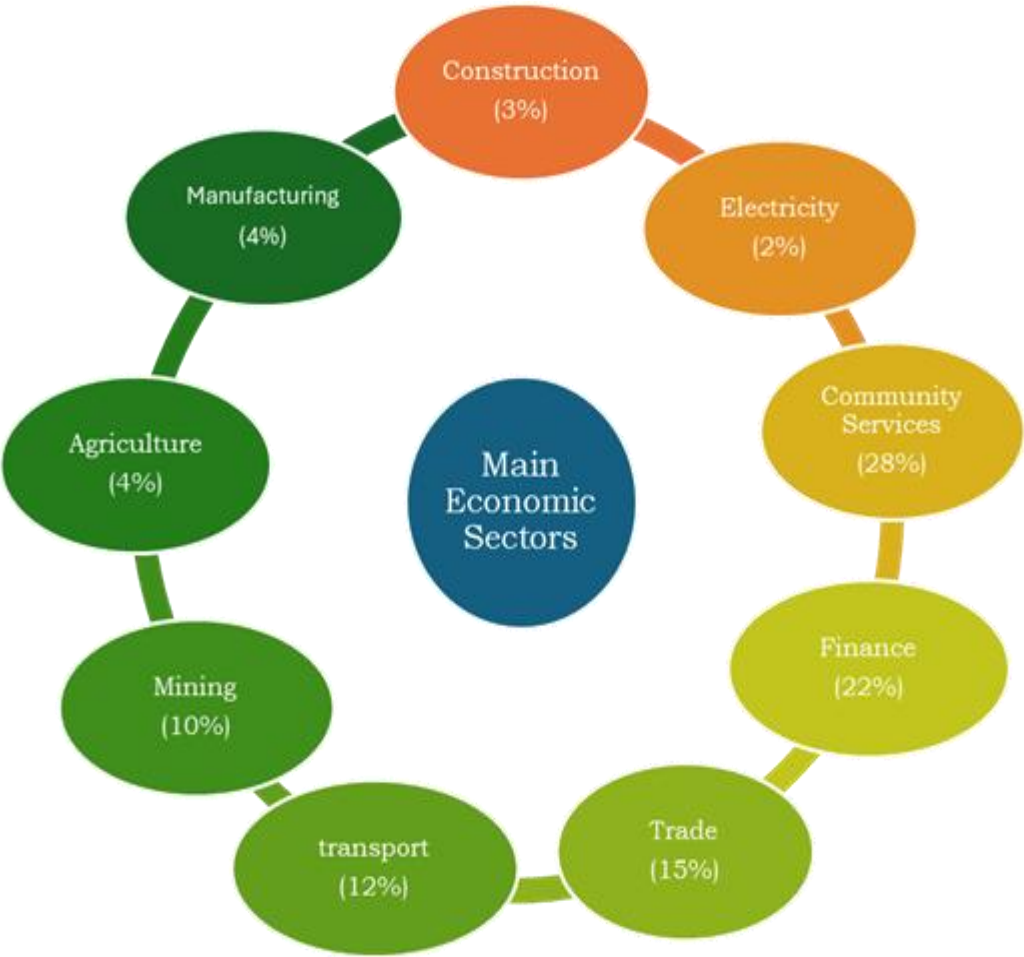
Total population



2022

The National Spatial Development Framework of 2021 (NSDF) identify the Frances Baard District as a National Transformation Corridor Priority (Northwestern Transformation Corridor) area focusing on a production transition area and rail corridor from Mahikeng via Vryburg and Taung to Kuruman, Postmasburg and Kimberley. Kimberley has also been identified as an urban node under stress. The district is also located in the Arid-Agri innovation area with extensive agricultural activities with pockets of intensive irrigation farming, mining clusters, renewable energy farms and small compact settlements. Some portions of the district are also located within the National Spatial Development Priority region with the focus on mining.

The main economic sectors of the district are as follows:



Geographically the district covers 12,384 square kilometres and account for a total of 3.4% area of the province. FBDM shares its northern boundary with the Northwest Province and its eastern boundary with the Free State province as illustrated in the maps below.

Figure 2:FBDM District Map 1

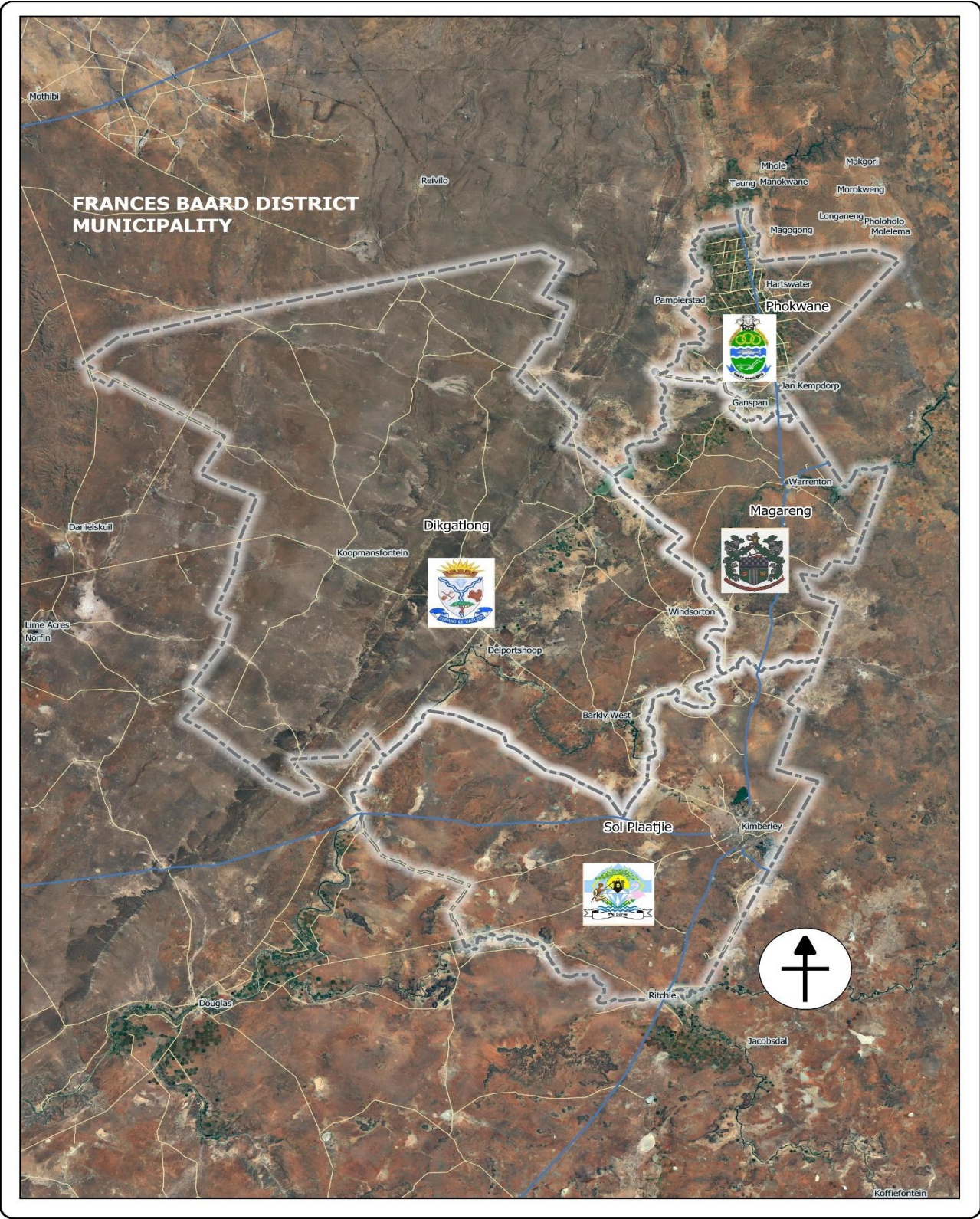
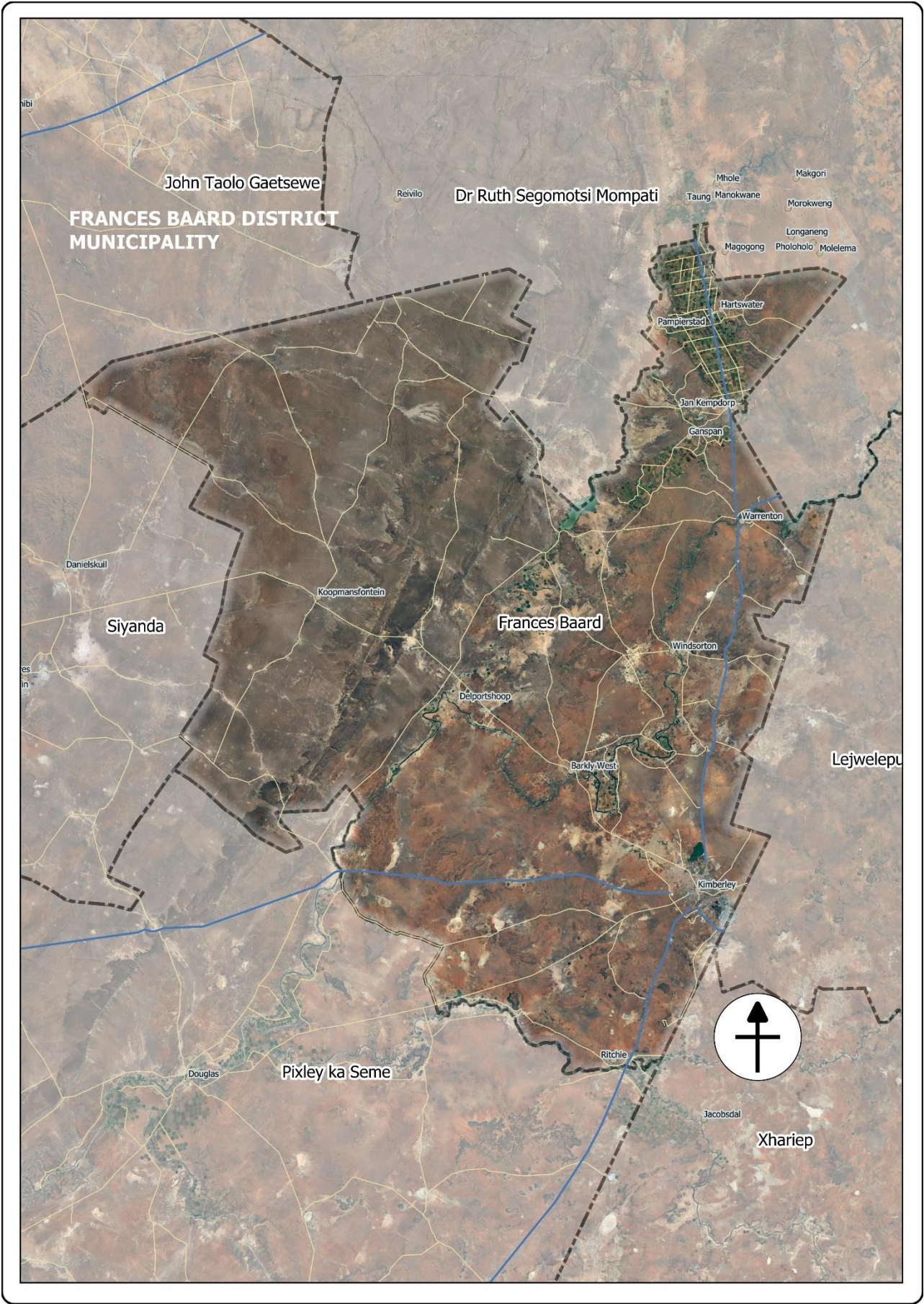


Figure 3: FBDM District Map 2



2.2 DEMOGRAPHIC COMPOSITION

The district has a total population of 434,343 of which 226,239 (52%) are females and 208,104 (48%) are males. Frances Baard District housed 0.7% of South Africa's total population in 2022. Between 2012 and 2022 the population growth averaged 1.77% per annum which is slightly higher than the growth rate of South Africa as a whole (1.47%). Compared to Northern Cape's average annual growth rate (1.59%), the growth rate in Frances Baard's population at 1.77% was very similar than that of the province. (see table 1 and figure 4 below).

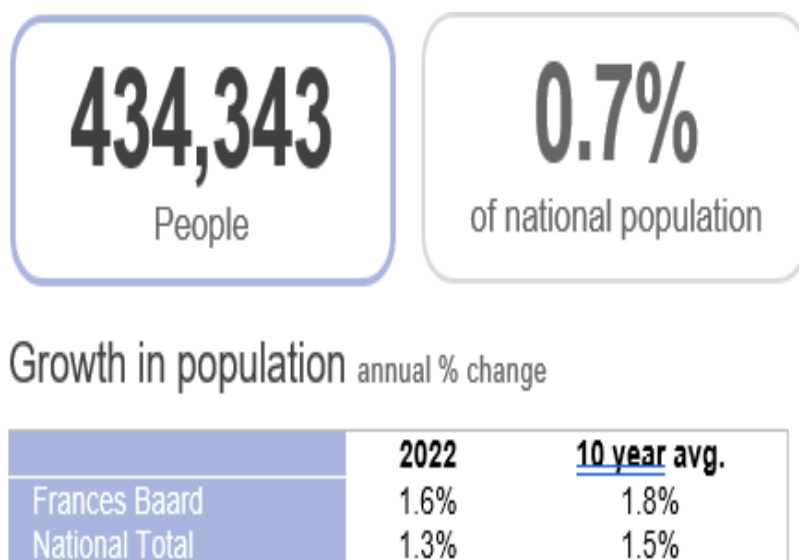
Table 1: Frances Baard District's total population growth since 2012-2022

Municipality	2012	2017	2022	Average Annual growth
Sol Plaatje	240,000	267,000	291,000	1.93%
Dikgatlong	41,900	45,500	49,100	1.59%
Magareng	23,000	25,100	27,300	1.72%
Phokwane	59,300	62,600	67,000	1.22%
Frances Baard	364,510	399,826	434,343	1.77%

Source: South Africa Regional eXplorer v2443.

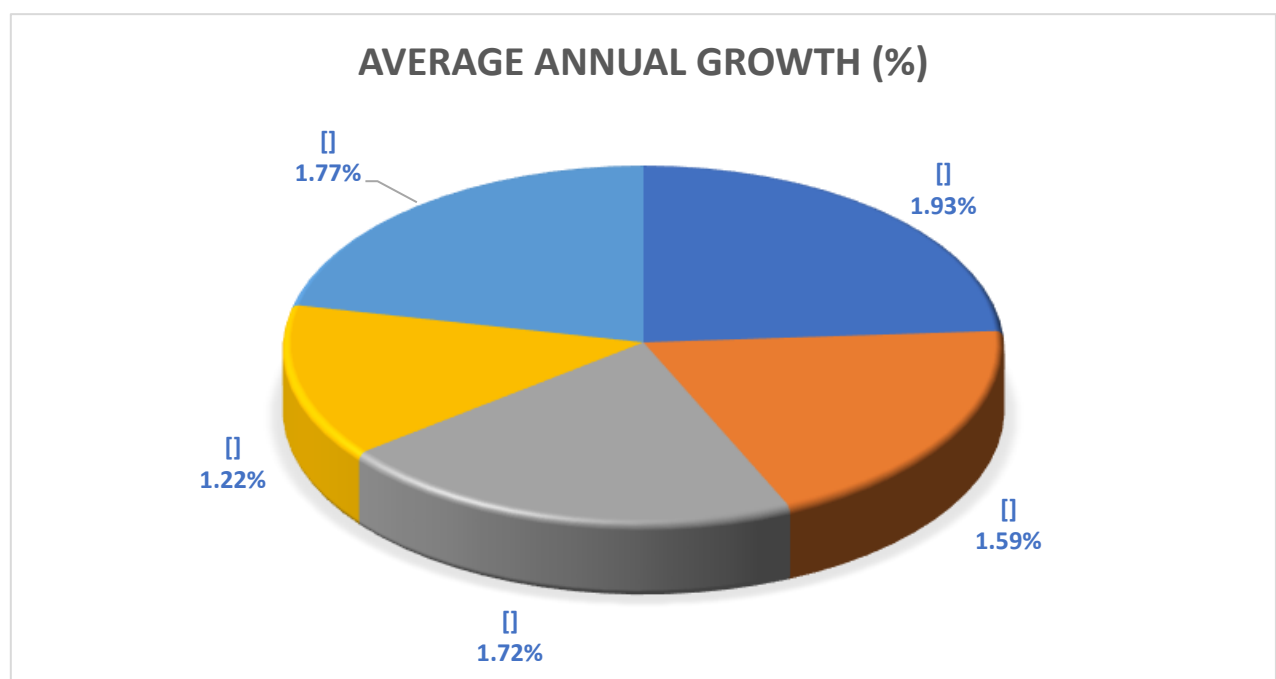
With 434 000 people, the Frances Baard District Municipality housed 0.7% of South Africa's total population in 2022. Between 2012 and 2022 the population growth averaged 1.77% per annum which is slightly higher than the growth rate of South Africa as a whole (1.47%). Compared to Northern Cape's average annual growth rate (1.59%), the growth rate in Frances Baard's population at 1.77% was very similar than that of the province.

Figure 4: Frances Baard population



Source: South Africa Regional Explorer v2443.

Figure 5: Frances Baard district average annual growth%



The Sol Plaatje Local Municipality increased the most, in terms of population, with an average annual growth rate of 1.9%, Magareng Local Municipality had the second highest growth in terms of its population, with an average annual growth rate of 1.7%. Phokwane Local Municipality had the lowest average annual growth rate of 1.22% relative to the other within the Frances Baard District.

2.2.1 POPULATION BY GENDER AND AGE

The total population of a region is the total number of people within that region measured in the middle of the year.

Frances Baard District Municipality's male/female split in population was 92 males per 100 females in 2022. The Frances Baard District Municipality appears to be a stable population with the share of female population (52%) being similar to the national average of (51.81%).In total there were 226 239 (52%) females and 208 104 (48%) males. This is different from the Northern Cape Province, where the female population counted 702 626 which constitutes 51.81% of the total population of 1.35 million (see table 2 below).

Table 2: Population by gender (Northern Cape)

District Municipalities	Male	Female	Total
Frances Baard	208,104	226,239	434,343
Namakwa	73,084	75,852	148,935
Pixley ka Seme	104,538	112,051	216,589
ZF Mgcawu	138,428	145,196	283,624
John Taolo Gaetsewe	129,166	143,288	272,454
Northern Cape	653,320	702,626	1,355,945

Source : StatsSA Census 2022 – Province at a glance

The largest share of population is within the (15-34 years) age category with a total number of 145 174 or 33.4% of the total population. The age category with the second largest number of people is the late middle age (35-59 years) age category with a total number of 125 225, the middle young age (5-14 years) age category with 78 255 people, followed by the Senior/retired age (60+ years) age category with 44 315 people. The age category with the least number of people is the young age (0-4 years) age category with only 41 323 people (refer to table 3 below).

Table 3: Frances Baard District Population by age group (2022)

Local Municipality	0-4	5-14	15-34	35-59	60+
Sol Plaatje	24,340	47,189	90,316	80,931	27,826
Dikgatlong	5,804	10,838	19,357	15,673	5,263
Magareng	2,599	4,720	8,656	7,653	3,187
Phokwane	8,581	15,508	26,845	21,508	8,039
Total	41,232	78,255	145,174	125,225	44,315

Source : StatsSA Census 2022 – Province at a glance

Education is crucial towards the economic growth in a country and the development of its industries, providing a trained workforce and skilled professionals required.

Within the Frances Baard District, the number of people without any schooling decreased from 2012 to 2022 with an average annual rate of -4.96%, while the number of people within the 'matric only' category, increased from 59,900 to 91,200. The number of people with 'matric and a certificate/diploma' increased with an average annual rate of 4.90%, with the number of people with a 'matric and a Bachelor's' degree increasing with an average annual rate of 2.46%. Overall improvement in the level of education is visible with an increase in the number of people with 'matric' or higher education (refer to table 4 below).

Table 4: Highest level of education: age 15+ - Frances Baard District, 2012-2022

	Frances Baard	Northern Cape	National Total	Frances Baard as % of province	Frances Baard as % of national
No schooling	12,200	43,300	1,400,000	28.3%	0.87%
Grade 0-2	3,210	13,000	420,000	24.7%	0.76%
Grade 3-6	19,500	74,800	2,480,000	26.1%	0.79%
Grade 7-9	45,500	169,000	5,760,000	26.9%	0.79%
Grade 10-11	69,900	208,000	9,810,000	33.6%	0.71%
Certificate / diploma without matric	771	2,450	140,000	31.5%	0.55%

Matric only	91,200	253,000	13,400,000	36.1%	0.68%
Matric certificate / diploma	19,000	53,500	2,740,000	35.6%	0.70%
Matric Bachelors degree	8,960	20,800	1,710,000	43.1%	0.52%
Matric Postgrad degree	5,060	11,600	1,060,000	43.5%	0.48%

Source: South Africa Regional explorer v2443

In addition to the recent statistics issued by StatsSA (Census 2022, Municipal Factsheet) it has highlighted the percentage of access to some form of Early Childhood Development (ECD) programme in the Frances Baard District. No access to any form of a ECD programme accounts for 50.1%, creche/educare centres comes in second with access of 33.6%. The percentage of children with access to home/community playgroup is 6.3%, day mother's is 5.9% and pre-school is at 3.0% in 2022. Lastly the percentage of children with access to other forms of the ECD programme constitutes 0.6% within the district. (refer to table 5 below).

Table 5: Percentage access to some form of (ECD) Programme

Form of ECD Programme	Percentage
Creche/Educare centre	33.6%
Pre-School/Nursery school/Grade 00/Grade 000/Grade R	3.0%
Day Mother/Childminder	5.9%
Home/Community playgroup	6.3%
Other	0.6%
No access	50.1%

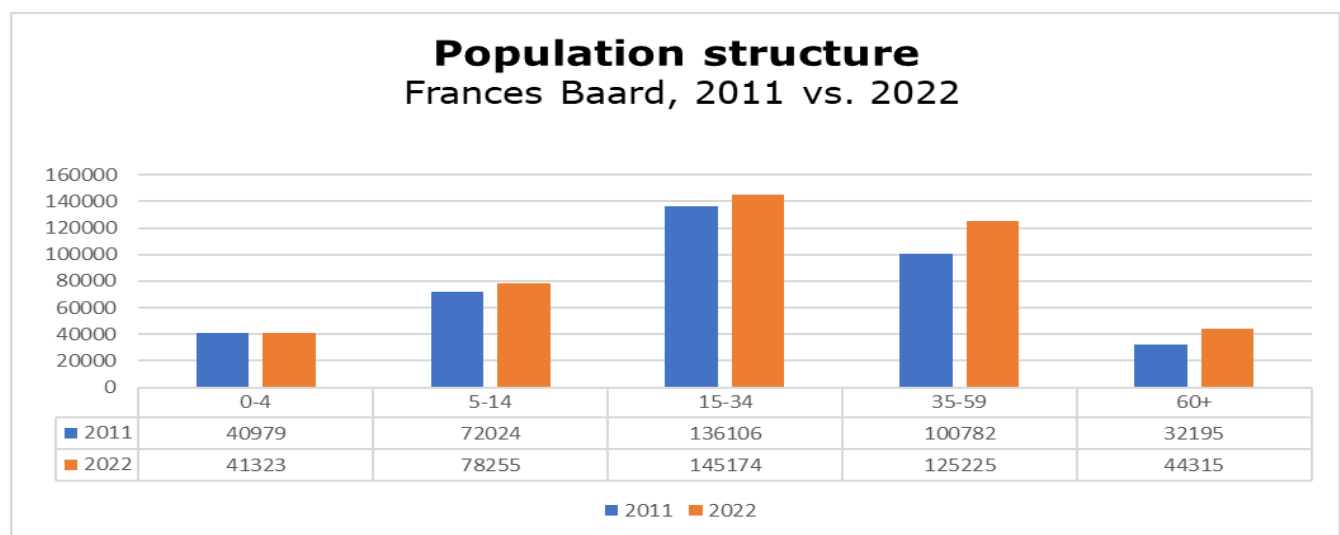
Source : StatsSA Census 2022 – Municipal Factsheet

2.2.2 CURRENT POPULATION GROWTH TREND

The population chart in figure 5 reflects a change in the structure of the population from 2011 and 2022. The differences can be explained as follows:

- In 2022, there were a significantly larger share of the 35-59 year age group compared to 2011.
- Fertility in 2022 was slightly higher compared to that of 2011.
- The share of children between the ages of 0 to 14 years is slightly smaller in 2011 compared to 2022.
- Life expectancy is increasing.

Figure 6: Distribution of Population -Frances Baard District, 2011 vs 2022



Source : StatsSA Census 2022 – Province at a glance

2.2.3 PROJECTED POPULATION SIZE AND MAKE-UP

Based on the present age-gender structure, fertility, mortality and migration rates, Frances Baard's population is projected to grow at an average annual rate of 1.5% from 434 343 in 2022 to 468 000 in 2027.

Table 6: Population projections – France Baard, Northern Cape and National Total 2022-2027

	Frances Baard	Northern Cape	National Total	Frances Baard as % of province	Frances Baard as % of national
2022	434,000	1,340,000	61,100,000	32.4%	0.71%
2023	441,000	1,360,000	61,900,000	32.5%	0.71%
2024	448,000	1,380,000	62,700,000	32.5%	0.71%
2025	455,000	1,400,000	63,500,000	32.6%	0.72%
2026	462,000	1,410,000	64,300,000	32.7%	0.72%
2027	469,000	1,430,000	65,100,000	32.7%	0.72%
Average Annual growth					
2022-2027	1.53%	1.33%	1.27%		

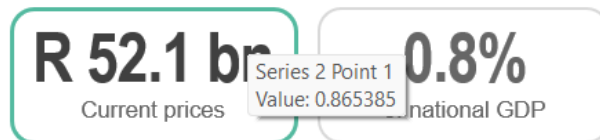
Source: South Africa Regional eXplorer v2443.

The population projection of Frances Baard District shows an estimated average annual growth rate of 1.5% between 2022 and 2027. The average annual growth rate in the population over the forecasted period for Northern Cape Province and South Africa is 1.3% and 1.3% respectively and is lower than that the average annual growth in the Frances Baard District.

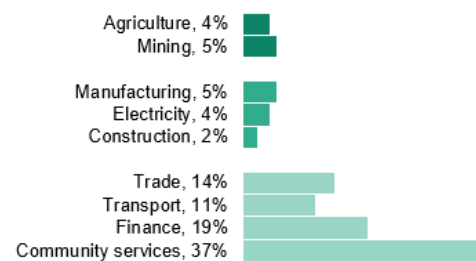
2.3 ECONOMIC ANALYSIS

The economic state of the Frances Baard District is put into perspective by comparing it on a spatial level with its neighbouring district municipalities. The section will also allude to the economic composition and contribution of the regions within Frances Baard District. The Frances Baard District does not function in isolation from Northern Cape, South Africa and the world and now, more than ever, it is crucial to have reliable information on its economy for effective planning. Information is needed that will empower the municipality to plan and implement policies that will encourage the social development and economic growth of the people and industries in the municipality, respectively.

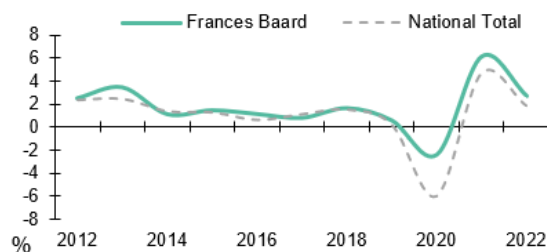
Gross Domestic Product



Sector composition



Economic growth: 2012-2022



Top 10 sectors (GVA) - R billions

	2022
Public administration and defence activities	6.52
Health and social work	4.95
Finance and Insurance	3.44
Wholesale and commission trade	3.37
Education	3.27
Other business activities	3.10
Land and Water transport	2.60
Other service activities	2.32
Post and telecommunication	2.31
Real estate activities	2.16
All other smaller sectors	12.26

Economic growth annual % change

	2021-2022	10 year avg.
Frances Baard	2.7%	1.7%
National Total	1.9%	0.9%

Source: South Africa Regional eXplorer v2443.

With a GDP of R 52.1 billion in 2022 (up from R 27.5 billion in 2012), the Frances Baard District contributed 35.21% to the Northern Cape Province GDP of R 148 billion in 2022 increasing in the share of the Northern Cape from 34.75% in 2012. The Frances Baard District contributes 0.79% to the GDP of South Africa which had a total GDP of R 6.63 trillion in 2022 (as measured in nominal or current prices). It's contribution to the national economy stayed similar in importance from 2012 when it contributed 0.77% to South Africa, but it is lower than the peak of 0.79% in 2021 (see table 7).

Table 7: Gross domestic product (GDP) - Frances Baard, Northern Cape and National Total, 2012-2022

	Frances Baard	Northern Cape	National Total	Frances Baard as % of province	Frances Baard as % of national
2012	27.5	79.1	3,566.4	34.7%	0.77%
2013	29.1	83.1	3,868.6	35.0%	0.75%
2014	31.7	90.4	4,133.9	35.1%	0.77%
2015	33.6	94.9	4,420.8	35.4%	0.76%
2016	36.0	100.9	4,759.6	35.7%	0.76%

2017	37.9	106.4	5,078.2	35.6%	0.75%
2018	40.4	112.9	5,363.2	35.8%	0.75%
2019	42.7	119.3	5,625.2	35.8%	0.76%
2020	43.5	122.9	5,568.0	35.4%	0.78%
2021	48.9	140.7	6,208.8	34.7%	0.79%
2022	52.1	147.9	6,628.6	35.2%	0.79%

Source: South Africa Regional Explorer v2443.

In 2022, the Frances Baard District achieved an annual growth rate of 2.7% which is a significantly higher GDP growth than the Northern Cape Province's 0.69%, and is higher than that of South Africa, where the 2022 GDP growth rate was 1.91%. Similar to the short-term growth rate of 2022, the longer-term average growth rate for Frances Baard (1.68%) is also significantly higher than that of South Africa (0.92%). The economic growth in Frances Baard peaked in 2021 at 6.2% (see table 8 below).

Table 8: Gross domestic product (GDP) - Frances Baard, Northern Cape and National Total, 2012-2022

	Frances Baard	Northern Cape	National Total
2012	2.5%	3.2%	2.4%
2013	3.5%	2.1%	2.5%
2014	1.2%	2.4%	1.4%
2015	1.5%	2.0%	1.3%
2016	1.2%	-0.3%	0.7%
2017	0.8%	1.9%	1.2%
2018	1.7%	1.2%	1.6%
2019	0.6%	-0.2%	0.3%
2020	-2.4%	-5.1%	-6.0%
2021	6.2%	5.4%	4.7%
2022	2.7%	0.7%	1.9%
Average Annual growth 2012-2022	1.68%	0.97%	0.92%

Source: South Africa Regional Explorer v2443.

Phokwane had the highest average annual economic growth, averaging 2.07% between 2012 and 2022, when compared to the rest of the regions within the Frances Baard District. Sol Plaatje Local Municipality had the second highest average annual growth rate of 1.67%. Magareng Local Municipality had the lowest average annual growth rate of 1.25% between 2012 and 2022 (see table 9 below).

Table 9: Gross domestic product (GDP) - local municipalities of Frances Baard District, 2012 to 2022, share and growth.

	2022 (Current prices)	Share of district municipality	2012 (Constant prices)	2022 (Constant prices)	Average Annual growth
Sol Plaatje	40.13	77.03%	24.55	28.98	1.67%
Dikgatlong	3.79	7.28%	2.41	2.76	1.36%
Magareng	1.96	3.76%	1.19	1.35	1.25%

Phokwane	6.21	11.93%	3.45	4.23	2.07%
Frances Baard	52.09		31.60	37.32	

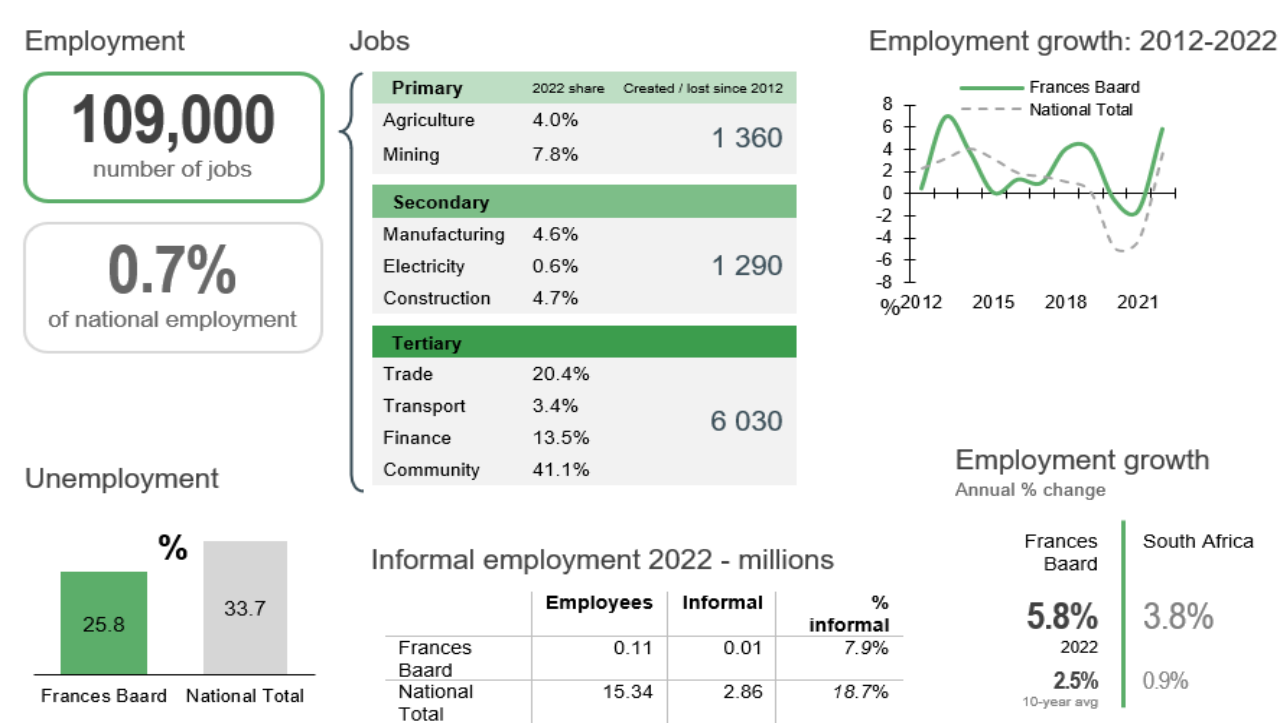
Source: South Africa Regional explorer v2443.

The Frances Baard District employs a total number of 109 000 people within its district. Frances Baard District also employs the highest number of people within the Northern Cape Province. The district that employs the lowest number of people relative to the other regions within the Northern Cape Province is the Namakwa district with a total number of 34 800 employed people.

In the Frances Baard District, the economic sectors that recorded the largest number of employment in 2022 were the community services sector with a total of 41 900 employed people or 38.4% of total employment in the district. The trade sector with a total of 20 800 (19.1%) employs the second highest number of people relative to the rest of the sectors. The electricity sector with 620 (0.6%) is the sector that employs the least number of people in Frances Baard District, followed by the transport sector with 3 430 (3.1%) people employed (see figure 6 below).

Frances Baard District Municipality's economically active population (EAP) was 142 000 in 2022, which is 32.60% of its total population of 434 000, and roughly 32.56% of the total EAP of the Northern Cape Province. From 2012 to 2022, the average annual increase in the EAP in the Frances Baard District Municipality was 1.10%, which is 0.205 percentage points higher than the growth in the EAP of Northern Cape's for the same period.

Figure 7: Total employment per broad economic sector



Source: South Africa Regional explorer v2443.

The number of formally employed people in Frances Baard District counted 100 000 in 2022, which is about 92.10% of total employment, while the number of people employed in the informal sector counted 8 620 or 7.90% of the total employment. Informal employment in Frances Baard increased from 7 810 in 2012 to an estimated 8 620 in 2022 (see table 10 below).

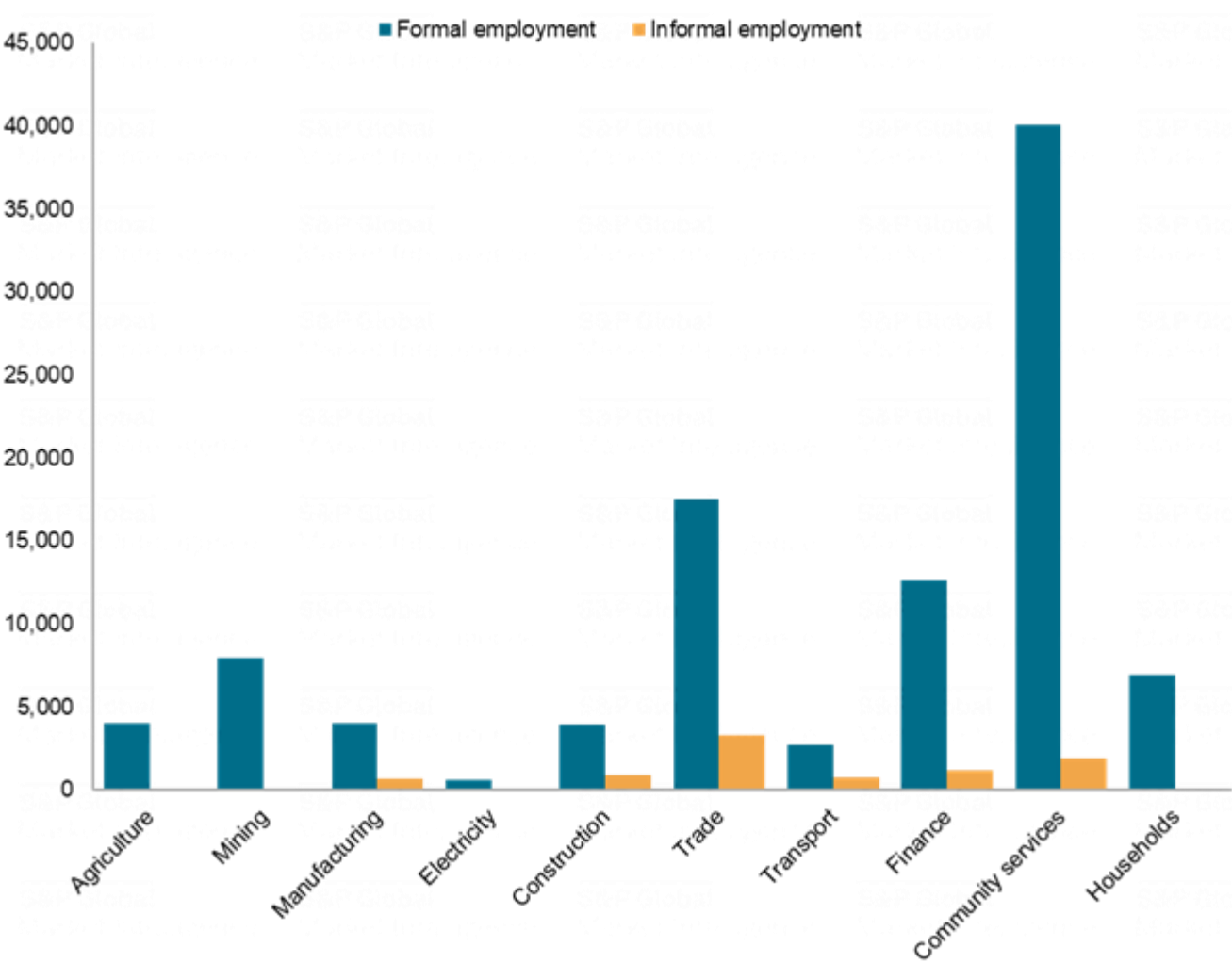
**Table 10: Formal and informal employment by broad economic sector - FRANCES
BAARD DISTRICT, 2022**

	Formal employment	Informal employment
Agriculture	4,050	N/A
Mining	7,960	N/A
Manufacturing	4,030	658
Electricity	620	N/A
Construction	3,970	867
Trade	17,500	3,290
Transport	2,690	741
Finance	12,600	1,190
Community services	40,000	1,880
Households	6,970	N/A

Source: South Africa Regional explorer v2443.

In 2022 the Trade sector recorded the highest number of informally employed, with a total of 3 290 employees or 38.17% of the total informal employment. This can be expected as the barriers to enter the Trade sector in terms of capital and skills required is less than with most of the other sectors. The Manufacturing sector has the lowest informal employment with 658 and only contributes 7.63% to total informal employment (see figure 7 below).

Figure 8: Formal and informal employment by broad economic sector - Frances Baard District, 2022



Source: South Africa Regional eXplorer v2443.

In 2022, there were a total number of 36 500 people unemployed in Frances Baard, which is a decrease of -7480 from 44 000 in 2012. The total number of unemployed people within Frances Baard constitutes 32.64% of the total number of unemployed people in Northern Cape Province.

The district experienced an average annual decrease of -1.85% in the number of unemployed people, which is better than that of the Northern Cape Province which had an average annual decrease in unemployment of -0.12%. (see table 11 below).

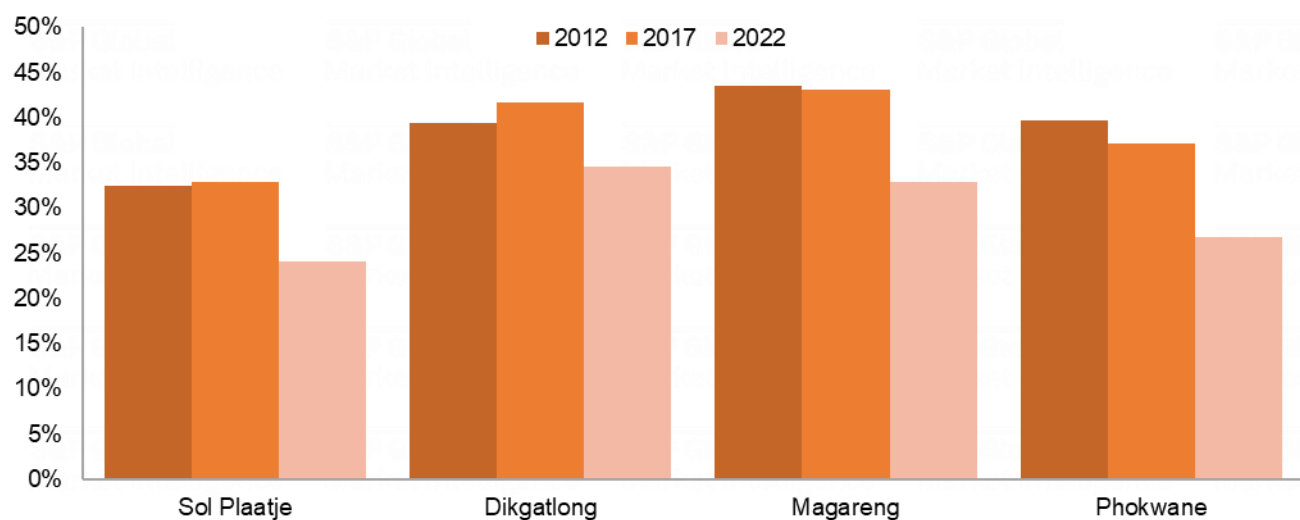
Table 11: Unemployment in Frances Baard, Northern Cape and National Total, 2012-2022

	Frances Baard	Northern Cape	National Total	Frances Baard as % of province	Frances Baard as % of national
2012	44,000	113,000	4,700,000	38.9%	0.94%
2013	46,000	122,000	4,850,000	37.8%	0.95%
2014	48,700	130,000	5,060,000	37.6%	0.96%
2015	50,700	134,000	5,300,000	37.9%	0.96%
2016	50,200	134,000	5,670,000	37.5%	0.89%
2017	49,700	132,000	5,990,000	37.6%	0.83%
2018	47,000	127,000	6,100,000	37.1%	0.77%
2019	44,700	124,000	6,450,000	36.1%	0.69%
2020	38,700	114,000	6,710,000	34.0%	0.58%
2021	36,700	112,000	7,470,000	32.8%	0.49%
2022	36,500	112,000	7,810,000	32.6%	0.47%
Average Annual growth					
2012-2022	-1.85%	-0.12%	5.20%		

Source: South Africa Regional Explorer v2443.

When comparing unemployment rates among regions within Frances Baard District, Dikgatlong Local Municipality has indicated the highest unemployment rate of 34.6%, which has decreased from 39.4% in 2012. The Sol Plaatje Local Municipality had the lowest unemployment rate of 24.1% in 2022, which decreased from 32.4% in 2012. (see figure 8 below).

Figure 9: Unemployment rate - local municipalities and the rest of Frances Baard District, 2012, 2017 and 2022



Source: South Africa Regional Explorer v2443.

The number of households is grouped according to predefined income categories or brackets, where income is calculated as the sum of all household gross disposable income: payments in kind, gifts, homemade goods sold, old age pensions, income from informal sector activities, subsistence income, etc.). Note that income tax is included in the income distribution.

Income categories start at R0 - R2,400 per annum and go up to R2,400,000+ per annum. A household is either a group of people who live together and provide themselves jointly with food and/or other essentials for living, or it is a single person living on his/her own. These income brackets do not take into account inflation creep: over time, movement of households "up" the brackets is natural, even if they are not earning any more in real terms.

Table 12: Households by income category - Frances Baard, Northern Cape and National Total, 2022

	Frances Baard	Northern Cape	National Total	Frances Baard as % of province	Frances Baard as % of national
0-2400	9	22	1,260	39.0%	0.69%
2400-6000	105	311	14,500	33.9%	0.73%
6000-12000	692	1,870	107,000	37.0%	0.64%
12000-18000	1,510	3,880	242,000	38.9%	0.62%
18000-30000	5,840	15,800	914,000	37.0%	0.64%
30000-42000	8,460	24,100	1,290,000	35.2%	0.66%
42000-54000	8,510	24,500	1,270,000	34.8%	0.67%
54000-72000	12,300	36,200	1,820,000	34.0%	0.68%
72000-96000	12,600	40,700	1,860,000	31.0%	0.68%
96000-132000	12,600	42,600	1,860,000	29.6%	0.68%
132000-192000	13,400	45,400	1,930,000	29.5%	0.69%
192000-360000	16,400	56,600	2,350,000	29.0%	0.70%
360000-600000	11,000	37,500	1,630,000	29.4%	0.68%
600000-1200000	7,720	27,000	1,240,000	28.6%	0.62%
1200000-2400000	3,500	12,900	565,000	27.1%	0.62%
2400000+	680	2,500	111,000	27.2%	0.61%
Total	115,000	372,000	17,200,000	31.0%	0.67%

Source: South Africa Regional eXplorer v2443.

It was estimated that in 2022 7.06% of all the households in the Frances Baard District, were living on R30,000 or less per annum. In comparison with 2012's 18.58%, the number is about half. The 192000-360000 income category has the highest number of households with a total number of 16 400, followed by the 132000-192000 income category with 13 400 households. Only 8.7 households fall within the 0-2400 income category.

2.4 DISTRICT ENVIRONMENTAL ANALYSIS

2.4.1 Health Analysis

The analysis of social determinants of health is a crucial component of district health planning, as it highlights the impact of non-health factors on the delivery and effectiveness of health services. While migrant labourers, as previously mentioned, do not appear to significantly influence the

overall disease profile of the district, several other factors continue to affect community health outcomes. These include unhealthy lifestyle and behavioural patterns such as substance abuse, physical inactivity, and poor dietary habits as well as adverse environmental conditions.

Key factors that are considered consists of, but not limited, to the following:

- Unemployment rate;
- Percentage of population living below the poverty line per month;
- Number of households with access to portable water;
- Number of households in informal dwellings;
- Number of households in traditional structures;
- Number of households with access to electricity; and
- Adult literacy rate.

A. The Epidemiological (disease) Profile of the District

The ten major prevalent causes of death in the Frances Baard District are the following:

- Tuberculosis;
- Human immunodeficiency virus [HIV] disease;
- Influenza and pneumonia;
- Cerebrovascular diseases;
- Hypertensive diseases;
- Ischaemic heart disease;
- Other forms of heart diseases;
- Certain disorders involving the immune mechanism;
- Chronic lower respiratory diseases; and
- Other natural causes.
-

In 2022, 30 200 people in the Frances Baard District were infected with HIV. This reflects an increase at an average annual rate of 2.88% since 2012, and in 2022 represented 6.96% of the district municipality's total population.

The Northern Cape Province had an average annual growth rate of 2.98% from 2012 to 2022 in the number of people infected with HIV, which is higher than that of the Frances Baard District Municipality. When looking at the South Africa as a whole it can be seen that the number of people that are infected increased from 2012 to 2022 with an average annual growth rate of 2.27% (see table 13 below).

Table 13: Number of HIV+ people - Frances Baard, Northern Cape and National Total, 2012-2022

	Frances Baard	Northern Cape	National Total	Frances Baard as % of province	Frances Baard as % of national
2012	22,800	61,600	6,630,000	37.0%	0.34%
2013	23,500	63,600	6,770,000	36.9%	0.35%
2014	24,100	65,500	6,910,000	36.8%	0.35%
2015	24,800	67,500	7,050,000	36.7%	0.35%
2016	25,500	69,400	7,200,000	36.7%	0.35%
2017	26,200	71,500	7,360,000	36.7%	0.36%

2018	27,000	73,600	7,530,000	36.6%	0.36%
2019	27,800	75,800	7,710,000	36.6%	0.36%
2020	28,500	78,000	7,900,000	36.6%	0.36%
2021	29,300	80,200	8,090,000	36.6%	0.36%
2022	30,200	82,700	8,300,000	36.6%	0.36%
Average Annual growth					
2012-2022	2.88%	2.98%	2.27%		

Source: South Africa Regional eXplorer v2443.

B. The District Health Service Delivery Environment

The Sol Plaatje Local Municipality remains the only municipality within the district that retains ownership of its health facilities. However, most healthcare personnel, medical and non-medical equipment, as well as pharmaceutical supplies are provided by the Northern Cape Department of Health.

Currently, the Frances Baard District has only two district hospitals, Connie Vorster Memorial Hospital in Phokwane and Prof. Z.K. Matthews Hospital in Dikgatlong. This limited hospital coverage places significant pressure on Kimberley Hospital, a tertiary facility, which is increasingly burdened with cases that ideally should be managed at the district level. This misalignment compromises the principles of an effective and efficient health system.

A proportional analysis of health services delivered across the district reveals that the two existing district hospitals serve less than half of the district's population. For effective healthcare planning, this highlights the urgent need for long-term infrastructure solutions, including the establishment of a district hospital within Sol Plaatje Local Municipality.

In the interim, it is critical that the Department of Health expedites the full operationalization of Galeshewe Day Hospital as a 24-hour service centre, while also ensuring that other Primary Health Care (PHC) facilities in the district are adequately resourced and capacitated. Table 14 below shows the number of PHC facilities in the district.

Table 14: Primary health care facilities

Local Municipality	No of Hospitals	No of Clinics	No of Community Health Centres (CHCs)	No of Satellite Clinics	No of Mobile Clinics
Sol Plaatje	1	12	1	1	1
Dikgatlong	1	5	0	4	0
Phokwane	1	6	2	0	2
Magareng	0	3	1	0	0
Total	3	26	4	5	3

Source: Northern Cape Department of Health, 2023.

C. Trends in Key District Health Service Volumes

The decline in the Primary Health Care total headcounts in all the Local Municipalities as illustrated in table 15 is a positive indication of the success in the implementation of the ICSM Strategy. This is a positive trend, which can be perceived as effectiveness of the Ideal Clinic (ICRM) initiative and it can be expected that the patients' experience of care is also improving. We should expect the continuity in the decline trend as the district intensifies its ICRM strategies.

Table 15: Primary health care service volumes

Name of Local Municipality	Financial Year 2019/2020		Financial Year 2020/21	
	PHC Total Headcount	PHC utilization rate	PHC Total Headcount	PHC utilization rate
Dikgatlong	117 280	2.5	116 775	2.5
Magareng	75 041	3.0	62 424	2.5
Phokwane	188 128	3.0	170 649	2.7
Sol Plaatje	654 706	2.7	549 297	2.2
District Total	1 035 155	2.8	899145	2.4

Source: DHIS Pivot Tables

2.4.2 Disaster Analysis

The following table describes the major risks and disasters that may occur within the district. The table indicates the risks and hazards identified during the compilation of the District Disaster Management Plan. These risks were identified by communities residing within the Frances Baard District Municipality's jurisdiction and were also identified as high priority risks within the local municipalities.

Table 16: Areas for potential disasters in the district

MAGARENG	DIKGATLONG	SOL PLAATJE	PHOKWANE
Drought	Drought	Drought	Floods
Floods	Floods	Flash Floods	Veld Fires
Veld Fires	Veld Fire	Veld Fire	Transportation Hazardous materials Ammunition Depo
Dam failure	Dam Failure	Dam Failure	Dam Failure
Weather Related	Weather Related	Weather Related	Weather Related
Accidents N12/R374	Accidents R31	Accidents N12/N8	Accidents N18
Transportation Hazardous materials	Transportation Hazardous materials	Aircraft Accidents	Aircraft Accidents

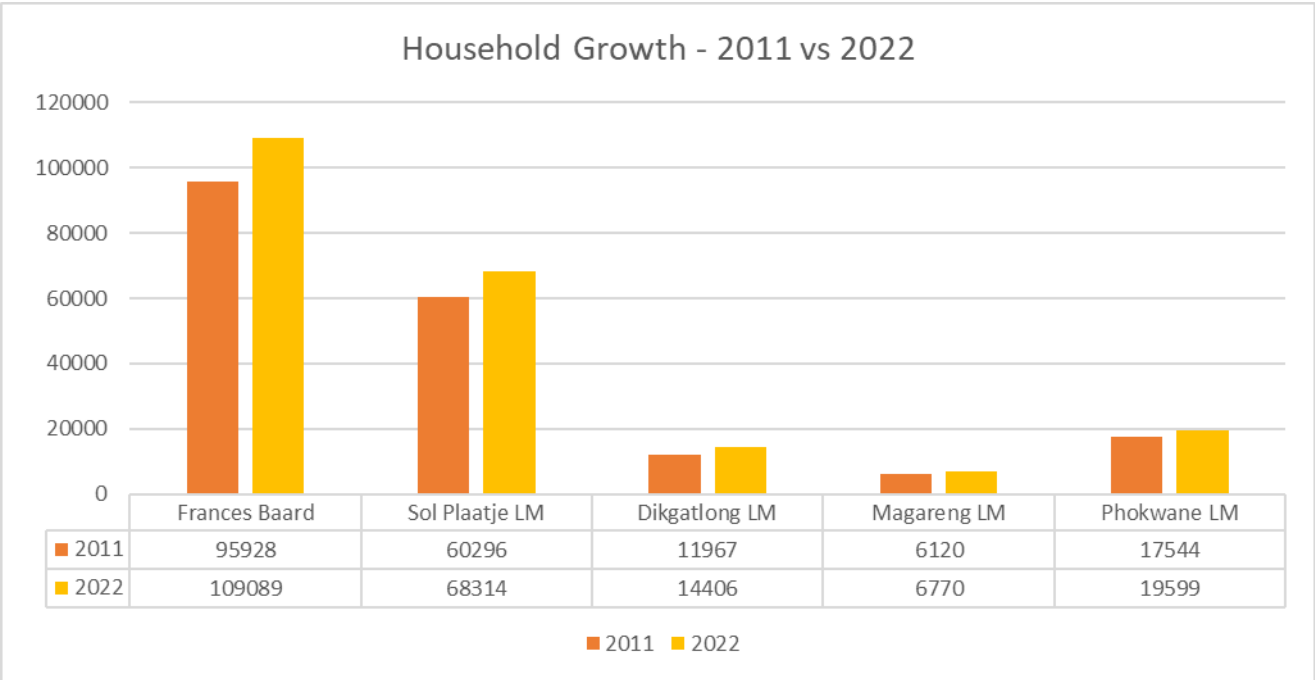
2.4.3 Spatial Analysis: Patterns and Trends

As mentioned prior in the document, agriculture; mining; tourism; manufacturing; financial and social services are the economic drivers in the district. Furthermore, the district is characterized by high unemployment rate, housing backlog and land shortages. The land scarcity is also one of the major factors hampering development within the district.

A. Housing

The demand for housing has increased significantly and to address the housing backlogs Frances Baard District Municipality should promote development principles which are spatial justice, spatial sustainability, efficiency, spatial resilience, and good administration of the district and local municipalities. The distribution of land uses in a municipality clearly outlines the spatial configuration of the municipality. As per the figure 9 below, Frances Baard District Municipality has a total of 94 696 which is formal dwelling units, 13 452 is informal dwelling units and 483 is traditional dwelling units

Figure 10: Household growth table – Frances Baard District, 2011 vs 2022



Source : StatsSA Census 2022 – Province at a glance

Furthermore, table 17 below presents data on the Housing Needs Register for the Frances Baard District, which includes the Sol Plaatje, Dikgatlong, Magareng, and Phokwane LM’s. The table provides the number of migrants, migrants from outside South Africa, persons with special needs, unemployed individuals, and pensioners in each municipality.

A significant number of people are migrating to the district, with 9,203 migrants in total. This indicates a growing demand for housing, infrastructure, and services. The municipalities must address the housing needs of these migrants to avoid overcrowding and the growth of informal settlements. The table shows 4,645 migrants from outside South Africa. While this number is relatively small compared to the total population, it’s crucial to ensure that these migrants have access to affordable housing and support services. There are 3,518 persons with special needs in

the district. High unemployment may lead to an increased demand for affordable housing options, such as rental housing or government-subsidized housing. There are 8,521 pensioners in the district in need of housing. Human settlements development should consider the needs of this population, such as affordable and accessible housing options, access to healthcare facilities, and the availability of social support services.

Table 17: District Housing Needs

Municipality Name	Migration	Migrations from Outside S.A	Persons with special needs	Unemployed	Pensioners	Total
Sol Plaatje LM	1594	4181	490	12405	1056	19726
Dikgatlong LM	2456	85	921	8650	1946	14058
Magareng LM	1020	41	404	3701	927	6093
Phokwane LM	4133	338	1703	17631	4592	28397
Total	9203	4645	3518	42387	8521	68274

Source: National Housing Needs Register (NHNR), 2023

B. Agriculture.

Agriculture in FBDM is one of the main economic drivers. In Phokwane Municipality, the Vaalharts irrigation scheme which is the second largest in the Southern Hemisphere sustains 1280 farms. The agriculture products produced at Vaalharts consist of wheat, fruit, pecan nuts, peanuts, lucerne, maize, cotton, olives, and vegetables. The Sol Plaatje land is mostly used for livestock, game, farming as well as crop productions (Lucerne, grapes, cotton and Soybeans). Magareng and Dikgatlong Municipalities comprise of extensive commercial farmland with few agri-villages. The agricultural land is mainly used for livestock and game farming (FBDM Agriculture Sector Strategy, 2017-2022).

C. Mining Activities

Diamond mining is taking place away from the rivers in dolomite pipes; while Alluvial digging is present in the vicinity of the rivers. Lime is produced on a commercial scale at Ulco situated in the Ghaap Mountains.

Building and construction material for the Northern Cape economy is extracted from the Quarries and Sand from the riverbeds. Mining activities have the following impact on the environment.

- Dust and smoke created by mining activities;
- Alluvial diamond digging causes a large increase in water consumption;
- The slurry created by this activity covers the natural environment; and
- Vast areas of valuable topsoil and vegetation are destroyed.

D. Urban Settlements

- Unsustainable infrastructure networks.

- The population growth will result in an increased demand for housing.
- Low-income levels and high unemployment rate put pressure on housing subsidies, pensions and grants.
- Urban sprawl and encroachment on surrounding agricultural land is created.
- Accessibility is limited and becomes a crucial issue because of low density.
- Poor land and property ownership.
- Settlements still show spatial fragmentation.
- Poor provision of basic services

E. Rural Settlements

The rural settlement pattern and the situation of farmworkers need to be addressed as the following issues are prevalent in the district.

- Poor land and property ownership;
- Lack of and poor access to electrical, social educational and medical facilities;
- Intensified mining activities pressurise the quality of provincial roads because of road transport;
- This issue is activated by poor rail facilities;
- Human resources and housing should be addressed;
- A health risk is created in some marginalized communities where informal settlements are situated near sewer works.

Magareng Local Municipality

Magareng Local Municipality is situated on the N12 approximately 74 km north of Kimberley. The railway line to Gauteng and the N18 National Road to Vryburg also run through the only urban settlement area, Warrenton. To capitalize on the location of Warrenton on the N12 as well as on the N18.

- Explore the potential of the location on a development corridor between Phokwane to the north and Sol Plaatje to the south.
- Enhancement of the regional function of Warrenton supporting mining communities.
- Development of Warrenton as a dormitory settlement area to Kimberley.
- Professional development of the urban structure by means of renewal programmes and higher urban densities.

Phokwane Local Municipality

Phokwane local Municipality is situated $\pm$ 80km to the north of Kimberley with the N18 route to Vryburg running through the area. This municipal area accommodates the following settlement areas. Hartswater, Pampierstad, Jan Kempdorp and Ganspan. Hartswater is the administrative centre of Phokwane and is situated in the centre of the service area. The town is also the commercial hub of the Vaalharts area. A large variety of agri-orientated industries have been established over a period of time while service and smaller maintenance services have been developed. Pampierstad is situated $\pm$ 15km to the west of Hartswater and acts as a dormitory town to Hartswater.

Space available for the horizontal expansion of the settlement is limited because tribal land ownership and the river system to the east. Infill planning and densification on existing vacant land is recommended. Development of transport orientated business and activities alongside the

N18. There is need for land availability for future development i.e. 25ha privately owned land to the west of Andalusia Park; approximately 154 ha vacant land (municipal owned) to the west of Valspan; and approximately 143 ha Ganspan sufficient land is available for future development within the agricultural settlement (FBDM SDF, 2021).

Dikgatlong Local Municipality

Dikgatlong Local Municipality is situated immediately to the west of Sol Plaatje Municipality. They includes town such as Barkly West is situated on the R31 route to Kimberley, Delporthoop, Ulco and Windsorton. The municipal area accommodates the following settlement areas: Barkly West, Delporthoop, Ulco, Windsorton and Longlands. Promote a compact urban structure through urban infill and densification; Barkly West is the administrative centre for Dikgatlong and is situated 35km from Kimberley. During the preparation of the local SDF the following attributes of the town have been acknowledged:

- Dormitory function to Kimberley and in close proximity;
- Availability of industrial land;
- Development potential of the river frontage;
- Places of historical interest to be developed; and
- Rich mining activities in the surrounding area.

Sol Plaatje Local Municipality

The Sol Plaatje municipal area is well known for diamond mining, and its main towns are Kimberley and Ritchie as well as Galeshewe which is the biggest township. The main economic drivers are retailers, industries, mining and farming. It has the largest population within the district. The establishment of the Sol Plaatje University increased more pressure on housing demand for student accommodation. Most of the land is privately owned which calls for optimum use of the resources and innovation.

2.4.4 Biophysical Environment

This section provides an overview of the biophysical environment of the Frances Baard District in the Northern Cape. It supports planning under the District Development Model (DDM) by highlighting the natural systems, resources, and environmental challenges that influence sustainable development in the area. The district includes the local municipalities of Sol Plaatje, Dikgatlong, Magareng, and Phokwane. Understanding the district's environmental context helps to guide decision-making, protect natural assets, and strengthen resilience to climate change and resource pressures.

2.4.4.1 Climate and Atmosphere

Frances Baard District has a semi-arid to arid climate with hot summers and cooler winters. Rainfall is relatively low and mostly occurs during the summer months. The district faces growing challenges linked to climate change, including higher temperatures, unpredictable rainfall, and droughts that affect water availability, agriculture, and rural livelihoods. Climate adaptation measures, such as water-efficient infrastructure and drought-resilient farming, are increasingly important.

Table 18: Climate Change Vulnerability Assessment

No	Sector	Indicator Title	Exposure Answer	Sensitivity Answer	Adaptive Capacity Answer
1	Agriculture	Change in other crop production areas	Yes	High	Low
2	Agriculture	Increased risks to livestock	Yes	High	Low
3	Biodiversity and Environment	Loss of High Priority Biomes	Yes	High - Nama-Karoo Biome	Low
4	Biodiversity and Environment	Increased impacts on environment due to land-use change	Yes	High	Low
5	Biodiversity and Environment	Loss of Priority Wetlands, River ecosystems, and other threatened ecosystems	Yes	High	Low
6	Biodiversity and Environment	Loss of Soil Fertility	Yes	High	Low
7	Human Health	Increased heat stress	Yes	High	Low
8	Human Health	Increased air pollution	Yes	High	Low
9	Human Health	Increased Occupational health problems	Yes	High	Low
10	Human Settlements	Increased impacts on strategic infrastructure	Yes	High	Low
11	Human Settlements	Increased impacts on informal dwellings	Yes	High	Low
12	Water	Decreased quality of drinking water	Yes	High	Low
13	Water	Decreased water quality in ecosystem due to increased concentrations of effluent and salt concentrations	Yes	High	Low
14	Water	Less water available for irrigation and drinking	Yes	High	Low
15	Water	Less groundwater availability	Yes	High	Low

2.4.4.2 Topography, Geology and Soils

The landscape is mostly flat to gently undulating with occasional valleys formed by the Vaal and Orange Rivers. Soils vary from sandy and shallow in the dry interior to deeper alluvial soils along river systems. Erosion, overgrazing, and mining activities have degraded parts of the land.

Sustainable land management and rehabilitation are key priorities for the district's development planning.

2.4.4.3 Water Resources and Hydrology

The primary water sources for the Frances Baard District are the Vaal and Harts Rivers. Water is supplied to towns like Barkly West directly from the Vaal River, while other areas like Delportshoop, Longlands, and Windsorton receive water from the Gamagara and Vaalharts water schemes, which are both supplied by the Vaal River.

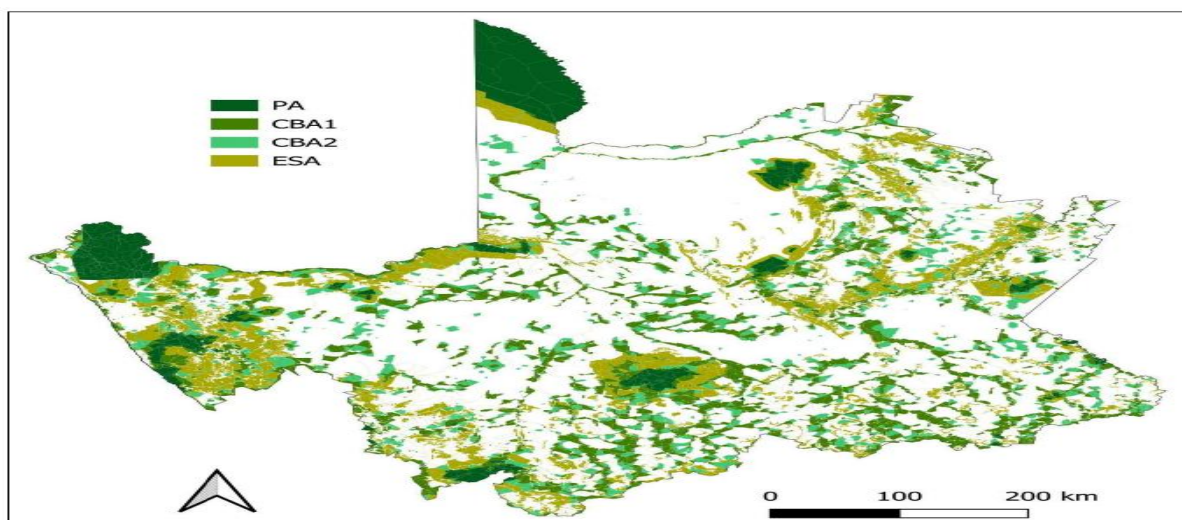
- ✚ **Vaal River:** A major source for the district, it provides water directly to some areas and through schemes to others.
- ✚ **Harts River:** Another significant river that flows through the district, contributing to its water supply.
- ✚ **Gamagara Water Scheme:** Provides water to areas like Delportshoop and Longlands, which is supplied by the Vaal River via Sedibeng Water.
- ✚ **Vaalharts Water Scheme:** Supplies water from the Vaal River to Windsorton.
- ✚ **Wetlands:** The district also relies on wetlands, which provide essential ecosystem services like water filtration, storage, and flood control.

2.4.4.4 Vegetation, Ecosystems and Biodiversity

The Frances Baard District Municipality is mostly made up of the Savanna biome (98.76%) which is the largest in South Africa. This biome is dominated by the bushveld and thornveld ecoregions. Camel Thorn trees are characteristic of the Savanna biome. These trees are protected as they are under threat and are being cleared for crop farming and by poor communities who are dependent on natural resources.

Biodiversity is under pressure from land conversion, overgrazing, and invasive alien species. Key biodiversity areas and wetlands should be conserved through responsible land use and ecological restoration.

Figure 11: Critical Biodiversity Areas



NC BSP: CBA Map 2024 (spatial data available: <https://bgis.sanbi.org/>)

The following guidelines are intended to assist land-use decision making processes to ensure conservation of biodiversity and the persistence of ecosystem services. These include development applications and their authorisation through EIA process; and land-use and development planners in municipalities and provincial government. The NC BSP is based on 2020 National Land Cover Data classified from Sentinel satellite imagery infra-red spectral range. Some miss classifications do exist in the dataset due to the semi-arid nature of the Northern Cape. Bare ground could be just that but could also be modified areas within mining areas. All data in the NC BSP should be verified on the ground by a qualified ecologist before land use decisions are taken and be provided to the department for future updates. It's important to keep in mind that Protected Areas, CBA1 and CBA2 collectively are needed to achieve biodiversity targets, and to ensure representation and persistence of biodiversity.

SPLUMA provides for municipalities to develop integrated Land-use Schemes and spatial development goals, reflected in Spatial Development Frameworks. An SDF is required to take cognisance of any environmental management instruments applicable and must comply with environmental legislation. The NC BSP provide this information to promote minimal impact on public health, the environment and natural resources.

Table 2 provides the direct correlation of categories between the NC BSP: CBA Map and Northern Cape Provincial SDF.

CBA Map Category	Landscape-level Purpose	Broad Management Objective	SDF Category
Protected Areas	Areas that are formally declared in terms of NEMPAA. Together with CBAs, ensure that a viable representative sample of all ecosystem types and species can persist	Must stay in largely natural ecological condition. Details determined by Protected Area Management Plan.	Core (Core Conservation Area/Zone)
CBA	Together with PAs, ensure that a viable representative sample of all ecosystem types and species can persist	Must stay in largely natural ecological condition.	Core (Core Conservation Area/Zone)
ESA	Ensure the long-term ecological functioning of the landscape as a whole.	Must retain ecological processes, which often requires at least semi-natural ecological condition.	Buffer (Natural Buffer Area/Zone)

Table 19: CBA Map categories, management objectives and Northern Cape Provincial SDF categories

The NC BSP further informs the following assessments, but not limited to:

- Basic Assessments by Environmental Assessment Practitioners
- Scoping and EIA by EAPs
- Biodiversity Offset triggered by CBAs
- Protected Area Expansion Focus Areas
- Protected Agriculture Areas

To assist these assessments with compatible and incompatible land-uses Table 2 provides more detail on which land-uses and activities are compatible with CBAs and ESAs.

Table 20: Land-use guidelines for Northern Cape Provincial SDF Categories within CBAs and ESAs

SDF Category	SDF Sub-Categories	CBA1	CBA2	ESA
Core	Statutory Protected Areas	Y	Y	Y
Buffer	Non-Statutory Conservation Areas	Y	Y	Y
	Ecological Corridors	Y	Y	Y
	Urban Green Areas	R	Y	Y
Agricultural Areas	Extensive Agriculture Areas	Y	Y	Y
	Intensive Agriculture Areas	N	N	N
Urban Related Areas	Main Towns	N	N	N
	Local Towns	N	N	N
	Rural Settlements	N	R	R
	Tribal Authority Settlements	N	R	R
	Institutional Areas	N	N	N
	Authority Areas	N	N	N
	Residential Areas	N	N	N
	Business Areas	N	N	N
	Service-Related Business	N	N	N
	Special Business	N	N	N
	SMME Incubators	N	N	N
	Mixed Use Development Areas	N	N	N
	Cemeteries	N	N	N
	Sport Fields & Infrastructure	N	N	N
	Airport and Infrastructure	N	N	N
	Resorts & Tourism Related Areas	N	N	R
	Farmsteads & Outbuildings	R	R	R
Industrial Areas	Agricultural Industry	N	N	N
	Industrial Development Zone	N	N	N
	Light Industry	N	N	N
	Heavy Industry	N	N	N
	Extractive Industry	N	N	N
Surface Infrastructure & Buildings	National Roads	R	R	R
	Main Roads	R	R	R
	Minor Roads	R	R	R

	Public Streets	N	N	N
	Heavy Vehicle Overnight Facilities	N	N	R
	Railway Lines	R	R	R
	Power Lines	R	R	R
	Telecommunication Infrastructure	R	R	R
	Renewable Energy Structures	N	N	R
	Dams & Reservoirs	N	N	R
	Canals	N	N	R
	Sewerage Plants and Refuse Areas	N	N	R

Table notes:

- “Y” (Yes) means the land-use or activity is compatible with the broad management objective for the CBA/ESA (Table 1).
- “R” (Restricted) means the land-use or activity is only compatible with restrictions.
- “N” (No) means the land-use or activity is not compatible with the broad management objectives for the CBA/ESA (Table 1), even with restrictions.

Protected Areas

There following are sensitive areas that preserve biodiversity within the district:

- Ávalos National Park
- Dronfield Nature Reserve
- Bentonite Nature Reserve
- Roo port Nature Reserve
- Kamfers Dam

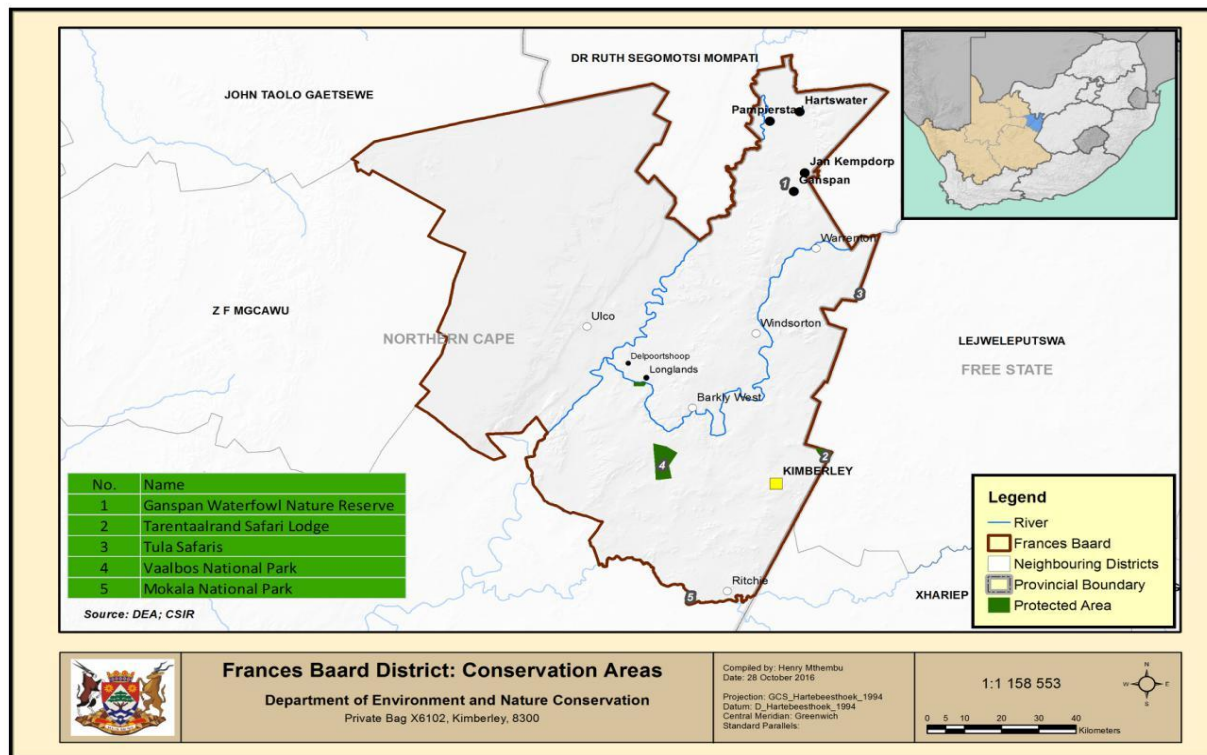


Figure 12: Conservation areas in the Frances Baard District

(protected area spatial data available on <https://www.dffe.gov.za/egis>)

2.4.4.5 Land Use and Human Impacts

Land use across the district includes urban areas (such as Kimberley), agriculture, and mining. Agricultural activities rely heavily on irrigation, while historical mining has left behind areas of degraded land. Urban expansion, waste management, and rural land degradation remain ongoing challenges. Future planning should balance economic growth with environmental sustainability by promoting greener practices and land rehabilitation.

2.4.4.6 Ecosystem Services and Environmental Risks

Natural ecosystems provide essential services such as water supply, soil fertility, and grazing potential. However, these services are threatened by land degradation, pollution, and climate stress. Integrating ecosystem service protection into planning will help ensure that development benefits people while maintaining environmental health.

Table 21: Summary of Key Biophysical Elements

Element	Current Status	Main Pressures / Risks	Planning Considerations
Climate	Semi-arid; low rainfall	Droughts, heatwaves, variable rainfall	Promote water efficiency, climate adaptation strategies
Soils	Shallow, sandy, some fertile along rivers	Erosion, overgrazing, contamination	Soil conservation, land rehabilitation
Water	Vaal and Orange Rivers; wetlands	Overuse, pollution, mining impacts	Protect riparian zones and wetlands
Vegetation	Savanna–Nama Karoo mix	Overgrazing, invasive species	Conserve biodiversity corridors, manage grazing
Land Use	Urban, agriculture, mining	Sprawl, land degradation	Sustainable land use zoning, rehabilitation
Ecosystem Services	Water, grazing, soil, biodiversity	Loss through degradation	Integrate natural assets into planning

2.5 STATUS QUO ASSESSMENT

2.5.1 BASIC SERVICE DELIVERY

The District Municipality (DM) through the Programme Management and Advisory and the Housing services continues to support the local municipalities, i.e. Sol Plaatje, Dikgatlong, Magareng and Phokwane in infrastructure services and developing human settlements and working towards accelerating the delivery of sustainable human settlements within the district.

The DM does not have any functions in direct service delivery but provides support and capacity to the local municipalities. Below is a **SWOT** analysis for service delivery and infrastructure within the district.

Table 22: Service Delivery and Infrastructure District SWOT Analysis

STRENGTHS	WEAKNESS
• Technical capacity • Improved spending on the annual FBDM grants allocations for LMs. • Resources (vehicles and equipment) • Regular inspection conducted at food premises in collaboration with SAPS and other sector departments. • Monitoring of drinking water quality in 3 local municipalities. • Speedy response to environmental risks/emergencies (cholera outbreak) • Conducting seasonal disaster risk management awareness in communities within the district.	• Not implementing own projects • Lack of grant funding to implement infrastructure projects. • Lack of firefighting capacity for structural and veldfires in local municipalities. • Dissemination of early warnings to rural areas (communication). • Lack of participation of local municipalities in responding to disastrous events.
OPPORTUNITY	THREAT
• New technologies for infrastructure maintenance. • Smart metering on water and electricity. • Renewable energy (solar) • Finalisation and gazetting of Municipal Health By-laws. • Implementation of shared services in the district. • The adoption of cloud solution to reduce the need for internal skill to manage services. • The implementation of automation to enable rapid service delivery to communities.	• Insufficient funding to cater for infrastructure needs. • Ageing infrastructure • Climate change causing damages to properties and livelihoods. • Contaminated food products sold at Tuckshops. • The increased number of veld/structural fires within the jurisdiction of the district. • Climate change may lead to an increase of waterborne, vector-borne and respiratory.

Water and Sanitation

The District Municipality (DM) assists the local municipalities with operation and maintenance funding for water and sanitation to eradicate backlogs. Access to water is a constitutional right to everyone as stipulated by Section 27 (b) of the Constitution of South Africa 1996. Municipalities are mandated by amongst others the Municipal Structure Act 1998, the Municipal Structures Amendment Act 2000 and the Water Services Act 1999, to provide potable water to households within their areas of jurisdiction.

Frances Baard District Municipality had a total number of 67 500 (or 58.50%) households with piped water inside the dwelling, a total of 34 200 (29.66%) households had piped water inside the yard and a total number of 301 (0.26%) households had no formal piped water. When looking at the water backlog (number of households below RDP-level) over time, in 2011 the number of households below the RDP-level were 4 950 within Frances Baard District Municipality, this increased annually at 0.55% per annum to 5 230 in 2021 (IHS, 2021).

According to the South Africa Regional eXplorer (2024), Frances Baard District Municipality had a total number of 65 600 (or 55.40%) households with piped water inside the dwelling, a total of 37 800 (31.91%) households had piped water inside the yard and a total number of 306 (0.26%) households had no formal piped water. The local municipalities within the district with the highest number of households with piped water inside the dwelling is Sol Plaatje Local Municipality with 51 300 or a share of 78.25% of the households with piped water inside the dwelling within Frances Baard District Municipality. The local municipality with the lowest number of households with piped water inside the dwelling is Magareng Local Municipality with a total of 2 780 or a share of 4.24% of the total households with piped water inside the dwelling within the district.

Electricity and Energy

The availability of energy remains a serious resource challenge. In the last ten years communities' access to electricity has significantly improved. According to the Stats SA Census 2022 (Province at a glance), Frances Baard District Municipality had a total number of 1 640 (1.39%) households with electricity for lighting only, a total of 109 000 (92.06%) households had electricity for lighting and other purposes and a total number of 7 750 (6.55%) households did not use electricity.

Roads and Storm Water

The Rural Road Asset Management System (RRAMS) in the district is fully operational. FBDM is currently part of this programme initiated by the National Department of Roads. The aim of this system is to provide information about the roads assets in local municipalities as well as conditional assessments. This is an important tool to lobby for funding of future roads' projects and road maintenance.

Through the RRAMS programme the ownership, extent, and condition of the roads in the district has already been established that there are about 516 km of unpaved roads and about 860 km of paved roads as part of the municipalities' street networks.

The Frances Baard District Municipality assists local municipalities with maintenance of roads and storm water through allocation of O & M funding.

2.5.1.1 HOUSING

The housing functions focus on providing support to the three local municipalities: Dikgatlong, Magareng and Phokwane in developing human settlements and work towards accelerating the delivery of sustainable human settlements within the district.

Service Level Agreements

The district continues to support municipalities with administrative activities of human settlements. Assistance to Dikgatlong, Magareng and Phokwane municipalities was sustained to enable them to perform various functions towards the facilitation of provision of human settlements. The services provided to the three municipalities continued as per the signed service level agreements between the district municipality and local municipalities. The SLA's put the onus on the district municipality as a municipality accredited at level 2 to facilitate the development of sustainable human settlements within the local municipalities.

Through the National Housing Needs Register (NHNR), municipalities are able to determine the housing need, type of tenure needed, as well as the socio-economic status of those targeted. This programme is focused on gathering data by completing questionnaires, which is then captured on the NHNR.

The unit has expanded its focus to include the evaluation of building plans and the recommendation for approval or non-approval of building plans and building activities, as well as the enforcement of the National building regulations, norms, and standards in respect of all buildings.

Technical assistance is also provided to other units within the Frances Baard DM, i.e., disaster management. The district continues to capacitate communities through the housing consumer education programme. Municipal housing officials are also capacitated, more specifically on housing administration, project management and the NHNR, this includes Sol Plaatje LM. This programme has been reduced due to the lack of projects in the district.

Local Municipalities

The district and local municipalities work jointly to ensure that the human settlements projects are completed within the specified timeframes. Support to the three local municipalities (Phokwane, Dikgatlong and Magareng) in the development of sustainable human settlements will continue by the Frances Baard District Municipality.

Overall Challenges:

- The cost to eradicate backlogs is high and increasing annually.
- Municipalities in the district depend mainly on grant funding for infrastructure provision.
- The number of capacitated and skilled personnel in municipalities must be increased.
- FBDM provides assistance with O&M funding, however management of the O&M in some municipalities still needs to improve.
- Local municipalities struggle to pay their ESKOM accounts which leads to disconnections and disruption of services.
- The lack of bulk electricity networks in the rural areas makes it difficult for new electrical connections to households.

- There is a need for the development of road master plans for different municipalities.
- Municipalities do not have sufficient funds for maintenance of street and storm water.
- Municipalities do not have sufficient resources for road maintenance and spends large amounts on hiring road works machinery.
- The conditions of provincial gravel roads within the district have deteriorated over the years due to the following reasons: -
 - Insufficient funds allocated for road maintenance by the provincial departments.
 - Continuous breakdowns of road works machinery.
 - Increased traffic volume has a negative influence on gravel roads

2.5.2 LOCAL ECONOMIC DEVELOPMENT

Local Economic Development is an inclusive approach to economic development that empowers local communities to collaborate in driving sustainable economic growth. This, in turn, contributes to improved livelihoods and enhanced quality of life for all residents within a municipality (COGTA, 2023). The National Framework provides a strategic vision for the planning and implementation of LED across South Africa. It serves as a guide for various sectors, outlining their roles in encouraging innovation-driven local development.

The 2018–2028 LED National Framework highlights the importance of Science, Technology, and Innovation, along with other forms of innovation, in achieving improved development outcomes. It also identifies key systemic interventions to strengthen the effectiveness of LED initiatives. The framework emphasizes that LED should be understood as a territorial, inclusive, and innovation-oriented process aimed at building more resilient and dynamic local economies.

The framework is anchored on six Core Policy Pillars that will influence the design, development, and implementation of LED:

- Building diverse & innovation-driven local economies;
- Developing inclusive economies;
- Developing learning and skilful economies;
- Enterprise development and support;
- Economic governance and infrastructure;
- Strengthening local systems of innovation.

The aim of LED is to create an enabling environment that stimulates and fosters employment creation, entrepreneurial opportunities for residents, alleviate poverty and redistribute resources and opportunities to the benefit of all residents.

LED encourages public, private and civil society sectors to establish partnerships and collaboratively find local solutions to common economic challenges. The LED process seeks to empower local participants to effectively utilize business enterprise, labour, capital and other local resources to achieve local priorities (e.g. to promote quality jobs, reduce poverty, generate municipal taxes etc).

LED to be successful, participants and practitioners should have knowledge of these actions and be committed to a process to achieve sustainable results.

The Frances Baard District Municipality had a total GDP of R 48 billion and in terms of total contribution towards Northern Cape Province the Frances Baard District Municipality ranked highest relative to all the regional economies to total Northern Cape Province GDP (stats 2023). Frances Baard District stimulus plan: the Stimulus Plan must be local municipality-based and focus on the challenges that are faced by the municipality and address the economic challenges faced by the economic sectors. The stimulus plan should have a debt relief and economic restructuring strategy that will have long-term economic regional impact.

Strengthening of the tourism sector: to package Frances Baard District as a gateway to other places. To develop a tourism route linking heritage attraction sites within the district with those all over the Province. To explore and develop post-mining legacies to develop mining heritage route. The development and packaging of the Vaal Riverbank.

Strengthening of the informal sector: to foster linkages and collaboration with formal sector in maximising participation in all sectoral value chains. Improve measurement data to inform planning and strategies to develop and strengthen informal sector. Demarcate zones and build trade hubs to promote access to economy and markets. Fourth industrial revolution (4IR): diversify and relook on how to utilise the technology within the digital economy. Development of Information.

There are LED Priority issues planned to grow and develop the district economy. Some of these initiatives include:

- Promote investment in the district
- SMME's supported through the machinery and equipment;
- Support the development of SMMES;
- Product development and marketing of locally produced products;
- Entrepreneurship promotion and development;
- Promotion and support of township economies;
- Informal economy support program.

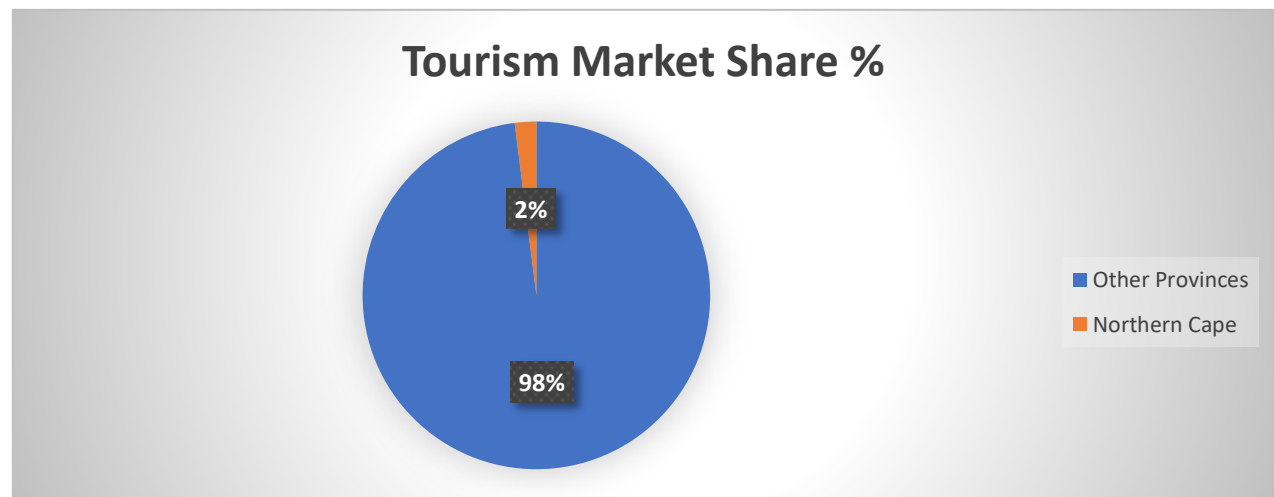
Challenges

- Limited economic activities in the district
- Red tape hinders the unlocking of progressive economic opportunities.
- Limited funding available for SMMES
- Upskilling of Local SMME's
- No or lower investment opportunities
- High unemployment rate (and specifically, youth unemployment) leading to high grant dependency and inability to pay municipal accounts.
- High levels of poverty, i.e. growth in the number of indigent households.
- Supporting informal and newly emerging businesses; Targeting certain disadvantaged groups.

2.5.2.1 TOURISM

Tourism remains a key sector with significant potential to drive inclusive economic growth, create employment opportunities, and support enterprise development within the Frances Baard District. Despite the district's rich natural, cultural, and heritage resources, its tourism potential remains underrealised. Currently, the Northern Cape attracts approximately 2% of South Africa's total tourism market, highlighting substantial opportunities for growth.

Figure 13: Tourism Market Share



Source: Stats SA

Tourism continues to surpass many traditional sectors in terms of growth potential, particularly under challenging economic conditions.

The sector provides opportunities for new permanent employment, small business development, and transformation across the tourism value chain, often with relatively low barriers to entry and within a short to medium-term timeframe. Furthermore, tourism contributes significantly to export earnings and the national balance of payments, as South Africa continues to offer competitive value for international and regional visitors.

In the Frances Baard District, tourism has the potential to stimulate local economic activity and diversify the regional economy. With coordinated efforts among government, private sector stakeholders, tourism businesses and local communities, the tourism sector can significantly increase visitor numbers, tourism spend, and employment opportunities within the district.

Tourism is a complex and multi-sectoral industry that involves a wide range of businesses and services working together to deliver travel experiences to visitors travelling for leisure, business or visiting friends and relatives. The tourism value chain includes various sectors such as:

- Transport services including air, road, rail and other mobility services;
- Accommodation establishments including hotels, lodges, backpackers, bed and breakfasts, homestays, vacation rentals, caravanning and camping facilities;
- Tourism attractions, events, parks, heritage sites and entertainment venues;
- Tour guiding services and destination experiences;
- Restaurants, food outlets and hospitality establishments;
- Travel agents, tour operators and other tourism intermediaries;
- Conference, meetings and event services; and
- Retail, casinos and shopping facilities.

In addition to these direct tourism services, the sector is supported by a wide range of indirect suppliers, including food producers, security companies, cleaning and laundry services, marketing agencies and other professional services that support tourism operations.

Tourism is often misunderstood as purely leisure travel; however, it also includes business travel, medical tourism, religious tourism and visiting friends and relatives, which represents a significant portion of domestic tourism. Additionally, the growth of special interest or niche tourism markets continues to create opportunities for destinations such as Frances Baard District. These include activities such as bird watching, eco-tourism, heritage tourism.

Frances Baard District Municipality identified tourism as a strategic sector for regional economic development. The district possesses exceptional natural landscapes, cultural heritage and historical assets, which present significant opportunities for tourism product development. However, these tourism assets have not been optimally utilised to generate significant impact on local economic growth and development in the region

The district has identified the following priority project for tourism development:

- Development and enhancement of historical and heritage tourism products across the district.
- Water and river-based visitor facilities, including multi-use recreation areas and soft adventure tourism experiences.
- Promotion and development of avi-tourism by leveraging the district's rich birdlife and natural environment, alongside the development and marketing of integrated tourism routes throughout the district

2.5.3 INSTITUTIONAL DEVELOPMENT & TRANSFORMATION

2.5.3.1 Environmental Health Management

Municipal Health Services are aligned with the National and Provincial objectives, namely "To promote a healthy environment" and focuses on the monitoring of environmental conditions that may have a detrimental impact on human health. MHS as defined in the National Health Act, Act 61 of 2003 include the following:

- Water quality monitoring;
- Food control;
- Waste management;
- Health surveillance of premises;
- Surveillance & prevention of contagious diseases
- Vector control;
- Environmental pollution control;
- Safe handling of chemical substances
- Disposal of the dead.

Water quality monitoring

Water samples are collected on a monthly basis in the local municipalities to ensure compliance to the South African National Standards for drinking water, 2015. Results are communicated to the local municipalities and intervention in case of failures.

Food and non-food premises

Regular inspections are conducted at food and non-food premises to monitor compliance and enforce health and hygiene standards. Surface swabs of food preparation areas and hands of food handlers are collected quarterly. Training of food handlers are done on a continuous basis.

Health and hygiene awareness campaigns

Sanitation, air quality management and waste management education and awareness campaigns are conducted regularly in the local municipalities. Environmental health calendar days are also commemorate to sensitise the communities on the risks that may have a detrimental effect on human health and the importance to protect the environment.

Review of Municipal Health Services By-law and Tariffs Policy

The municipality is currently busy to review its municipal health services by-law and tariffs policy. Notices were advertised in the local newspapers regarding the review process and the venues of the public participation meetings to be held in the local municipalities. Inputs from the communities and affected parties will be integrated into the final document which will be submitted to Council for adaptation.

AIR QUALITY MANAGEMENT

The National Environmental Management: Air Quality Act (No. 39 of 2004) (NEMA: AQA) provides reasonable measures for; the protection and enhancement of the quality of air in the Republic; the prevention of air pollution and ecological degradation; and securing ecologically sustainable development while promoting justifiable economic and social development. The air quality management function within the Frances Baard District Municipality is performed by the Environmental Health Section.

Review of Air Quality Management Plan

The National Environmental Management: Air Quality Act 39 of 2004 (AQA) requires municipalities to introduce Air Quality Management Plans (AQMPs) that set out what will be done to achieve the prescribed air quality standards.

The purpose of this plan is to maintain, improve, and protect air quality throughout the district by preventing pollution and ecological degradation to give effect to the legal responsibility of the Frances Baard District Municipality in terms of the National Environmental Management: Air Quality Management

The existing AQMP will be reviewed in the 2026/2027 financial year.

Ambient Air Quality Monitoring

The municipality will replace the existing ambient air quality monitor in the new financial year. The purpose aim is to assess the extent of pollution, support air quality management strategies, and provide data for public awareness regarding health risks. Key pollutants that will be monitored include sulfur dioxide (SO₂), nitrogen oxides (NO_x), ozone (O₃), particulate matter (PM₁₀, PM_{2.5}), and carbon monoxide (CO). The information loaded on the South African Air Quality Information System (SAAQIS).

Atmospheric emission licensing

The municipality is the Atmospheric Emissions Licensing Authority in the district and is responsible for the issuing of Atmospheric Emissions Licenses. Tariffs for AELs will be implemented in the new financial year.

Air Quality By-law

The municipality is currently busy to review its Municipal Health Services By-law and air quality management will be included in this by-law. It will aim to advance the rights and regulations of all activities, to strengthen Government strategies for the protection of the environment and, more

specifically the enhancement of quality of ambient air, to secure an environment that is not harmful to the health and well-being of our communities.

CLIMATE CHANGE AND ENVIRONMENTAL VULNERABILITIES

The Frances Baard District has a semi-arid climate characterised by hot summers, mild winters, and many sunny days. It is primarily a mining and agricultural region facing increasing temperatures and rising climate risks. The summers are very hot exceeding 30°-35°C, while winters are mild with cold nights. The rainfall is low, often occurring during summer thunderstorms. It is projected that the district to face increasing average temperatures, higher evaporation rates, lower agricultural output, and more frequent severe weather, including floods and drought by 2050. However, the municipality recognizes the urgent need to address the impact of climate change to ensure the resilience of its communities and infrastructure.

Climate Change and Environmental Vulnerabilities

The district is facing numerous climate-related hazards that could disrupt basic services and infrastructure. The most significant risks includes:

- **Drought and Water Scarcity:** The district is increasingly vulnerable to drought conditions and water shortages, which will place additional strain on water resources and agricultural production.
- **Flood risks:** Heavy rainfall events and flooding are becoming more unpredictable, affecting vulnerable infrastructure, agriculture and the livelihoods of local communities.
- **Heatwaves and temperature extremes:** Rising temperatures, with more frequent and intense heatwaves, are expected to impact public health, increase energy demand, and strain already limited resources.
- **Fire Risk:** The increasing occurrence of fires, exacerbated by dry conditions, poses a significant threat to ecosystems, property, and lives
- **Biodiversity Loss and Ecosystem Degradation:** Changes in temperature and precipitation patterns threaten the district's biodiversity, affecting both the natural environment and the communities that depend on it for resources.

Climate Change Project

Tree planting is one of the simplest and most effective ways of tackling climate change as it absorbs carbon dioxide and producing oxygen. Recently, the municipality received trees which were donated by the Department of and were planted at early childhood centres in the Dikgatlong area. The aim of the project was to sensitise children at an early stage on the importance to plant trees and to protect the environment.

Financing Climate Change Response

While considerable parts of climate change response will not require new investments but rather a more climate-aware investment of existing resources, the cost of transition to a climate resilient society could be significant. The provision of funding for Climate Change initiatives is likely to constitute the single most important factor contributing to the successful implementation of comprehensive climate change adaptation in national, provincial and municipal spheres of government. Therefore, it will be important to establish adequate climate change financing strategies

INTEGRATED WASTE MANAGEMENT PLAN (IWMP)

The FBDM has an approved Integrated Waste Management Plan in place

The main goal of integrated waste management planning is to optimise waste management in the Frances Baard District by maximizing efficiency and minimizing financial costs and environmental impact.

Waste management by-law

The FBDM does not have a regional waste site and therefor does not have a by-law. Category B Municipalities have the responsibility for waste management and must develop their own by-laws for the management of waste within their jurisdiction. However, waste management are dealt with in the Municipal Health Services By-law, which is currently under review.

Budget for waste management

Due to no physical waste management actions (removal and disposal functions), the municipality does not have a budget for waste management, except for waste management clean-up and awareness campaigns.

Challenges

1. The lawless nature of the public makes enforcement of legislation difficult. This gives rise to possible unsafe work environment for EHPs to execute their duties
2. The appointment of additional EHPs is essential to comply with the South African Norms and Standards and World Health Organisation of one EHP for every 10 000 of the population of the district.

2.5.3.2 DISASTER MANAGEMENT

Disaster Management within the Frances Baard District Municipality (FBDM) is a coordinated and systematic approach aimed at minimizing loss of life, property damage, environmental degradation, and socio-economic disruption caused by natural and human-induced disasters.

This framework aligns with the requirements of the Disaster Management Act 57 of 2002 and the Veld and Forest Fire Act 101 of 1998 and provides strategic direction across four core pillars:

- Mitigation
- Preparedness
- Response
- Recovery

The district supports its three local municipalities. Phokwane Local Municipality, Magareng Local Municipality, and Dikgatlong Local Municipality in implementing disaster risk reduction and emergency management programmes.

To enhance capacity, disaster volunteers in the local municipalities undergo training annually. The FBDM adopted a contingency fund policy to assist destitute families within its jurisdiction affected by any disaster. Provision is made in the budget to maintain of veldfire equipment placed with registered Fire Protection Associations.

Six Fire Management units are established within the district and operates under the Veld and Forest Fires Act (Act 101 of 1998) to assist with combatting veldfires. The Frances Baard District Umbrella Fire Protection Association was also established.

Establishment of the District Disaster Management Centre

It is a requirement as per the Disaster Management Act (Act 57 of 2002) to establish a disaster management centre which must serve all its municipalities.

The district municipality concluded the planning stages for the establishment of the District Disaster Management Centre, however funding for this project remains a challenge. FBDM continues to explore different avenues towards realisation of a District Disaster Management Centre.

Climate Change Impact and Adaptation

Climate change is significantly increasing disaster risk within the district. Observed impacts include:

- Increased temperatures
- Erratic rainfall patterns
- Gale-force winds
- Heavy rains and flooding
- Increased frequency of veldfires

Vulnerable groups particularly residents of RDP houses and informal settlements are disproportionately affected.

Key Challenges

Disaster Management

- Establishment of the District Disaster Management Centre.
- Escalating climate-related disasters affecting housing and livelihoods.
- Ineffective dissemination of early warnings in rural areas due to communication infrastructure limitations.

Fire Fighting

- Limited participation of municipalities and sector departments in FPAs.
- Increasing frequency and severity of veldfires.

Funding sources

Own funding was used for the following:

- Response and recovery during incidents at local municipal level.
- Assistance to communities when affected by any incident.
- The training of volunteers at local municipal level; and
- Awareness programmes.

2.5.3.3 HUMAN RESOURCES MANAGEMENT

The Human Resources Management strategy is multifaceted, aiming to cultivate a skilled and diverse workforce while prioritizing employee well-being and compliance with relevant legislation. With a staff complement of 154 employees, including twenty-nine elected councilors, and a notable proportion of vacant positions (twenty-four including two senior manager positions), the municipality recognizes the importance of continuous skill development.

Labour relations are fostered through transparent consultation processes facilitated by the Local Labour Forum, serving as a platform for dispute resolution and collaboration between employer

representatives and organized labor. The establishment of this forum ensures ongoing dialogue to maintain workforce stability and operational sustainability.

In adherence to the Employment Equity Act, FBDM has developed a structured employment equity plan aimed at removing unfair discrimination and promoting opportunities for designated groups, particularly women and people with disabilities. Health and safety standards are upheld in accordance with the Occupational Health and Safety Act, with the establishment of safety committees and the nomination of safety representatives to ensure a secure work environment.

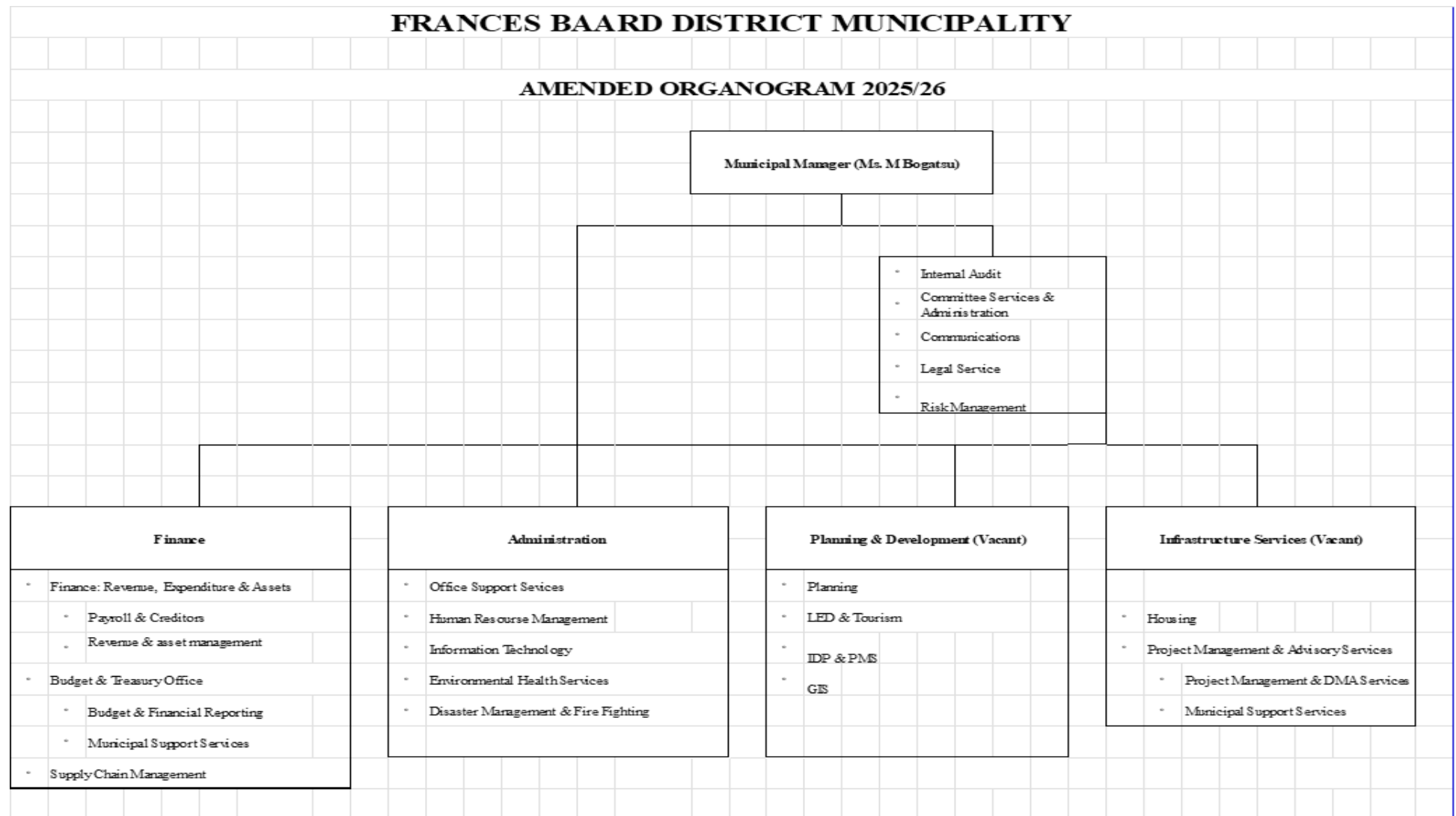
Skills development and the submission of a Workplace Skills Plan (WSP) serve vital roles in fostering individual and organizational growth within our municipality. Skills development initiatives are geared towards enhancing the abilities of employees, empowering them to perform their roles more effectively. By investing in skills development, organizations not only equip their workforce with the necessary competencies to meet job requirements but also cultivate a culture of continuous learning and improvement. Identifying and addressing skill gaps through targeted training ensures that employees remain relevant and adaptable in an ever-evolving business landscape.

Secondly, the submission of a WSP is a strategic exercise that enables organizations to align their skills development efforts with broader business objectives. This document serves as a roadmap for identifying priority areas for training and development, based on a comprehensive needs assessment. Moreover, compliance with regulatory requirements, such as those outlined in labor legislation, is facilitated through the submission of a WSP. By adhering to these regulations, organizations not only avoid potential penalties but also demonstrate their commitment to investing in employee development.

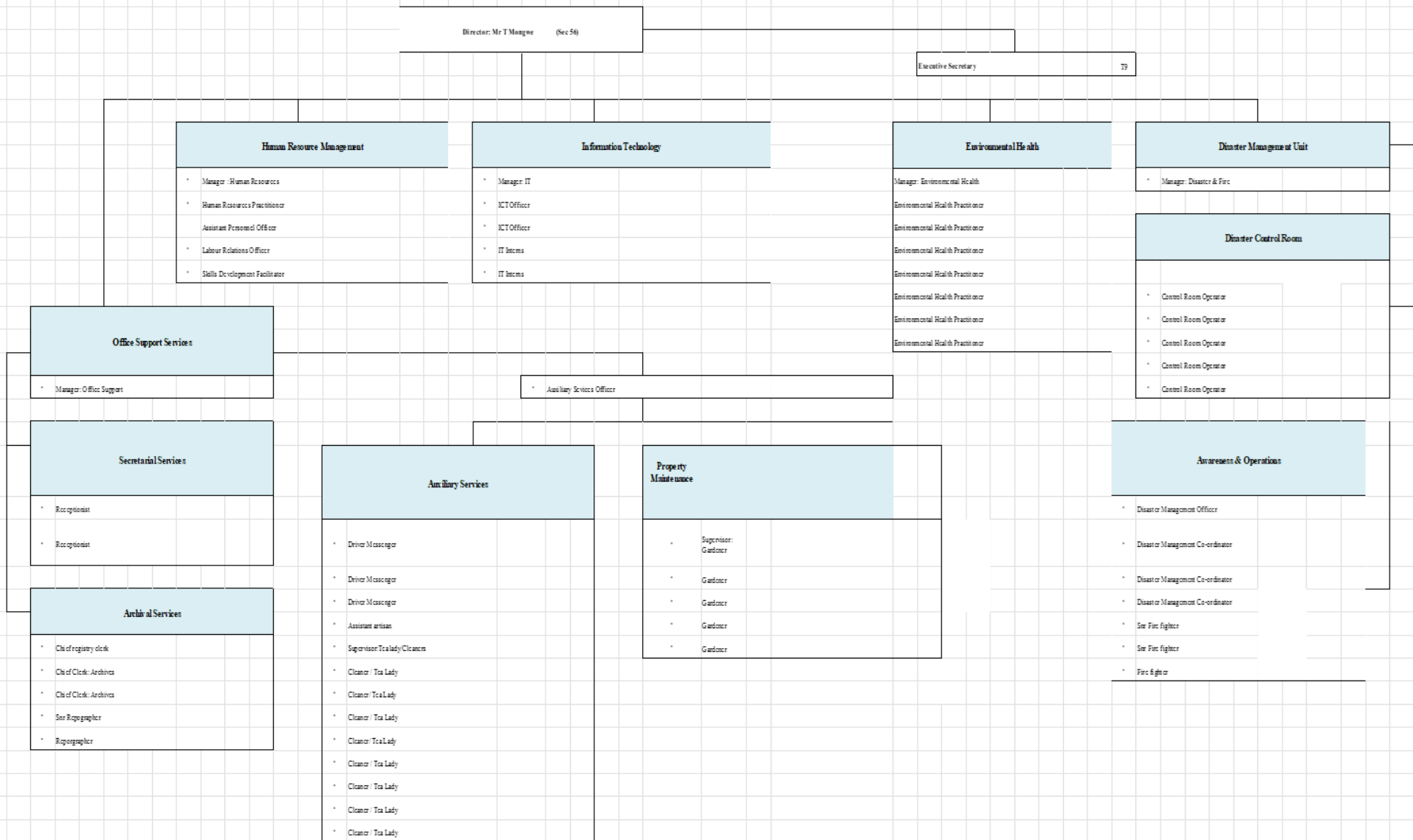
Furthermore, the WSP serves as a tool for monitoring and evaluating the effectiveness of skills development initiatives. By tracking progress and measuring outcomes against predefined objectives, organizations can make informed decisions regarding future training investments. Ultimately, the purpose of skills development and the submission of a WSP is to enhance employee capabilities, drive organizational performance, and ensure alignment between skills development efforts and strategic business goals.

Please refer to our municipal website for our comprehensive WSP.

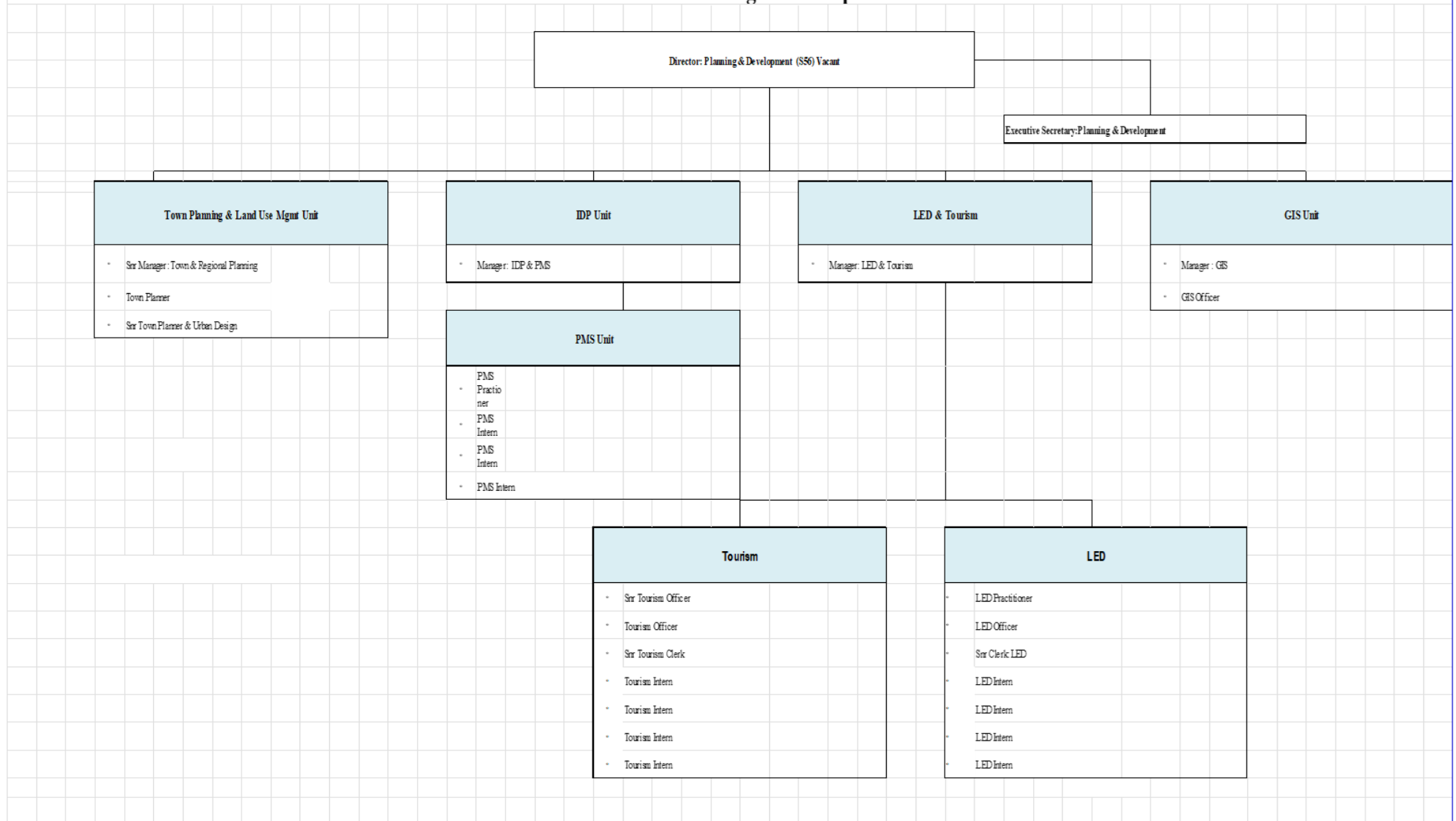
Figure 14: FBDM Organogram 2025/26

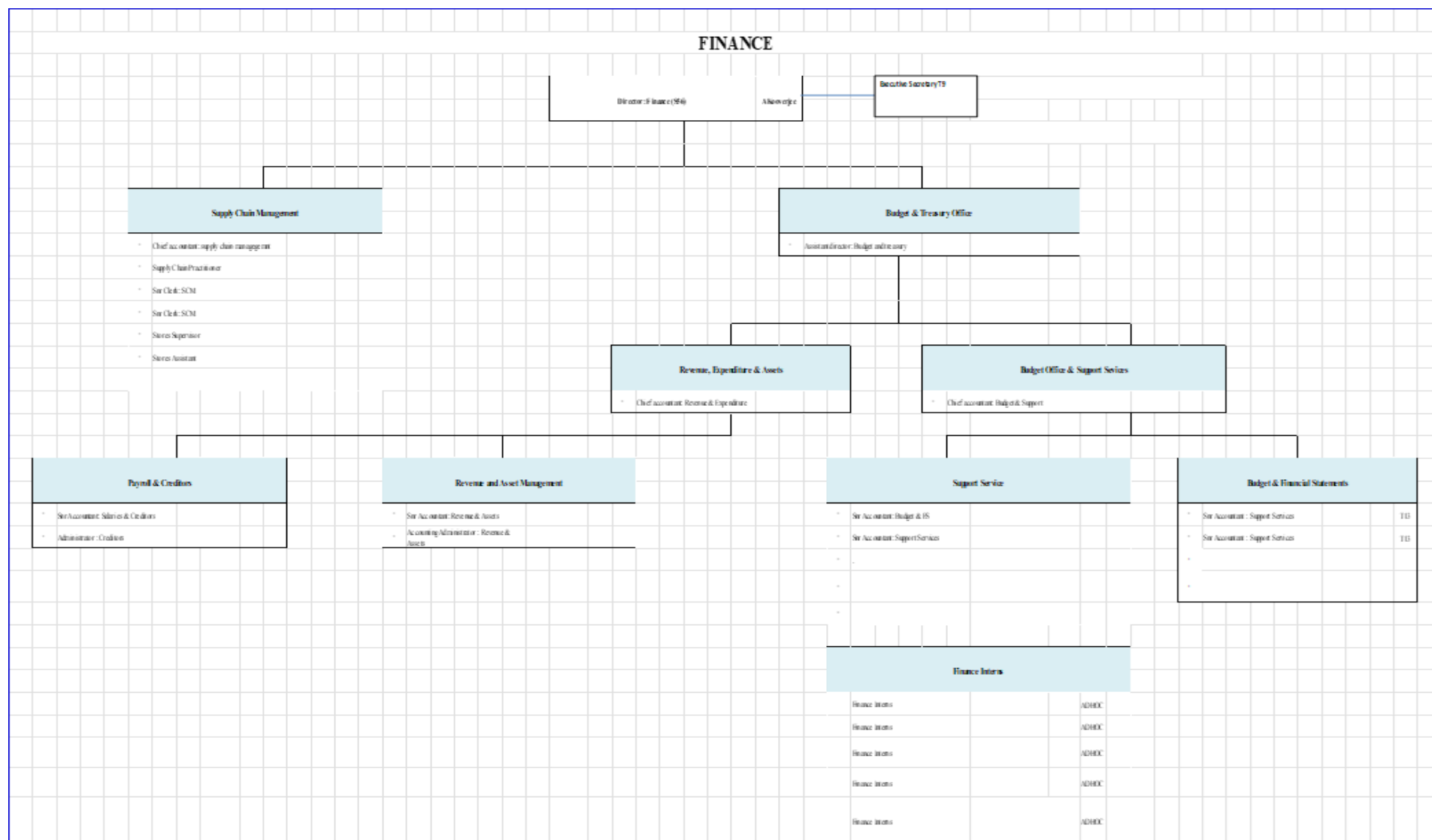


ADMINISTRATION

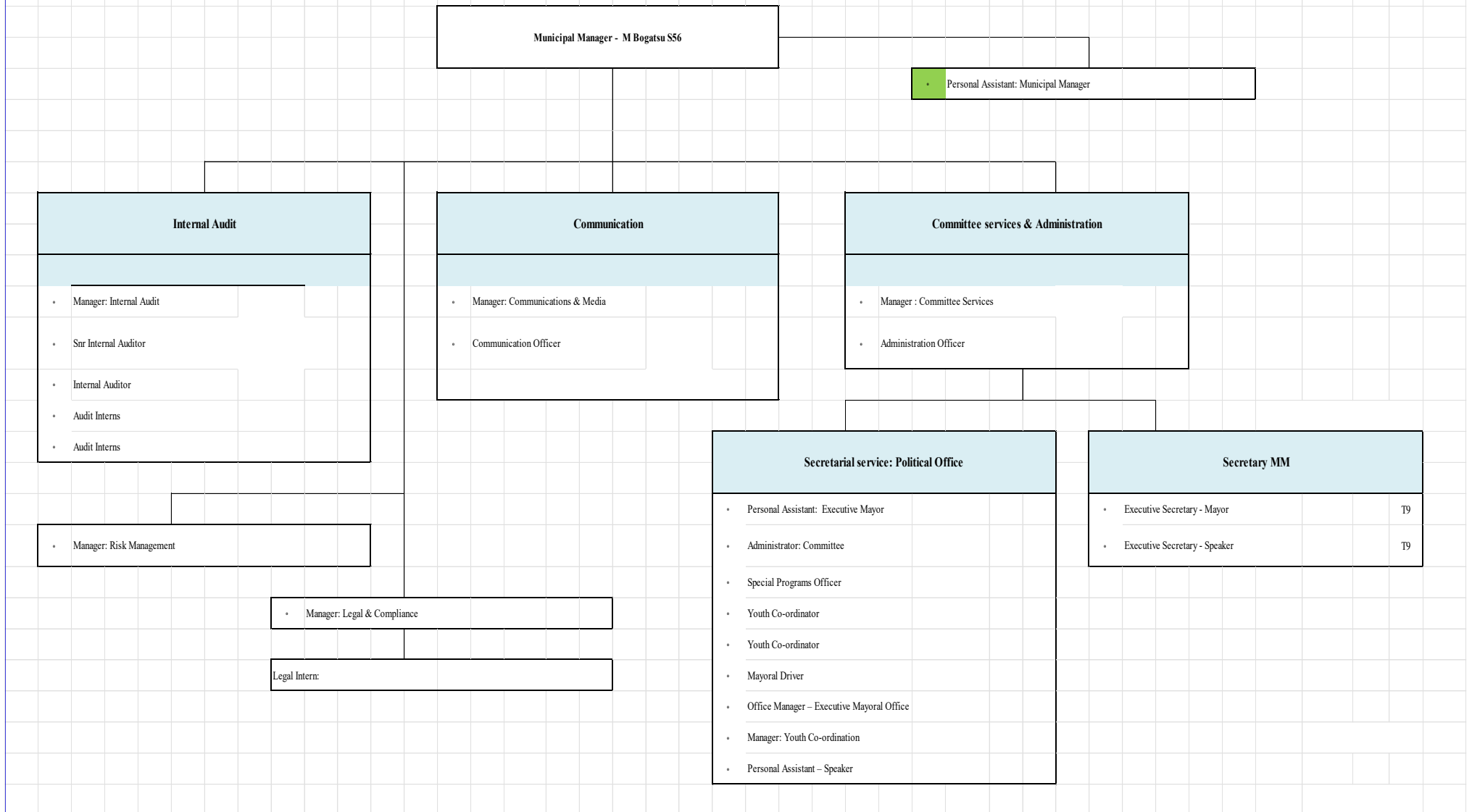


Directorate : Planning & Development

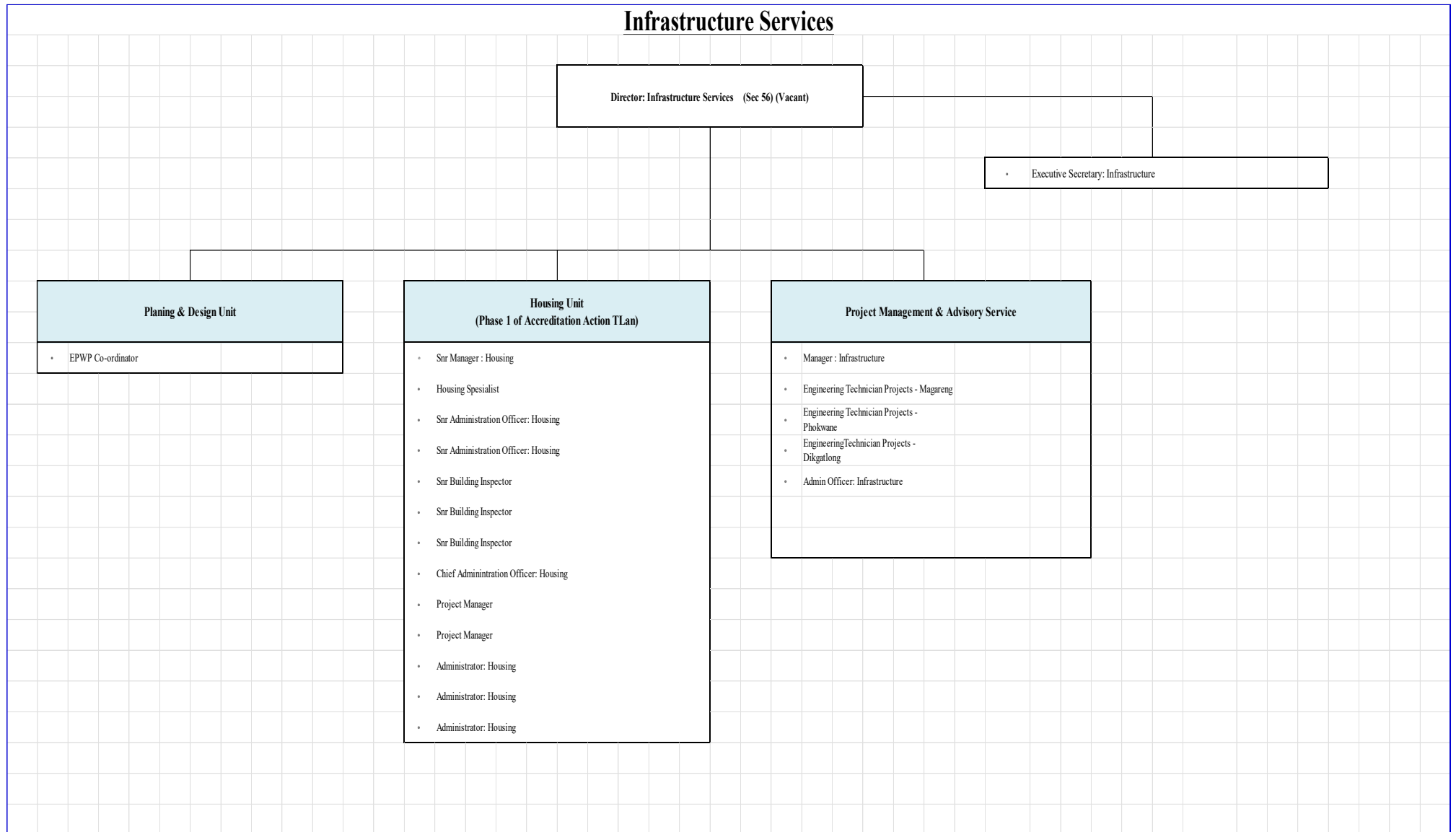




OFFICE OF THE MUNICIPAL MANAGER



Infrastructure Services



2.5.3.4 RECORDS MANAGEMENT & OFFICE SUPPORT

The district has a responsibility for compliance with the records related legislation with minimal challenges.

The following pieces of legislation govern municipal records services

- The Constitution of the Republic of South Africa 1996;
- The Electronic Communications and Transactions Act (No. 25 of 2002);
- The Protection of Personal Information Act;
- The National Records and Archives of South African 1996;
- The Northern Cape Provincial Archives Act (Act 7 of 2013);
- The Municipal Systems Act, 2000 (Act 32 of 2000);
- The Municipal Finance Management Act, 2000 (Act 56 of 2000);

Such challenges emanate from the fact that there are no appointed and dedicated Records Managers at our three local municipalities, namely, Dikgatlong, Magareng and Phokwane respectively. Records Management practices in these municipalities remain inefficient and affecting the AGSA and institutional memories of Local Municipalities. Frances Baard District municipality provides support to improve the current state of records management among the three mentioned municipalities. Frances Baard District Municipality will use the financial year, 2025/26 to intensify its efforts towards sound records management and digital transformation that can be a partnership with IT unit.

The benefits in terms of this intensified shift towards digital transformation include:

- Enhanced operational efficiency for all users of our records, information, and data. In the main, this is aimed at the personnel and the members of Council.
- Reduced compliance risks through a well-maintained records management environment.
- Accessibility of records by our communities through digital implementation and the destruction of ephemeral records as prescribed by the Provincial Archives Act of 2013.
- The disposal of records with no administrative value and adherence to Provincial Archives Act of 2013 as per directive from the National Archives Act of 1996.

As envisaged in the relevant local government legislation, Frances Baard District Municipality has a responsibility to assist and empower its local municipalities, Sol Plaatje, Magareng, Dikgatlong and Phokwane local municipalities because it does contribute towards positive achievement on any reports within the district. It is in response to this legislative requirement that the Records management unit developed a records management support plan, which is now a standard performance area, and which reviewed annually, on how best to support the local municipalities. The support plan is conducted on quarterly basis so that we can fill in gaps where the need arises.

This entails processes of status quo assessment, challenges, remedial and recommendations of actions to be taken by the municipality in addressing the challenges they face.

Magareng, Dikgatlong and Phokwane local municipalities do not have appointed Records Managers to oversee the management of the corporate records; hence, most records management operations are not being addressed accordingly. The improvement of the status quo of the three local municipalities is slow as a result of them not yet having appointed their respective Records Managers. This in turn leads to non-compliance with the main Records Management legislation, including, Northern Cape Provincial Archives Act, Act 7 of 2013, Promotion of Access to Information Act, Act 2 of 2000, and the Protection of Personal Information Act, Act 4 of 2013.

Building Maintenance and Office Support

The Administration and Support unit is vested with the responsibility to continuously maintain the infrastructure of the municipality and ensure the facility is conducive for human needs and structural longevity through decisive plan and making sufficient budget accessible. The plan informs the improvement of the offices and boardrooms to give more suitable and conducive space for all officials and the services providers. It is in response to this call that the administration and support unit have developed an annual maintenance plan to maintain the current conditions on the building and satellite offices. The maintenance is revisited as and when need arises due to natural and other related challenges. This entails processes of needs assessments, and regular inspections of the building. For the financial year, 2025/26, the Frances Baard District Municipality will intensify its efforts towards addressing the structural, electrical, and plumbing defects by consistently addressing some of the aging of our buildings. There will be collaboration with the relevant departments and units in terms of addressing the pressing challenges as identified.

Overall challenges:

The digitisation of the Frances Baard District Municipality speaks to the skills, cybersecurity risks and towards the cultural change within the organisation. The issue of skills gap which leads to hindrances of digital platforms. The infrastructure and costs are mainly attended to, but the development of the digital world develops quickly.

2.5.3.4 INFORMATION COMMUNICATION TECHNOLOGY (ICT)

The Information and Communication Technology (ICT) unit within the district plays a critical role in enabling efficient governance, strengthening service delivery, and supporting technological advancement across the district.

Strategic Role of ICT in the District

ICT serves as the digital backbone of municipal operations, responsible for planning, implementing, and managing technology solutions that modernise administrative processes, improve internal and external communication, and safeguard municipal information assets.

Through the strategic adoption of emerging technologies such as:

-  Cloud Computing
-  Data Analytics
-  Smart Municipal Solutions
-  Cybersecurity and Data Protection

The district aims to create a digitally enabled municipality that improves operational efficiency and enhances engagement with citizens and stakeholders.

As technology continues to evolve, FBDM remains committed to driving innovation and leveraging digital transformation to meet the changing needs of the municipality and the communities it serves.

ICT Infrastructure Development

Over the years, FBDM has made significant capital investments in strengthening its ICT environment, focusing on:

-  Modernizing ICT Infrastructure
-  Improving ICT Governance and Internal Controls
-  Implementing Agile and Innovative Technology Solutions

These investments have enabled the municipality to build a more resilient, secure, and efficient digital environment.

The municipality also seeks to extend these solutions to the local municipalities within the district, enabling a more coordinated and cost-effective ICT ecosystem.

ICT Challenges within the District

Despite the progress made at district level, many local municipalities within the district continue to face significant ICT capacity and infrastructure challenges.

Key Challenges

Aging ICT Infrastructure

System and hardware platforms are outdated, leading to frequent system downtime and reduced operational efficiency.

Limited ICT Governance Structures

Governance frameworks and oversight mechanisms for ICT are not sufficiently established to guide and align ICT operations with organisational objectives.

Budget Constraints

Insufficient ICT budgets limit the ability to modernise systems, replace aging infrastructure, and implement new digital solutions.

Lack of Business Continuity Planning

Formal Business Continuity and Disaster Recovery strategies, exposing critical municipal services to potential disruptions in the event of system failures or unforeseen incidents.

Strategic ICT Vision for the FBDM

To address these challenges and unlock the full potential of digital transformation, the ICT unit aims to promote:

-  District-wide ICT standardisation
-  Shared digital platforms and services
-  Improved ICT governance and risk management
-  Business continuity and resilience planning
-  Enhanced digital services for communities

Through these initiatives, FBDM seeks to strengthen the digital maturity of municipalities within the district and support the delivery of reliable, responsive, and citizen-centred municipal services.

2.5.3.5 SPATIAL PLANNING

The District Municipality provides support to the four local municipalities within its jurisdiction, with particular emphasis on Magareng, Phokwane, and Dikgatlong Local Municipalities. In comparison to Sol Plaatje Local Municipality, these three municipalities have limited planning instruments and constrained institutional capacity for spatial and development planning. As a result, they experience considerable challenges, including ageing and deteriorating infrastructure, as well as limited financial resources for capital investment. These constraints significantly affect their ability to deliver services efficiently and sustainably to local communities.

The Spatial Planning and Land Use Management Act, 2013, which came into operation on 1 July 2015, provides the overarching legislative framework for spatial planning and land use management in South Africa. The Act seeks to promote consistency and uniformity in planning procedures and decision-making across all spheres of government. Furthermore, SPLUMA aims to redress historical spatial imbalances and to ensure that the principles of spatial justice, sustainability, efficiency, spatial resilience, and good administration are embedded within land use management and planning systems.

In this context, the district municipality is committed to supporting the local municipalities within its jurisdiction to effectively implement and comply with the provisions of SPLUMA.

This support is provided through the following interventions:

- Reviewing and gazetting spatial development frameworks,
- Providing financial aid and capacity building in spatial planning,
- Hosting the District Municipal Planning Tribunal,
- Developing precinct plans,
- Reviewing Land use schemes and
- Develop nodal plans.
- District Municipal Planning Tribunal

The Councils of Dikgatlong Local Municipality, Phokwane Local Municipality, Magareng Local Municipality, and FBDM resolved to establish a District Municipal Planning Tribunal, which became operational on the same date for a five-year term. This five-year period for the initial appointments ended on November 15, 2021. In compliance with statutory requirements, FBDM appointed new members to serve another five-year term, with the new operational date of the DMPT officially gazetted on June 6, 2023.

Over the past nine years, the DMPT has functioned effectively and efficiently, encountering no significant challenges. During this period, the tribunal reviewed and made decisions on a total of 347 applications. The committee convenes monthly, depending on the availability of applications from the local municipalities. The types of applications considered include township establishments, consent applications, closure of public open spaces, rezoning, subdivisions, consolidations, infill developments, relaxation of building lines, and the removal of title deed conditions.

- **Spatial Development Frameworks**

The Spatial Development Framework (SDF) serves as a strategic planning tool that directs land development decisions and outlines a framework for spatial growth, indicating where investments

are likely to be channeled. The SDFs for Magareng, Dikgatlong, Phokwane, and Frances Baard District Municipalities were approved in 2014, while the Sol Plaatje SDF was recently reviewed.

The Frances Baard District Municipality's 2014 SDF has been reviewed and was adopted by the council in the 2020/2021 financial year and is due for review in 2026. In addition, the FBDM supported Sol Plaatje and Dikgatlong Municipalities in reviewing their 2008 and 2014 SDFs, which were completed and adopted by the council in the 2020/21 and 2021/22 financial years, respectively. The Magareng Municipality's 2014 SDF has been reviewed by COGHSTA and was completed in 2025/26 financial year. Furthermore, the Department of Cooperative Government, Human Settlements, and Traditional Affairs (COGHSTA) financed the review of the Phokwane Municipality's 2014 SDF, which was completed and adopted by the council on the 12th of December 2023.

- **Land Use Schemes**

The land use scheme serves as a crucial tool for municipalities to guide and manage development in alignment with the vision, strategies, and policies of the Integrated Development Plan (IDP). Its primary objective is to facilitate coordinated, harmonious, and sustainable development within a municipal area, efficiently promoting health, safety, order, amenity, general welfare, as well as efficiency and economy in the development process. A land use scheme is defined as a planning instrument that regulates specific types of land uses within designated geographic areas, commonly referred to as "zones" or zoning. It includes a spatial representation of these areas and outlines scheme regulations that detail the procedures and conditions governing land use in each zone.

Management of the land use scheme is enforced through adherence to specific guidelines outlined within the scheme. According to Section 24(1) of the Spatial Planning and Land Use Management Act (SPLUMA), 2013 (Act No. 16 of 2013), "A municipality must, after public consultation, adopt and approve a single land use scheme for its entire area within five years from the commencement of SPLUMA."

The Frances Baard District Municipality has facilitated the preparation of land use schemes for Phokwane, Dikgatlong, and Magareng Municipalities. The land use schemes for Dikgatlong and Phokwane municipalities were developed in 2013, reviewed, adopted by councils, and gazetted during the 2017/2018 financial year to ensure compliance with SPLUMA. While the 2015 Magareng land use scheme was scheduled for review in the 2021/2022 financial year, it was determined that land use patterns had not changed significantly enough to necessitate a review. The Sol Plaatje Land Use Management Scheme, developed in 2008 was reviewed and was adopted by the council in the 2022/23 financial year.

Overall challenges:

- Local municipalities, as the primary authorities for land development matters, lack a system to receive and process land use applications.
- Local municipalities face resource constraints that hinder the implementation and enforcement of approved plans, including Land Use Schemes and Spatial Development Frameworks (SDFs).
- There is a lack of regular updates regarding land use rights or zones within local municipalities, leading to discrepancies between deed information and actual land use on the ground.

2.5.3.6 GEOGRAPHIC INFORMATION SYSTEMS (GIS)

Geographic Information Systems serve as a crucial tool for gathering, managing, and analysing spatial datasets in various formats to support decision-making within the district. GIS enables spatial analysis, organizes information into layers, and presents data in both digital and analogue formats.

The district municipality maintains an extensive spatial database that supports key functions, including land audits, billing data analysis, infrastructure asset management, and land use surveys. These datasets are sourced from various departments and industry vendors and are regularly updated to ensure accurate and relevant information is available for analysis and planning. FBDM provides GIS services to three local municipalities: Phokwane, Magareng, and Dikgatlong.

Infrastructure

The district's spatial information is securely stored on a central server and deployed over the network to facilitate access and management. The GIS unit is equipped with the necessary hardware and software tools to support efficient data collection, analysis, and visualisation.

Hardware:

- A plotter for large-scale map printing
- An A4 printer for general printing needs
- Four Trimble Juno GPS handheld units for field data collection and spatial information updates
- An unmanned aerial vehicle (UAV) to enhance mapping and monitoring services
- The district will employ the use of unmanned aerial vehicles (UAV) to enhance efficiency in support and services deployed in mapping and monitoring.

Software:

- ArcGIS by ESRI, SA – Used for advanced spatial analysis and mapping

- Quantum GIS (QGIS) – An open-source GIS tool for analytical and mapping services

Web Portal and Accessibility

The district municipality has a registered web portal (www.francesbaardgis.co.za) that serves as an essential platform for GIS-related information. The platform has been upgraded to improve accessibility for end users, allowing seamless viewing on mobile phones, tablets, and computer systems.

The implementation of GIS technology and tools within the Frances Baard District Municipality enhances operational efficiency, supports data-driven decision-making, and strengthens service delivery across the district and its local municipalities.

Local Municipalities:

- Sol Plaatje municipality is capacitated and carry out their own services independently, fully equipped with all relevant infrastructure that includes computer systems and GPS devices to deploy services in the municipality. The unit is managed through ICT unit and with the GIS Officer, and with GIS interns.
- Phokwane municipality is capacitated with a GIS champion who is in the Housing unit to carry out the responsibilities of housing services coupled with GIS services locally. The district offers continue support on regular basis, and the training interventions are a requirement to assist in deployment of services. There is availability of hardware and software for mapping services and for enquiries.
- Magareng municipality is without GIS services that are direct to users. All matters are referred to the district for support.
- Dikgatlong municipality is also without GIS services that is direct to user. All matters are referred to the district for support. There is planned programs to institute training to restore the services locally through the appointment of a champion from the unit for Housing or Spatial planning.

Support function:

The district municipality deploy resources to support local municipalities with spatial analysis and mapping services for planning and decision-making. Projects are conducted annually directed to effective and efficient service delivery. It is our intention to provide clarity to queries coming from the public on issues of the land.

To date the unit have embarked on projects that are with regards to land administration that include the following:

a. Previous years projects:

- Data cleansing on billing database,

- Land Audit and cadastral maintenance,
- Land use survey for Phokwane, Dikgatlong and Magareng Municipality,
- Asset verification Magareng Municipality, and other projects for management of municipal assets.
- Procurement of UAV drone for Frances Baard district municipality – 2025/26 FY
- Land audit and cadastral update for Frances Baard district municipality – 2025/26 FY

b. Future projects:

- Evaluation of billing databases for the local municipalities,
- Gap analysis and capture/update of electricity infrastructure data for local municipalities and
- Gap analysis and capture/update of reticulation infrastructure data for local municipalities

c. Challenges identified:

Overview The following challenges have been identified in the GIS operations and software maintenance of three local municipalities. These issues impact operational efficiency, budget planning, and staff retention, requiring strategic interventions.

Challenges and Analysis

i. Costly Software Maintenance and Budget Deficits

- Municipalities face high annual maintenance costs for software packages.
- Budget constraints make it difficult to sustain these expenses, leading to financial strain.
- There is a need for cost-effective solutions that provide the necessary functionality while minimizing financial burdens.

ii. Capacity Issues in GIS Operations

- Local municipalities lack sufficient capacity to effectively manage GIS operations.
- There is inadequate expertise and staffing to support GIS-related tasks, affecting service delivery.
- Capacity-building initiatives, such as training and recruitment, are necessary to improve operational efficiency.

iii. Contract-Based Posts Without Full-Time Appointments

- Many GIS-related positions are contract-based and not converted into full-time roles.
- This results in job insecurity, leading to staff turnover and a loss of institutional knowledge.
- Establishing clear pathways for permanent employment could enhance workforce stability.

iv. Misaligned Compensation Packages

- Compensation packages are not competitive enough to attract long-term appointments.
- Offers made to GIS professionals do not align with the cost factors of the area.
- Reviewing salary structures and incentives may help retain skilled personnel.

Recommendations:

- **Cost Management:** Explore open-source GIS solutions or negotiate more flexible licensing agreements to reduce costs.
- **Capacity Development:** Invest in training programs and partnerships with academic institutions to build GIS expertise.
- **Employment Stability:** Transition contract-based positions into full-time roles to enhance retention and institutional knowledge.
- **Competitive Compensation:** Conduct market research to adjust salary offers and provide incentives for long-term retention.

Conclusion

Addressing these challenges requires a strategic approach that balances financial constraints with operational needs. By implementing the recommended solutions, municipalities can enhance their GIS operations, reduce costs, and improve workforce stability.

2.5.3.7 PERFORMANCE MANAGEMENT SYSTEMS

The planning Framework for Local Government is premised on the notion that the formulation of a plan is not sufficient, but adequate implementation is key to the success of Local Government.

It is against this backdrop the White Paper on Local Government states that Performance Management is critical in ensuring that plans are being successfully implemented, and have the desired impact, and that resources are being used efficiently. As a result, a Legal Framework for Performance Management is coupled with the IDP, where the principal purpose of Performance Management is to ensure that the work of all Political Structures, Political Office Bearers and the Municipal Administration is based on and seeks to realize Council Developmental Objectives as articulated in the IDP.

A critical expression of this notion is the requirements that the content of the Performance Agreements for the Municipal Manager, and Managers reporting to the Municipal Manager must be directly linked to the IDP. One of the key principles of municipal administration in the Municipal Systems Act, 32 of 2000 is the instruction to municipalities that their administration must be performance oriented., monitoring, measurement, review, reporting and improvements.

FBDM has a well-established performance management system aligned with Chapter 6 of the Municipal Systems Act (MSA) No. 32 of 2000, as amended, and the performance management regulations of August 2006. The municipality ensures the implementation and maintenance of a

performance management system that fits its resources, suits its circumstances, and aligns with the priorities, objectives, indicators, and targets outlined in its IDP.

Performance management plays a crucial role in assessing the effectiveness and efficiency of an organisation's performance. A performance management system enables organizations to monitor progress, identify planning or implementation issues, and make necessary adjustments. The system serves as a valuable tool for identifying problems and their underlying causes, proposing potential solutions, questioning assumptions and strategies, encouraging organisations to reflect on their trajectory and methods, providing relevant information and insights, and ultimately increasing the likelihood of positive developmental outcomes.

Other components of the performance management system are the following:

- The principles that inform the municipality's development and maintenance.
- The process of delegation of responsibility in respect of the various role players; and
- An action plan for development and implementation.

The system consists of two major components that are seamlessly linked to one another, namely:

- The **Institutional performance management system** forms the first level of the systems which includes measurement and reporting of municipal performance an entity and;
- The **individual performance management system** forms the second layer of the performance management system and covers all units in the various departments of the municipality to link up with the upper layer of management (Municipal manager and Senior managers).
- FBDM also has a statutory mandate to support and assist local municipalities within its area of jurisdiction to strengthen its PMS function. The assistance and support by FBDM is intended to facilitate that local municipalities, have functional and compliant performance management systems. FBDM has since appointed two interns to assist local municipalities with IDP &PMS functions.

Overall Challenges:

- Misalignment of the IDP and SDBIP and operational plans, which makes it difficult to monitor the implementation of the plans (local municipalities)
- The system of reporting is only at executive management level at local municipalities.
- Lack of human capacity at local municipalities.
- Submission of flawed and unreliable information and Portfolio of evidence (POE).

2.5.4 GOOD GOVERNANCE AND PUBLIC PARTICIPATION

2.5.4.1 COMMUNICATION AND MEDIA

Communication remains under-prioritised within the district, particularly in recognising that effective service delivery must be accompanied by strong communication and participation programmes. Except for the Sol Plaatje Local Municipality, most local municipalities in the district have insufficient communication personnel. In addition, planning and budgeting practices for communication activities remain inadequate.

The introduction of the District Development Model (DDM) further emphasises the importance of collaboration among the three spheres of government. This model necessitates the alignment of key messages to ensure the effective communication of the Single Plan that will be derived from the district model.

External Communication

a) Public Participation

Public participation provides communities with the opportunity to actively engage in the planning process, including identifying needs, proposing solutions, and prioritising development projects. The emphasis on public participation has increased significantly, making it essential for the Frances Baard District Municipality and its local municipalities to align their public participation plans to ensure optimal stakeholder engagement. To ensure that opportunities are created for public participation the communications unit must support the political office.

b) Communication Strategy

Strategic communication planning remains limited within the district. Alignment of communication strategies across municipalities is critical to ensure that communication initiatives are coordinated and responsive to stakeholder needs. The number of social media users continues to grow annually, highlighting the importance of integrating social media platforms into communication and media plans. A Communication Strategy for the period 2026/27–2030/31 will be developed and submitted to Council for adoption. This strategy will guide the effective communication and articulation of the district municipality's plans, programmes, and priorities.

c) Communication Forum

The District Communication Forum provides a platform for communication practitioners across the district to share best practices and strengthen coordination. The key objectives of the forum are to:

- Facilitate communication and information sharing among the three spheres of government.
- Gather and compile relevant information for distribution amongst members.

- Promote professionalism and collaboration among communication programmes across government spheres; and
- Support training and capacity building through workshops, conferences, study tours, presentations, and other knowledge-sharing initiatives related to official communication matters.

Internal Communication

Effective internal communication involves regular, structured, and two-way engagement with staff at all levels. It is a critical success factor for the efficient functioning of any institution.

Municipalities should prioritise the development and implementation of internal communication plans to foster organisational cohesion and ensure that employees remain aligned with institutional goals and objectives.

Communication challenges

- Inadequate media monitoring, resulting in limited preparedness for rapid response communication. To address this challenge, media policies have been developed for Dikgatlong, Magareng, and Phokwane Local Municipalities.
- Insufficient planning regarding the appropriate use of communication platforms and channels.
- Limited collaboration in the planning and implementation of public participation programmes.
- Capacity constraints at some local municipalities.

Support to local municipalities

The district municipality provides support to local municipalities through the following initiatives:

- Sharing information on best practices through the District Communication Forum.
- Providing general support with communication activities and the development of reporting documents upon request.
- Publicising local development projects and community initiatives in the district newsletter.
- Collaborating with local municipalities and sector departments during public participation programmes and events.

2.5.4.2 INTERNAL AUDIT

The Internal Audit function forms an integral part of the governance and internal control framework of the Frances Baard District Municipality. Internal Audit provides independent and objective assurance and advisory services designed to improve governance, risk management, and internal control processes within the municipality and the participating local municipalities.

The mandate of Internal Audit is derived from Section 165 of the Municipal Finance Management Act, which require municipalities to maintain an effective internal audit function that supports sound financial management, performance management, and regulatory compliance.

Internal Audit provides assurance to management, Council, and the Audit, Performance and Risk Committee regarding the adequacy and effectiveness of controls through the implementation of annual risk-based audit plans and provides recommendations that assist management in strengthening systems of control.

Purpose of Internal Audit: To strengthen the organization's ability to create, protect, and sustain value by providing the council and management with independent, risk-based, and objective assurance, advice, insight, and foresight.



Figure 14: Purpose of Internal Audit

Shared Services Model

Frances Baard District Municipality continues to provide Internal Audit services through a Shared Services model to the district and two (2) local municipalities within the district, namely Magareng Local Municipality and Dikgatlong Local Municipality.



The responsibilities of the Audit, Performance and Risk Committee (APRC) have also been extended to support oversight across the shared services environment. The Committee meets regularly to consider internal audit reports, monitor implementation of audit recommendations, and provide governance oversight across the district and participating local municipalities.

Key Challenges

Figure 15: FBDM Internal Audit Service

Despite the progress made, the scope of work required across the district and participating municipalities remains significant, placing pressure on the available internal audit capacity. This,

coupled with delays in the submission of audit information by some local municipalities, may affect the value that can be realised through the full implementation of the annual audit plans.

In addition to conducting internal audit engagements across the participating municipalities, the unit also performs the secretariat function for the Audit, Performance and Risk Committee (APRC). These responsibilities require careful coordination of available resources to ensure that both audit activities and governance support functions are executed effectively.

Furthermore, the rising costs associated with audit software present an additional challenge, as limited financial resources must be balanced against competing priorities, including investments in systems and the continued delivery of internal audit services through outsourced services.

2.5.4.3 RISK MANAGEMENT SERVICES

Risk Management Overview

The Frances Baard District Municipality (FBDM) has put in place risk management systems and processes to ensure compliance with section 62(1)(c)(i) of MFMA Act 56 of 2003, This is legal duty placed on the Municipal Manager to maintain effective, efficient, and transparent systems of financial and risk management and internal controls. The risk management unit is positioned under the office of the Municipal Manager who provides a strategic direction on the management of organisation's risks. This function is also a shared and support services, provided by FBDM at no cost, to both Dikgatlong and Magareng local municipalities. The risk management policies and strategies were adopted by council and are continuously being implemented. The FBDM is on a journey to become a risk intelligent municipality through adoption and implementation of National Treasury's Risk Maturity Model.

FBDM has developed a risk management strategy and policy to address all the operational and strategic risks. A Risk Register is in place, and it is updated quarterly and treatment plans for the risks are developed, followed up, and monitored continuously. This journey has led towards improvement in reaching maximum risk management maturity level. The level of risk maturity for the municipality has increased significantly as evidenced by the senior managers taking control and being proactive in embedding mitigating action plans to address the identified risks.

Good Governance

The function of the risk manager is under the umbrella of the Municipal Manager. Oversight role on implementation of fraud and risk management is vested with the APRC who monitors quarterly risk assessment reports. The APRC is chaired by an independent external member. The risk management processes of the FBDM were evaluated by the APRC to be adequate and effective

during the year under review. The risk registers of the municipalities were reviewed and compiled timeously and allowed business managers to take control of action plans to mitigate the impact of identified risks. To this end, strategic and operational risks have been identified and mitigation plans put in place to ensure that the FBDM is able to proactively manage risks before occurring and those which might have occurred are treated effectively to be within tolerable levels.

Fraud and Corruption Management

The risk management facilitates fraud risk assessments that are aimed at identifying and addressing potential fraud and corruption risks which might have a significant impact on the achievement of FBDM's objectives. These fraud risk assessments were performed across the FBDM, business units and corrective measures were taken to close the gap through treatment plans which were monitored quarterly. The FBDM is an integral part of the district in the fight to combat and prevent malpractice, maladministration, fraud, and corruption. It is important to create ongoing awareness for officials and councillors not to be involved in such practices themselves. To achieve this, the FBDM has developed and adopted the fraud prevention policies and strategies that are continuously being implemented and a response plan to fight any occurrences of this within the municipality. The main mechanism available to officials and councillors of FBDM and the public is to report suspected fraud, corruption, or maladministration through the National Anti-Corruption Hotline. This hotline offers a toll-free number of **0800 701 701** which is available 24-hours a day, seven days a week and services are offered in 11 official languages.

The municipality has fraud and risk management policies and strategies in place. Both are aligned to the King IV Report on Corporate Governance, ISO Standard 31 000, and Local Government Risk Management Framework. The unit is accountable to the municipal manager and the Audit, Performance and Risk Committee (APRC) which sits on a quarterly basis to discuss the risk profile of the municipality. The APRC is also assigned to provide an oversight role on risk management processes of the municipality.

Ethical Culture

The executive management sets an ethical tone at the top and this influences how FBDM officials respond to identified ethical challenges. Capacity building workshop(s) were held, and discussions were based on the implementation of the anti-corruption in local government and the code of ethics for senior managers and councillors.

2.5.4.4 LEGAL AND COMPLIANCE

The Frances Baard District Municipality (FBDM) legal and compliance unit comprises of a manager and a legal intern that assists municipalities in the district with any legally related matter upon request. The legal and compliance unit is positioned in the office of the municipal manager and as such reports directly to the municipal manager.

The unit occupies a strategic position, in that it provides professional legal guidance, advice and opinions. It also monitors compliance with the applicable regulatory framework within which municipalities operates; develops and review contracts and other legal documents. The unit has been successful in dealing with all legal matters as received from all departments of the FBDM and has assisted local municipalities with legal advice and drafting of legal opinions.

In addition to the above, the legal and compliance unit is responsible for the implementation of the municipality's litigation management strategy. This strategy recognizes the fact that the role of an in-house municipal legal services can play in reducing professional legal services fees that may be incurred if provided by private legal practitioners. The unit has changed from being passive into being a proactive and innovative partner with local municipalities within the district. It achieves this by having in-house legal professionals with skills to accomplish the municipality's broad objective of service delivery through high performance, integrity and sound legal services management.

Furthermore, the unit helps shape major transactions, while providing support to the executive management in making major legally related decisions as may be required. The unit strives in its role to assist local municipalities as may be desired.

The responsibilities of the Unit are to:

- Provide professional legal services to the municipal council, management and staff in the discharge of their responsibilities generally.
- Provide advice represent the FBDM on labour matters at the bargaining council.
- Provide contract management services.
- Prepare and submit of legal opinions.
- Research legislation that has relevance to the municipality to keep abreast of developments of applicable legislative and related instruments/tools.
- Review and assisting in the drafting of contracts.
- Monitor ongoing litigation by and against the FBDM and coordinate interaction between directorates and external legal practitioners engaged by FBDM.

2.5.5 MUNICIPAL FINANCIAL VIABILITY & MANAGEMENT

The municipality operates daily under the parasol of the Constitution of South Africa 1996, the Municipal Finance Management Act (MFMA) 26 of 2003, and all the other relevant legislation in ensuring a sound and sustainable management of the financial affairs of the municipality.

The core functions of the department are to provide an effective and efficient financial management service in respect of the municipal assets, liabilities, revenue and expenditure in a sustained manner to maximize the district municipality's developmental role. The municipality is implementing approved internal controls ensuring the effective functioning budget, revenue & expenditure and fair & transparent supply chain management processes.

Although the municipality relies profoundly on grant funding to finance its operations, it still succeeded to build the capacity (human and financial) of the local municipalities in its area of jurisdiction to assist them to perform their functions and achieve better audit outcomes. The municipality has adopted the intervention strategies designed in line with section 84 of the Municipal Structures Act 117 of 1998.

The municipality obtained an unqualified audit opinion with no findings during the 2024/25 financial year, with the financial viability of the municipality assessed to be sound. The internal policies and controls are reviewed when necessary to incorporate changes made with updated laws and regulations.

2.6 SOCIAL DEVELOPMENT

HIV/AIDS

HIV and AIDS can have a substantial impact on the growth of a particular population. However, there are many factors affecting the impact of the HIV virus on population progression: adult HIV prevalence rates; the speed at which the virus progresses; age distribution of the virus; the mother-to-child transmission; child treatment; adult treatment; and the percentage by which the virus decreases total fertility. ARV treatment can also prolong the lifespan of people that are HIV+. In the absence of any treatment, people diagnosed with HIV live for approximately 10 years before reaching the final stage of the disease (called AIDS). When patients reach this stage, recovery is highly unlikely.

Table 23: Number of HIV+ people - Frances Baard, Northern Cape and National Total, 2014-2024

	Frances Baard	Northern Cape	National Total	Frances Baard as % of province	Frances Baard as % of national
2014	21,300	57,700	6,210,000	37.0%	0.34%
2015	21,900	59,400	6,350,000	36.9%	0.35%
2016	22,500	61,100	6,490,000	36.8%	0.35%
2017	23,100	63,000	6,650,000	36.7%	0.35%
2018	23,700	65,000	6,820,000	36.5%	0.35%
2019	24,300	67,000	7,000,000	36.3%	0.35%
2020	24,900	68,900	7,170,000	36.1%	0.35%
2021	25,500	70,800	7,340,000	36.0%	0.35%
2022	26,100	72,900	7,520,000	35.8%	0.35%
2023	26,900	75,300	7,730,000	35.7%	0.35%
2024	27,600	77,600	7,950,000	35.5%	0.35%
Average Annual growth					
2014-2024	2.59%	3.01%	2.49%		

(Source: South Africa Regional eXplorer v2607, 2025)

In 2024, 27 600 people in the Frances Baard District Municipality were infected with HIV. This reflects an increase at an average annual rate of 2.59% since 2014, and in 2024 represented 6.18% of the district municipality's total population. The Northern Cape Province had an average annual growth rate of 3.01% from 2014 to 2024 in the number of people infected with HIV, which is higher than that of the Frances Baard District Municipality. When looking at the South Africa as a whole it can be seen that the number of people that are infected increased from 2014 to 2024 with an average annual growth rate of 2.49% (South Africa Regional explorer v2607, 2025).

Presenting the number of HIV+ people against the number of people living with AIDS, the people with AIDS added up to 540 in 2014 and 301 for 2024. This number denotes a decrease from 2014 to 2024 with a high average annual rate of -5.67% (or -239 people). For the year 2024, they represented 0.07% of the total population of the entire district municipality.

Frances Baard District Municipality plays an active role in efforts to curb the spread of disease. Environmental Health Practitioners (EHPs) regularly conduct awareness campaigns in schools and across local communities. These initiatives are carried out in collaboration with Community Development Workers (CDWs), non-governmental organisations (NGOs), and the Department of Health (DoH).

The Mayor’s Office oversees the Frances Baard District HIV/AIDS Forum, convening quarterly meetings with various sector departments to coordinate and plan prevention campaigns. In addition, the Premier’s Office has seconded an HIV/AIDS coordinator to the municipality to support and participate in the District HIV/AIDS Forum.

There is still an urgent need for social protection measures and targeted interventions to support the most vulnerable communities and households affected by the epidemic. A key challenge is the low rate of timely testing, with many individuals only discovering their HIV-positive status at an advanced stage of illness. The primary focus, therefore, remains on increasing the uptake of HIV testing and counselling, strengthening behaviour change communication, and expanding comprehensive prevention and treatment efforts.

Table 24: Frances Baard HIV Positive numbers Of 2019 in comparison to 2025:

Year	No. of HIV Positives (Public Sector)	HIV TESTS	HIV Positivity Rate
2019	3 548	91 125	3.9%
2025	2 091	106 933	2.0%

Between these periods, the district saw a decrease in annual HIV positives in the Public Health Sector, translating into a decrease in HIV positivity rate from 4% to 2% (decreasing by half). Frances Baard District Municipality’s environmental health unit is active with campaigns to curb the spreading of the disease. The Environmental Health Practitioners (EHPs) conduct regular awareness campaigns at schools and in the respective communities. These campaigns are conducted in cooperation with local Community Development Workers (CDWs), non-government organisations (NGOs) and the Department of Health (DoH). The Mayor’s Office is responsible for the Frances Baard District AIDS Council and coordinates the District Multi-sectoral HIV/AIDS, TB and STI Response. The District AIDS Council constitutes the Civil Society Forum, Private Sector and Government. The District AIDS Council is Co-Chaired by the District Executive Mayor and District Civil Society Forum Chairperson. The Premier’s Office has seconded a HIV/Aids coordinator to FBDM to serve on the District AIDS Council.

There remains an acute need for social protection and interventions to support the most vulnerable communities and households affected by this epidemic. The challenge is that people are not testing timeously therefore only once they are very ill at quite a late stage of disease progression do they only realised that they are HIV positive. The central focus remains that we continue to mobilise an increased uptake in HIV testing and counselling, behaviour change communication and combination prevention and treatment.

TUBERCULOSIS:

Table 25: Northern Cape Overview of the TB Epidemiology 2024/2025

Individual Tested for TB	Total DS-TB Infections	DS-TB Treatment Success Rate
61 165	8 217	76% treated

Source: NHSL, Tier.Net/WebDHIS

The number of individuals tested for TB in the Province, increased from 56 866 (2023/2024) to 61 165 an increase of 4% year-on-year. 223 drug resistant TB were noted during the same period, declining by 24%. In 2024/2025 financial year period. The Number of TB confirmed cases stood at 8 217, declining by 8 568 in 2023/2024 (4%) Decrease. The province struggles to reach the treatment success rate of 80% with actual rate standing at 76%.

The burden of Tuberculosis is highest in the Frances Baard District. In Phokwane Jerry Botha clinic and Sakhile clinic also had the highest loss to follow rates with low treatment success rate. Phokwane Lost to Follow Up (LTFU) of 15,4%. In terms of the TB incidence per capita, Phokwane is the highest incidence rate per 100 000 population (2024/2025) Phokwane incidence rate is 939 per 100 000

Social Grants

Social grants are a constitutional right to all South Africans as spelt out by Section 27 (1)(c) of the Constitution of South Africa which states: *"Everyone has the right to have access to social security including if they are unable to support themselves and their dependents, appropriate social assistance"*.

It is government policy to promote an equitable and fair distribution of resources, to alleviate poverty and enhance equality. To address the needs of the different types of social groupings, government has introduced specific grants for specific target groups. These are summarised as follows:

Table 26: Active grants for April 2025

April 2025							
Local towns in the district	Grants in Payment	OAG	DG	FCG	CDG	CSG	GIA
Kimberley Central	16219	4530	2080	205	281	8641	482
Roodepan	12924	2395	1549	174	222	7965	619
Floorianville	6152	1631	922	97	116	3041	345
Tlhokomelo	32913	6690	3119	533	484	19954	1413
Corless Road	15362	3233	1698	218	239	9216	758
Ritchie	7494	1305	615	61	73	5070	370
Barkly West	13945	2441	1778	196	231	8690	609
Delpoortshoop	8586	1677	1603	59	190	4685	372
Hartswater	8019	1490	865	142	117	5047	358
Warrenton	10770	2233	1677	139	130	6165	426
Pampierstad	13296	2579	1102	137	153	8432	893
Jan Kempdorp	13491	2431	1215	70	159	9183	433
Total:	158451	32635	18223	2031	2395	96089	7078

Source: SASSA,2025

Table 26, above will summarise the following social grouping from different towns in the Frances Baard District.

- **Old age grant (OAG)**

Approximately 32 635 elderly recipients in the Frances Baard District Municipality received old age grant in April 2025.

- **Disability Grant (DG)**

A disability grant is a social grant intended to provide for the basic needs of adults (people who are over 18 years) who are unfit to work due to mental or physical disability. The applicant should not have refused to do work that they can do and should not have refused treatment. The disability must be confirmed by a valid medical report of a medical officer stating whether the disability is temporary or permanent. A person can apply for a temporary disability grant where it is believed the disability will last between six months and a year, or a permanent disability grant where it is believed the disability will last for more than a year. There were 18223 recipients of the disability grant in the district in April 2025.

- **Foster Care (FCG)**

It is a grant for children who are looked after by foster parents. About 2 031 people in Frances Baard District Municipality were receiving Foster Grant in April 2025.

- **Care dependency grant (CDG)**

It is a grant dedicated to those children between the ages of 1 and 18 years old who are either mentally or physically disabled and need permanent home care. There were about 2 395 recipients of this grant in the district by April 2025.

- **Child support grant**

It is grant designed for poor children and is usually given to the children's primary care givers. This is one of the grants with the highest number of recipients in the district. There were about 96,089 recipients of this grant in the district by April 2025.

- **CHILD CARE AND PROTECTION**

The protection of children is embedded in the Constitution 108 of 1996 of South Africa. The Bill of Rights, Section 28 clearly states that every child has the right to be protected from maltreatment, neglect abuse and exploitation. Whilst every care is done in promoting family preservation there are instances whereby alternative placement in the promotion of the well-being of the child. The district is subsidizing 6 childcare and youth centres that offer residential care to children found to need care and protection. The total subsidy amounts to R17 575 600 inclusive of the two-government owned child and youth care centres.

- Community based services currently implemented at safe parks which provide basic services aimed at meeting the emotional, physical and developmental needs of vulnerable children. These services include nutritional and psychosocial support.
- Protecting children from harm and neglect, the department renders prevention programmes community-based care services in partnership with civil society at a total rand value of R 2 280 000 including stipends to volunteers who render the service, reaching 4200 children in the district.

Table 27: Social assistance

GRANT TYPE	NUMBER OF BENEFICIARIES	RAND VALUE
Foster care	2657	R 3 453 830
Child support	101 608	R58 933 558
Care dependency grant	2497	R5 992 747
TOTAL	106 762	R68 380 135

Source: SASSA,2025

Through partnerships with businesses, designated centres are being refurbished into skills hubs, with the Department contributing an additional R300,000 towards this initiative. In addition, the district continues to provide support and protection for vulnerable groups, particularly the elderly and persons with disabilities. The government holds the primary responsibility for safeguarding and promoting the rights of older persons, guided by legislative frameworks such as the Older Persons Act (Act 13 of 2006). This legislation assigns key responsibilities to departments including the Department of Health and the South African Social Security Agency (SASSA).

To address the needs of older persons, the district implements a range of interventions through both residential care facilities and community-based programmes. The total allocation for service delivery to the elderly amounts to R13,191,836. Furthermore, SASSA provides annual social assistance in the form of various grants to support vulnerable individuals, including older persons and people with disabilities (Source: SASSA, 2025).

Table 28: Social Grants

GRANT TYPE	NUMBER BENEFICIARIES	RAND VALUE
Old Age grant	33 029	R79 268 911
Grant in aid	7016	R4 069 616
Disability	19 094	R45 826 308
TOTAL	59 139	R129 164 835

Source: SASSA,2025

Gender-based violence and femicide

The skills development programme targeting women who are victims of gender-based violence, with a total budget of R557,710. In addition, to address gender-based violence and femicide through shelters and psychosocial support. The district has two shelters that accommodate victims of gender-based violence the operational costs for the centre amount to R 1 856 00.

Tackling social ills:

Reducing alcohol and substance abuse through awareness campaigns and rehabilitation services. Frances Baard community access the in-patient treatment centre which is a provincial centre located in the district. The centre provides a comprehensive programme aimed at building resilience and skills. The total budget for operations R 5 736 000. In addition, the district spends R1 365 000 towards prevention programmes targeting various age groups. Ke Moja school-based programme educating children on positive coping mechanisms. The district has a partnership with institutions of higher learning whereby prevention and curative services are rendered. There is a referral protocol that is in place established between student affairs and district. The budget is R 1 365 000.

2.7 YOUTH DEVELOPMENT

The Frances Baard District Municipality articulates its political and strategic commitment to mainstreaming youth development across all policies, programmes, and plans. This framework serves as a foundation for the Municipality, together with other sectors within the district, to design and implement initiatives that promote the meaningful inclusion of young people in the mainstream socio-economic landscape.

This approach is rooted in both national and provincial priorities, tracing back to 1994 when youth development became a key focus of South Africa's democratic transformation agenda. While significant progress has been made through various youth development initiatives, the policy recognises that ongoing challenges such as high levels of poverty and unemployment, social inequalities, and limited access to development opportunities continue to hinder the advancement of young people. Building on the gains achieved since 1994, this policy seeks to strengthen existing interventions while addressing gaps and persistent obstacles that prevent the full realisation of youth rights.

The purpose of this policy is to provide strategic direction for integrating youth development across all sectors of society within the Frances Baard District Municipality, in alignment with the National Youth Policy (2015–2020). The policy targets young people between the ages of 14 and 35 residing in the local municipalities of Phokwane, Sol Plaatjie, Magareng, and Dikgatlong, which

together form the Frances Baard District Municipality. It is guided by the principles outlined in the National Youth Policy (2015–2020), including accessibility, responsiveness, a holistic and integrated approach, respect for diversity, non-discrimination, sustainable development, transparency, participation and inclusion, social cohesion, social protection, and youth service.

FBDM has delivered a range of youth-focused services, including career guidance for 1,600 young people, job search support for 2,000, and work-related life skills training for 440. These initiatives target both in-school and out-of-school youth, aiming to support informed career choices, improve employability, and expose young people to the world of work. In addition, structured programmes have been developed to create opportunities for early work experience, such as internship programmes, part-time work for learners in Grade 11 and above, and opportunities during weekends and school holidays. These efforts also encourage active participation in youth-related issues.

However, many young people in the district are living with HIV, presenting ongoing challenges in providing adequate care and support for those infected and affected. At the same time, rising unemployment continues to demoralise youth across the district. This frustration often leads some young people to substance abuse, including drugs and alcohol, which in turn contributes to increased conflict with the law. As a result, a significant proportion of the prison population approximately 65% consists of young people.

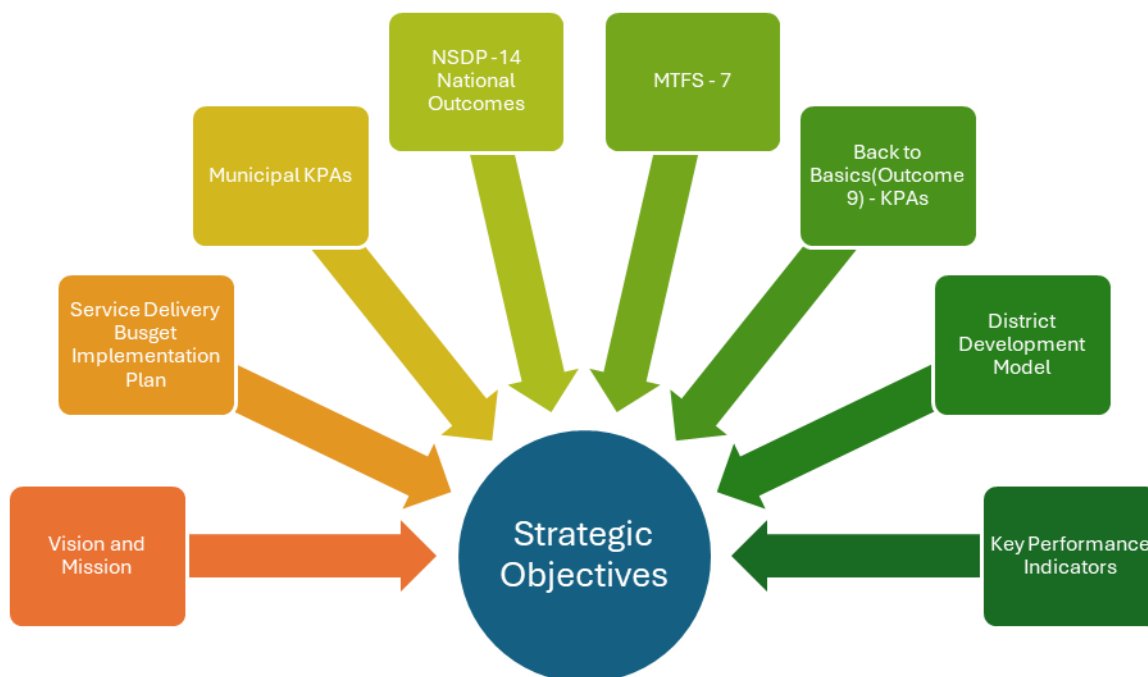
CHAPTER 3: DEVELOPMENT STRATEGIES

3. CHAPTER 3: DEVELOPMENT STRATEGIES

The planning that follows is an alignment of the Strategic Objectives (priorities) of the Municipality, with the 14 National Outcomes in the Medium-Term Strategic Framework (MTSF) of Government, as based on the National Development Plan (NSDP).

It is further aligned to the five Key Performance Areas (KPA) for Local Government. The NDP and MTSF are specifically singled out, as it is argued that all other plans and strategies relate to it. The following flow chart is an illustration of the alignment between these plans and municipal priorities, key performance areas, service delivery objectives, key performance indicators and annual targets.

Only key performance indicators that are resourced will be transferred to the annual Top-layer Service Delivery and Budget Implementation Plan (SDBIP). Performance measurement will take place against objectives, KPIs and targets resourced and transferred to the SDBIP. Strategic Objectives, KPAs, Objectives, KPIs and targets are developed to achieve our vision and mission.



Vision

- An innovativeMunicipality that aims to improve the quality of life of communities through intergrated planning

Mission

- To promote shared services and capacity building in Local Municipalities.
- To promote effective community and stakeholder management.
- To promote social and economic development.
- To utilise available resources economically and effectively.

3.1 STRATEGIC OBJECTIVES

3.1.1 KPA 1 – BASIC SERVICES

3.1.1.1 Programme Management and Advisory Services

Goal: Improved access to sustainable basic services in the district

Core functions:

- Planning facilitation
- Project Implementation Assistance
- Operation & Maintenance Assistance
- EPWP Implementation & Assistance
- Rural Roads Asset Management System
- Energy Efficiency and Demand Side Management
- Monitoring & Evaluation

Objective	Key Performance Indicator	Unit of measurement	Key Performance Target				
			Year 2022/23	Year 2023/24	Year 2024/25	Year 2025/26	Year 2026/27
To assist LMs with infrastructure upgrading, operations and maintenance	Number of municipalities assisted with the finalisation of prioritised project lists to guide the upgrading, operations and maintenance of infrastructure in the district	Number of project lists	4	4	4	4	4
	Amount spent on support for operations and maintenance of infrastructure in the LMs (O&M)	Percentage of allocated budget spent annually	100%	100%	100%	100%	100%

Objective	Key Performance Indicator	Unit of measurement	Key Performance Target				
			Year 2022/23	Year 2023/24	Year 2024/25	Year 2025/26	Year 2026/27
	Number of monitoring reports developed to support with infrastructure operations and maintenance in the LMs	Number of monitoring reports	4	4	4	4	4
To create job opportunities for the unemployed through the promotion of EPWP principles	Number of Full-time equivalents (FTEs) created as per DORA	Number of FTEs created	14	37	17	18	18
To support improved infrastructure planning in the district Rural Roads Asset Management System (RRAMS)	Percentage progress on the implementation of the RRAMS project to support improved infrastructure planning in the LMs as per the annual business plan	Percentage implementation of the annual business plan	100%	100%	100%	100%	100%
To support the provision of potable water, sanitation facilities, electricity and streets and storm water households in the district	Number of municipalities assisted with the finalisation of prioritised project lists for capital infrastructure projects in the district.	Number of project lists	4	4	4	4	4
	Amount spent on support for capital infrastructure projects in the LMs.	Percentage of allocated budget spent annually	100%	100%	100%	100%	100%
	Number of monitoring reports developed to support with capital infrastructure projects in the LMs	Number of monitoring reports	4	4	4	4	4

Objective	Key Performance Indicator	Unit of measurement	Key Performance Target				
			Year 2022/23	Year 2023/24	Year 2024/25	Year 2025/26	Year 2026/27
To implement Energy Efficiency and Demand Side Management (EEDSM) initiatives within municipal infrastructure in order to reduce electricity consumption and improve energy efficiency	Percentage progress on the implementation of the EEDSM project in the LMs as per the annual business plan	Percentage implementation of the annual EEDSM business plan	-	-	100%	100%	100%

3.1.1.2 Housing

Goal: Facilitate the creation of sustainable human settlements in the district

Core functions:

- Provide technical and administrative support to municipalities in the development of human settlements
- Facilitate housing delivery in the district
- Facilitate access to basic services
- Augment efficient land utilisation
- Facilitate the process to expand the property market

Objective	Key Performance Indicator	Unit of measurement	Key Performance Target				
			Year 2022/23	Year 2023/24	Year 2024/25	Year 2025/26	Year 2026/27
To facilitate the reduction of the housing backlog	Developed and reviewed Human Settlements Sector Plans	Number of Human Settlement sector-plans developed and reviewed	4x sector plans developed	4x sector plans reviewed	4x sector plans reviewed	4x sector plans reviewed	4x sector plans reviewed

Objective	Key Performance Indicator	Unit of measurement	Key Performance Target				
			Year 2022/23	Year 2023/24	Year 2024/25	Year 2025/26	Year 2026/27
	Facilitate the subsidy application process	Number of progress reports	4	4	4	4	4
Monitoring of human settlements development in 3 LMs	Reporting on the accreditation programme	Number of accreditation reports to COGHSTA	12	12	12	12	12
		Number of accreditation reports to National Department of Human Settlements	4	4	4	4	4

3.1.2 KPA 2: LOCAL ECONOMIC DEVELOPMENT

3.1.2.1 Local Economic Development

Goal: Facilitate growth, development, and diversification of the district economy by optimising all available resources

Core function:

- Promoting economic development in the district

Objective	Key Performance Indicator	Unit of measurement	Key Performance Target				
			Year 2022/23	Year 2023/24	Year 2024/25	Year 2025/26	Year 2026/27
To support the development of a diverse and innovation driven local economies	Completion of programmes aimed at the diversification of the	Percentage completion of planned diversification	100%	100%	100%	100%	100%

Objective	Key Performance Indicator	Unit of measurement	Key Performance Target				
			Year 2022/23	Year 2023/24	Year 2024/25	Year 2025/26	Year 2026/27
	district economy	programmes					
To support the development of a learning and skilful economies	Completion of programmes aimed at developing learning and skilful economies	Percentage completion of planned programmes	100%	100%	100%	100%	100%
To facilitate the development & support of enterprises	Completion of programmes aimed at developing enterprises	Percentage completion of planned programmes	100%	100%	100%	100%	100%
To facilitate the development of inclusive local economies	Completion of programmes aimed at developing inclusive economies	Percentage completion of planned programmes	100%	100%	100%	100%	100%

3.1.2.2 Tourism

Goal: Ensure the development of a vibrant tourism sector that facilitates sustainable economic, environmental and social benefits in the district

Core function: Tourism development, promotion and marketing

Objective	Key Performance Indicator	Unit of measurement	Key Performance Target				
			Year 2022/23	Year 2023/24	Year 2024/25	Year 2025/26	Year 2026/27
To promote tourism in the Frances Baard District	Upgrading, restoration and promoting of tourist attractions	Percentage upgrading, restoration and promoting of tourist attractions	100%	100%	100%	100%	100%
	Facilitate strategic partnerships and participation of tourism role-players	Percentage implementation of annual action plans to facilitate strategic partnerships and participation of tourism role-players	100%	100%	100%	100%	100%

3.1.3 KPA 3 - MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION

3.1.3.1 Environmental Health Management

Goal: To render and support sustainable municipal health, environmental planning and management in the district

Core function:

- Rendering of municipal health services in the district
- Rendering of environmental health planning and management in the district

Objective	Key Performance Indicator	Unit of measurement	Key Performance Target				
			Year 2022/23	Year 2023/24	Year 2024/25	Year 2025/26	Year 2026/27
To monitor and enforce national environmental health norms and standards in the Frances Baard District	Implementation of municipal health by-laws	Percentage Implementation of municipal health by-laws	–	–	100%	100%	100%
	Water samples to monitor water quality	Number of water samples collected and analysed	480	480	480	480	480
	Inspections at food premises to determine food safety	Number of inspections at food premises	700	700	700	756	756
	Surface swabs to analyse for diseases and other health risks	Number of surface swabs collected for analysis	180	180	180	180	180
	Food handlers trained in environmental health requirements	Number of food handlers trained	420	420	420	420	420
	Inspections to determine health safety at non-food premises	Number of inspections conducted at non-food premises to determine health safety	336	364	392	392	392
	Development and implementation of tariffs policy	Percentage progress on the development of the environmental health tariff policy	–	50%	50%	–	–

		Percentage implementation of the approved environmental health tariff policy	–	–	–	100%	100%
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Objective	Key Performance Indicator	Unit of measurement	Key Performance Target				
			Year 2022/23	Year 2023/24	Year 2024/25	Year 2025/26	Year 2026/27
To implement and monitor environmental planning and management in the Frances Baard District	Successful awareness campaigns conducted	Number of awareness campaigns conducted	84	84	84	84	84
	Environmental calendar days successfully celebrated	Number of environmental calendar days celebrated	7	7	7	7	7
	Updating of atmospheric emissions inventory	Number of atmospheric emissions inventory updates performed	4	4	4	4	4
	Air quality ambient monitoring reports to assess air quality in the district	Number of monitoring reports	4	4	4	4	4
	Develop and implementation of the climate change project	Percentage progress on the development of the climate change project	100%	100%	–	–	–
		Percentage implementation of the climate change project	-		100%	100%	100%
	Review of the Air Quality Management Plan	Percentage review of the Air Quality Management Plan	100%	100%	–	–	100%

	Review of the Integrated Waste Management Plan	Percentage progress in the review of the Integrated Waste Management Plan	100%	100%	–	–	–
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3.1.3.2 Disaster Management

Goals: Promotion and implementation of an effective and efficient disaster management and fire-fighting service in the Frances Baard District

Core functions:

- Disaster Management
- Fire Fighting
- Safeguarding of assets

Objective	Key Performance Indicator	Unit of measurement	Key Performance Target				
			Year 2022/23	Year 2023/24	Year 2024/25	Year 2025/26	Year 2026/27
To support 3 local municipalities by creating integrated institutional capacity for Disaster Management	Training of volunteers in Disaster risk Management	Number of volunteers trained	20	20	20	20	20
	Review of the disaster management plans for the district and 3x LMs	Number of disaster management plans reviewed	-	-	-	-	5
	Training of emerging farmers in the disaster risk management	Percentage implementation of training for emerging farmers	-	100%	-	-	-
To reduce risks and build resilience for all communities within the district	Conduct disaster management awareness programmes within the	Number of awareness programmes conducted	4	4	4	4	4

Objective	Key Performance Indicator	Unit of measurement	Key Performance Target				
			Year 2022/23	Year 2023/24	Year 2024/25	Year 2025/26	Year 2026/27
	district						
To assist local municipalities by implementing Response and Recovery mechanisms as per National Disaster Management Framework	Assist communities after disastrous events	Percentage response to requests on disastrous incidents in the local municipalities	100%	100%	100%	100%	100%
To develop institutional capacity and acquire resources for firefighting services for 3 local municipalities in the district	Secure facilities and maintain firefighting equipment for 3x LMs	Percentage securing and maintenance of firefighting equipment for 3x LMs	100%	100%	100%	100%	100%
To safeguard Councils assets by continuously maintaining and upgrading physical security systems	Secure and maintain council's security systems	Number of security systems maintained	3	3	3	4	3

3.1.3.3 Human Resource Management

Goal: To provide a fully effective Human Resources Management & Development function in FBDM and offer support to local municipalities

Core functions:

- Human Resource Management and Development

Objective	Key Performance Indicator	Unit of measurement	Key Performance Target				
			Year 2022/23	Year 2023/24	Year 2024/25	Year 2025/26	Year 2026/27
To comply with legislative requirements relating to human resource management and development	Compliance with human resources management and development reporting requirements	Percentage compliance with HRM &D reporting requirements	100%	100%	100%	100%	100%
To provide human resource management and development support to local municipalities	Providing HR support to local municipalities	Percentage implementation of the annual HR support plan	100%	100%	100%	100%	100%

3.1.3.4 Records Management

Goal: Provide sound records management and office support services

Core functions:

- Records Management services
- Office support services
- Maintenance of buildings

Objective	Key Performance Indicator	Unit of measurement	Key Performance Target				
			Year 2022/23	Year 2023/24	Year 2024/25	Year 2025/26	Year 2026/27
To comply with the Provincial Archives Act, the Promotion of Access to Information Act, and the Protection of Personal Information Act at Frances Baard District Municipality and support LMs towards compliance	Provision of records management and advisory services in the district	Percentage implementation of the annual records management and advisory plan	100%	100%	100%	100%	100%
	Provision of records management and advisory support provided to local municipalities	Percentage implementation of the annual records management and advisory support plan	100%	100%	100%	100%	100%
To provide effective and efficient office support functions	Effective and efficient office support services	Number of progress reports on office support services	12	12	12	12	12
To provide effective and cost-efficient office support services	Maintenance of municipal building	Percentage maintenance of the municipal building	100%	100%	100%	100%	100%

3.1.3.5 Information Communication Technology

Goal: To provide an agile, effective and reliable ICT support and environment within the district

Core function:

- ICT Services Management
- ICT Strategic support to local municipalities

Objective	Key Performance Indicator	Unit of measurement	Key Performance Target				
			Year 2022/23	Year 2023/24	Year 2024/25	Year 2025/26	Year 2026/27
To upgrade obsolete ICT infrastructure and implement agile ICT solutions within the district.	Upgrading of ICT infrastructure and implementation of the ICT systems	Percentage upgrading of ICT infrastructure and implementation of the ICT systems	100%	100%	100%	100%	100%
To provide technical support to three local municipalities.	Provision of technical support to local municipalities	Percentage implementation of the annual support plan	100%	100%	100%	100%	100%

3.1.3.6 Integrated Development Planning

Goal: To attain credible and implementable IDPs in the district

Core function:

- Integrated Development Planning

Objective	Key Performance Indicator	Unit of measurement	Key Performance Target				
			Year 2022/23	Year 2023/24	Year 2024/25	Year 2025/26	Year 2026/27
To develop and review the district municipality's IDP in compliance with legislation	Annual development and review of the IDP	Percentage development and review of the district IDP	100%	100%	100%	100%	100%
To support the local municipalities in the preparation and review of their IDPs	Support local municipalities in the development and review of their IDPs	Percentage implementation of the annual support plan	100%	100%	100%	100%	100%

3.1.3.7 Spatial Planning

Goal: Facilitate the development of sustainable human settlements through effective town and regional planning

Core function:

- To provide spatial planning support to the local municipalities

Objective	Key Performance Indicator	Unit of measurement	Key Performance Target				
			Year 2022/23	Year 2023/24	Year 2024/25	Year 2025/26	Year 2026/27
To facilitate the development of urban and rural areas in	Processed land development applications received.	Percentage of land development applications received from LMs	100%	100%	100%	100%	100%

accordance with the relevant legislation.		processed					
	Development of precinct plans	Percentage progress on the development of precinct plans for 2x LMs	100% Development of a precinct plan for Dikgatlong LM	100% Development of a precinct plan for Magareng LM	100% Development of a precinct plan for Magareng LM	-	-
	Development of nodal plans	Percentage development of nodal plans for 2x LMs	-	-	100% Development of a nodal plan for Phokwane LM	-	-
	Township establishment and registration	Percentage progress of Township establishment and registration for the LMs	-	-	-	100%	100%
	Review of the spatial development framework (SDF)	Percentage progress on the review of the (SDF) for Frances Baard District Municipality	-	-	-	-	100% review of the SDF for Frances Baard District Municipality

3.1.3.8 Geographic Information System

Goal: To provide reliable spatial information as a planning and management tool to enhance service delivery

Core function:

- Provision of spatial information to inform planning and decision-making.

Objective	Key Performance Indicator	Unit of measurement	Key Performance Target				
			Year 2022/23	Year 2023/24	Year 2024/25	Year 2025/26	Year 2026/27
To promote the use of GIS as a tool in the district	Provision of GIS services in the district	Percentage access and maintenance of GIS in the district	100%	100%	100%	100%	100%

3.1.3.9 Performance Management System

Goal: To maintain and improve Performance Management System within the district

Core function:

- Implementation of a Performance Management System

Objective	Key Performance Indicator	Unit of measurement	Key Performance Target				
			Year 2022/23	Year 2023/24	Year 2024/25	Year 2025/26	Year 2026/27
To maintain a functional Performance Management System in FBDM	Maintain a functional PMS for FBDM	Percentage compliance on PMS in FBDM	100%	100%	100%	100%	100%
To provide assistance ¹ & support local municipalities with performance management in the district	Support provided to local municipalities on PMS	Percentage implementation of the annual support plan	100%	100%	100%	100%	100%

3.1.4 KPA4: GOOD GOVERNANCE AND PUBLIC PARTICIPATION

3.1.4.1 Communication and Media

Goal: Create, strengthen, and maintain a positive opinion of the district through effective channels of communication

Core function:

- Communication and media services

Objective	Key Performance Indicator	Unit of measurement	Key Performance Target				
			Year 2022/23	Year 2023/24	Year 2024/25	Year 2025/26	Year 2026/27
To keep the public informed on government activities in the district	Communication strategy to regulate external communication in the district	Percentage implementation of an annual action plan	100%	100%	100%	100%	100%
	Development of media policies for 2x local municipalities	Percentage development of media policies	100%	-	-	-	-
	Development of communication policies for 3x local municipalities	Percentage development of communication policies	-	100%	-	-	-
To improve internal communication through the implementation of the internal communication plan	Successfully implemented internal communication plan	Percentage implementation of the internal communication plan	100%	100%	100%	100%	100%

3.1.4.2 Legal and Compliance

Goal: To provide an effective legal and compliance service in the district

Core function:

- Provision of legal services

Objective	Key Performance Indicator	Unit of measurement	Key Performance Target				
			Year 2022/23	Year 2023/24	Year 2024/25	Year 2025/26	Year 2026/27
Provision of legal services to FBDM and assistance to local municipalities upon request	Legal advisory and compliance services in the district	Percentage provision of legal advisory and compliance services	100%	100%	100%	100%	100%
Provision of sound legal binding contracts in the district	Provision of legal contract services in the district	Percentage provision of legal contract services	100%	100%	100%	100%	100%

3.1.4.3 Internal Auditing

Goal: Provision of internal audit services in the FBDM and the two local municipalities

Core functions:

- Internal Auditing

Objective	Key Performance Indicator	Unit of measurement	Key Performance Target				
			Year 2022/23	Year 2023/24	Year 2024/25	Year 2025/26	Year 2026/27
To evaluate the adequacy and effectiveness of control processes and assessment of compliance with legislation in FBDM and the two local municipalities	Internal audits completed according to Internal Audit plans	Percentage implementation of the annual audit plans	100%	100%	100%	100%	100%

3.1.4.4 Risk Management

Goal: Mitigation of risks, prevention and management of fraud and corruption in the district.

Core Functions:

- Management of risk activities in the district.
- Prevention and management of fraud and corruption activities in the district.

Objective	Key Performance Indicator	Unit of measurement	Key Performance Target				
			Year 2022/23	Year 2023/24	Year 2024/25	Year 2025/26	Year 2026/27
To manage risk activities in FBDM and two Local Municipalities	Percentage Implementation of the Risk Management Plan for FBDM, Dikgatlong & Magareng LMs	100% Implementation of the Risk Management Plan	100%	100%	100%	100%	100%
To prevent and manage fraud and corruption in FBDM and two Local Municipalities	Percentage Implementation of a fraud management plan for FBDM, Dikgatlong & Magareng LMs	100% Implementation of a fraud management plan	100%	100%	100%	100%	100%

3.1.4.5 Youth Development

Goal: Mainstream youth development, promote the advancement of youth economic empowerment and the provision of skills and training.

Core function:

- Youth Development

Objective	Key Performance Indicator	Unit of measurement	Key Performance Target				
			Year 2022/23	Year 2023/24	Year 2024/25	Year 2025/26	Year 2026/27
To facilitate and coordinate youth development in the district	Coordination of stakeholders	Number of stakeholder engagement platforms facilitated	4	4	4	4	4
	Youth Development Programmes coordinated within the district	Percentage coordination of youth development programmes	100%	100%	100%	100%	100%

3.1.4.6 Special Programmes

Goal: Advancing special programmes among the marginalized community groups in the district.

Core function:

- Facilitate special programmes and commemorative days in the district

Objective	Key Performance Indicator	Unit of measurement	Key Performance Target				
			Year 2022/23	Year 2023/24	Year 2024/25	Year 2025/26	Year 2026/27
To facilitate and coordinate special programmes in the district	Percentage facilitation and coordination of special programmes in the district	Percentage completion of planned programmes	100%	100%	100%	100%	100%

3.1.4.7 Committee Services

Goal: To provide efficient and effective coordination and support for council and its committees

Core function:

- Council & Committee Services

Objective	Key Performance Indicator	Unit of measurement	Key Performance Target				
			Year 2022/23	Year 2023/24	Year 2024/25	Year 2025/26	Year 2026/27
To ensure the effective and efficient functioning of council and its committees	Fully functional council and its committees	Percentage facilitation of council and committee meetings	100%	100%	100%	100%	100%

3.1.5 KPA 5: FINANCIAL VIABILITY AND MANAGEMENT

Goals:

- Facilitation of effective and efficient system of budgeting and reporting, in compliance with applicable legislation.
- To provide an effective system of sound financial management in revenue and expenditure in compliance with applicable legislation.
- Provide an effective and efficient supply chain management system for the district municipality.
- Provide financial management support to LMs.

Core functions:

- Financial Compliance and reporting in FBDM
- Management of assets and liabilities
- Supply Chain Management

Objective	Key Performance Indicator	Unit of measurement	Key Performance Target				
			Year 2022/23	Year 2023/24	Year 2024/25	Year 2025/26	Year 2026/27
To ensure compliance to all accounting and legislative reporting requirements	Compliance to budgeting and reporting requirements	Percentage compliance to legislation	100%	100%	100%	100%	100%
To ensure sound financial management practices according to National Treasury guidelines	To implement sound financial management (revenue & expenditure) practices in accordance with National Treasury Regulations	Percentage compliance	100%	100%	100%	100%	100%
To ensure implementation of supply chain management policies and related prescripts	Compliance with Treasury's supply chain management system	Percentage compliance	100%	100%	100%	100%	100%
To provide financial management support to Local Municipalities in the district	Provide financial management support to local municipalities	Percentage analysis of the municipal budgets	100%	100%	100%	100%	100%

3.2 BUDGET PROJECTION

DC9 Frances Baard - Table A1 Budget Summary

Description	2022/23	2023/24	2024/25	Current Year 2025/26				2026/27 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2026/27	Budget Year +1 2027/28	Budget Year +2 2028/29
R thousands										
Financial Performance										
Property rates	–	–	–	–	–	–	–	–	–	–
Service charges	–	–	–	–	–	–	–	–	–	–
Investment revenue	9 979	13 418	13 827	10 130	10 130	10 130	8 786	10 150	10 478	10 816
Transfer and subsidies - Operational	137 340	141 488	147 618	153 269	153 269	153 269	149 929	158 827	162 613	168 497
Other own revenue	254	263	1 440	230	230	230	301	230	242	254
Total Revenue (excluding capital transfers and contributions)	147 573	155 169	162 885	163 629	163 629	163 629	159 016	169 207	173 332	179 566
Employee costs	72 457	72 930	74 045	98 870	97 838	97 838	64 808	106 874	113 841	116 922
Remuneration of councillors	8 190	7 735	8 544	11 771	11 771	11 771	6 709	9 317	9 317	9 317
Depreciation, amortisation and impairment	5 304	4 986	4 669	6 187	6 187	6 187	3 676	4 762	4 857	4 954
Interest, Dividends and Rent on Land	138	–	–	–	–	–	–	–	–	–
Inventory consumed and bulk purchases	1 086	1 117	1 140	2 202	2 190	2 190	829	1 393	1 578	1 445
Transfers and subsidies	30 572	42 970	25 000	18 443	19 056	19 056	16 269	29 701	25 085	27 819
Other expenditure	21 832	22 845	34 903	45 916	47 679	47 679	24 489	45 575	40 827	40 839
Total Expenditure	139 580	152 583	148 301	183 388	184 720	184 720	116 781	197 621	195 506	201 297
Surplus/(Deficit)	7 993	2 586	14 584	(19 759)	(21 091)	(21 091)	42 234	(28 414)	(22 174)	(21 731)
Transfers and subsidies - capital (monetary allocations)	–	–	–	–	–	–	–	–	–	–
Transfers and subsidies - capital (in-kind)	–	–	–	–	–	–	–	–	–	–
Surplus/(Deficit) after capital transfers & contributions	7 993	2 586	14 584	(19 759)	(21 091)	(21 091)	42 234	(28 414)	(22 174)	(21 731)
Share of Surplus/Deficit attributable to Associate	–	–	–	–	–	–	–	–	–	–
Surplus/(Deficit) for the year	7 993	2 586	14 584	(19 759)	(21 091)	(21 091)	42 234	(28 414)	(22 174)	(21 731)
Capital expenditure & funds sources										
Capital expenditure	1 248	4 094	3 274	4 565	4 514	4 514	2 380	4 429	1 503	2 115
Transfers recognised - capital	(687)	19	13	–	–	–	–	–	–	–
Borrowing	–	–	–	–	–	–	–	–	–	–
Internally generated funds	1 935	4 075	–	4 565	4 514	4 514	2 380	4 429	1 503	2 115
Total sources of capital funds	1 248	4 094	13	4 565	4 514	4 514	2 380	4 429	1 503	2 115
Financial position										
Total current assets	137 114	135 647	158 934	146 315	157 352	157 352	185 563	158 893	165 390	168 054
Total non current assets	79 215	77 463	76 023	75 619	74 298	74 298	76 512	75 637	72 616	73 130
Total current liabilities	27 429	21 507	25 481	47 195	40 780	40 780	10 117	51 256	48 491	51 227
Total non current liabilities	29 096	28 998	32 276	31 853	34 749	34 749	30 889	34 749	34 749	34 749
Community wealth/Equity	196 504	223 283	177 219	142 886	156 120	156 120	219 435	148 525	154 766	155 209
Cash flows										
Net cash from (used) operating	17 602	2 520	29 729	(139)	(4 137)	(4 137)	(56 881)	(1 783)	2 895	6 059
Net cash from (used) investing	(7 368)	(2 834)	(3 252)	(5 250)	(4 945)	(4 945)	–	(4 886)	(1 728)	(2 432)
Net cash from (used) financing	–	–	–	–	–	–	–	–	–	–
Cash/cash equivalents at the year end	113 413	113 099	139 576	118 111	140 295	140 295	92 407	142 707	143 874	147 500
Cash backing/surplus reconciliation										
Cash and investments available	113 413	113 099	139 576	118 111	140 295	140 295	92 407	142 707	143 874	147 500
Application of cash and investments	(160 033)	(413 364)	8 133	(38 989)	(33 302)	(33 302)	(1 545)	(21 531)	(23 039)	(20 377)
Balance - surplus (shortfall)	273 446	526 463	131 443	157 099	173 596	173 596	93 952	164 238	166 913	167 877
Asset management										
Asset register summary (WDV)	70 366	72 773	67 488	67 700	65 762	65 762	–	67 102	64 080	64 080
Depreciation	5 304	4 986	4 669	6 187	6 187	6 187	–	4 762	4 857	4 954
Renewal and Upgrading of Existing Assets	2 678	5 987	2 004	3 177	3 491	3 491	–	1 860	1 450	2 100
Repairs and Maintenance	4 523	4 108	4 975	9 496	10 538	10 538	–	7 626	4 175	4 038
Free services										
Cost of Free Basic Services provided	–	–	–	–	–	–	–	–	–	–
Revenue cost of free services provided	–	–	–	–	–	–	–	–	–	–
Households below minimum service level										
Water:	–	–	–	–	–	–	–	–	–	–
Sanitation/sewerage:	–	–	–	–	–	–	–	–	–	–
Energy:	–	–	–	–	–	–	–	–	–	–
Refuse:	–	–	–	–	–	–	–	–	–	–

3.3 PROJECTS FOR 2026/27

PROGRAMME MANAGEMENT AND ADVISORY SERVICES	
IDP Objective	Planned Projects
To assist LMs with infrastructure upgrading, operations and maintenance. (O&M Projects)	• Operations and maintenance of water & sanitation infrastructure, roads & stormwater, electricity and waste management infrastructure.
To support the provision of potable water, sanitation facilities, electricity, and streets & stormwater households in the district (Capital projects)	• Provision of funding and technical support to local municipalities on the IDP approved projects.
To create job opportunities for the unemployed through the promotion of EPWP principles	• Brick production project in Magareng LM • Brick production project in Dikgatlong LM • Youth entrepreneurship development programme in FBDM
To support improved infrastructure planning in the district - RRAMS	• Update information on the system. • Project Management • Road geospatial data assessment • Road visual condition assessment • Road inventory data assessment • RRAMS data audit
To implement Energy Efficiency and Demand Side Management (EEDSM) initiatives within municipal infrastructure to reduce electricity consumption and improve energy efficiency	• Retrofitting of streetlights and high mast lights in the district
HOUSING UNIT	
To facilitate the reduction of the Housing backlog	• Review of 4 HSSP & 4 Chapters for IDP

GIS & SPATIAL PLANNING	
IDP Objective	Planned Projects
To promote the use of GIS as a tool in the district	• Support to LM e.g., Requests spatial information. • Gap analysis and capture/update of electricity infrastructure data for Phokwane LM.

To facilitate the development of urban and rural areas in accordance with the relevant legislation	Quarterly sitting of the DMPT to process land development applications for Magareng, Dikgatlong and Phokwane
	- Review of the Frances Baard District Municipality SDF - Township establishment and registration for the LM`s

LED AND TOURISM	
IDP Objective	Planned Projects
To support the development and innovation of local economy	- Trade and investment opportunities promoted (LED Expo's0). - Organise and hosting local LED Expo's.
To support the development of a learning and skilful economies	- To host Global Entrepreneur Week (GEW) - YEDP training programme
To facilitate the development and support of enterprises	SMME support through machinery and equipment Grant
To facilitate the development of inclusive local economies	SMME Evaluations (Machinery and Equipment)
To promote tourism in Frances Baard District	- Tourism awareness campaigns - N12 promotion - Participate at trade expo - Tourism and business studies school business plan competition - Tourism associations - Tourism Signage
ENVIRONMENTAL HEALTH MANAGEMENT	
IDP Objective	Planned Projects
To monitor and enforce national environmental health norms and standards in the Frances Baard District	- Law enforcement - Water samples collected & analysed - Inspections of food premises - Surface swabs collected & analysed - Food handlers trained on health requirements. - Inspections of non-food premises to determine health safety.

To implement and monitor environmental planning and management in the Frances Baard District	• Implementation of awareness campaigns • Celebration of environmental calendar days • Updating atmospheric emissions inventory • Generate Air quality monitoring reports. • Review of the air quality management plan.
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INFORMATION COMMUNICATION TECHNOLOGY	
IDP Objective	Planned Projects
To upgrade obsolete ICT infrastructure and implement agile ICT solutions within the district.	• Review and update ICT Governance and Policies • Develop and implement disaster recovery plan for FBDM and LMs. • ICT Infrastructure Renewal • Procure and implement an enterprise-grade firewall solution
To provide technical support to three local municipalities.	• Develop an infrastructure replacement plan focusing on aging network equipment, servers, and end-user machines. • Replacement of desktops and laptops.

DISASTER MANAGEMENT	
IDP Objective	Planned Projects
To support local 3 municipalities by creating institutional capacity for disaster management	• Training 20 Volunteers • 4 Awareness programmes • Assistance to household affected by disastrous incidents.
To ensure the District Disaster Risk Management Plan (DDRMP) remains current and aligned with national standards and emerging disaster risks.	• Review DDRMP- Frances Baard DM • Review DDRMP- Magareng LM • Review DDRMP- Dikgatlong LM • Review DDRMP- Phokwane LM • Review DDRMP- Sol-Plaatje LM
To reduce risks and build resilience for all communities in the district.	• 4 Awareness programmes
To assist local municipalities by implementing response and recovery mechanisms as per national disaster management framework	• Assist destitute communities during disastrous incidents.
To develop institutional capacity and acquire resources for firefighting services for 3 local municipalities in the district.	• Maintenance of Skid Units • Annual inspections on skid units
To ensure effective internal security measures	• Maintenance of security systems

SPECIAL PROGRAMMES	
IDP Objective	Planned Projects
To coordinate and facilitate special program in the district	• Back-to-school program • Capacity training for differentiable needs • Celebration of commemorative days • Public Participation Program • Moral Regeneration Movement • Gender Based Violence program

YOUTH DEVELOPMENT	
IDP Objective	Planned Projects
To facilitate and coordinate youth development in the district	• Youth career exhibition • Youth skills development and capacity building • Learners SOPA debate • June 16 Mayoral Programme

COMMUNICATION AND MEDIA	
IDP Objective	Planned Projects
To keep the public informed on government activities in the district	• Implementation and administration of PAIA • Implementation and administration of FBDM website and social media • Implementation of advertising plan • Implementation of brand identity • Coordinate/monitor media relations • Production of reporting documents
To improve internal communication through the implementation of the internal communication plan	• Implement internal communication plan

CHAPTER 4:

SUMMARY OF THE LOCAL MUNICIPALITIES

4. CHAPTER 4: SUMMARY OF THE LOCAL MUNICIPALITIES

The district and local municipalities' Integrated Development Plans must inform each other for alignment purposes as per the requirements of the MSA 32 of 2000. It is for this reason that the local municipalities form part of the district strategic planning sessions. The following factors affecting service delivery, development and the socio-economic status of the communities were discussed during the strategic planning sessions:

- Infrastructure maintenance and development
- Unemployment.
- Revenue collection.
- Limited/Poor economic growth.
- Preparation for the District Development Model.
- Gender-Based Violence (GBV) and women empowerment.
- Business development.
- Capacity
- Disaster management.
- Spatial planning and development
- Improved ICT systems and support
- Filling vacancies of key positions.

4.1 DIKGATLONG LOCAL MUNICIPALITY

Dikgatlong local municipality is a Category B municipality with seven wards situated approximately 35 km north-west of Kimberley on the northern bank of the Vaal River. The municipal area covers approximately 7 315 km² and borders with the Magareng Municipality in the north-east and Sol Plaatje in the south-east. Agriculture and mining form the economic activities of the area. The priority issues for Dikgatlong Local Municipality for 2026/27 are summarised as follows:

PRIORITY ISSUES – 2026/2027

- Land & Housing
- Water & Sanitation
- Electricity
- Local Economic Development
- Roads & Stormwater
- Social & Community Services

4.2 MAGARENG LOCAL MUNICIPALITY

Magareng local municipality is the smallest municipality within Frances Baard District. Warrenton, the administrative centre of Magareng local municipality is situated approximately 77 km north of Kimberley on the banks of the Vaal River. The area of jurisdiction is approximately 1 542 km². The priority issues for Magareng Local Municipality for 2026/27 are summarised as follows:

PRIORITY ISSUES – 2026/2027

- Water
- Sanitation
- Roads
- Land
- Housing
- Fibre Network
- Health
- High Mast Light
- Job Creation
- Libraries
- Storm Water Drainage
- Renewable Energy
- Safety
- Recreational Facilities
- Refuse Removal
- Land Audit
- Water Tank
- Electricity Capacity
- Title Deeds

4.3 PHOKWANE LOCAL MUNICIPALITY

Phokwane Local Municipality has a geographical area of approximately 833.9 km² and consists of Hartswater, Jan Kempdorp, Pampierstad and Ganspan settlements and the adjoining farming areas. The dominant economic activities are mainly agricultural, varying from stock farming in the dry areas to irrigated crops in the Vaalharts irrigation scheme. The municipality has high agricultural potential and the highest potential for economic growth in the district after Sol Plaatje Municipality. The priority issues for Phokwane Local Municipality for 2026/27 summarized as follows:

PRIORITY ISSUES -2026/2027

- Roads and Stormwater
- Water and Sanitation
- Public Lighting
- Maintenance and Security
- Recreational Facilities
- Community Hall
- Education
- Health Service
- Unemployment
- Housing
- Library
- Youth Development
- Disaster Management
- Environmental Management.

4.4 SOL PLAATJE LOCAL MUNICIPALITY

Sol Plaatje Local Municipality has a geographical area of 1877.1km² and comprises of the urban areas of Kimberley, Ritchie and surrounding villages and farms. Kimberley is the administrative centre of the Frances Baard District and the seat of the Northern Cape Provincial Administration. The main economic activities consist of retailers, industries as well as mining and farming. It accommodates about 286 000 people and contributes 78.85% to the GDP of FBDM. The Premier of the Northern Cape also announced that Kimberley needs to be developed as a smart city to be the flagship city as part of his vision towards a Modern, Growing and Successful Province. The priority issues for Sol Plaatje Local Municipality for 2026/27 summarised as follows:

PRIORITY ISSUES – 2026/2027

- Roads
- Sanitation
- Streetlights and high-mast lighting
- Housing provision, Maintenance and Title deeds
- Storm water
- Sports & Recreation
- Youth Employment/Employment Opportunities.
- Illegal dumping
- Water
- Formalisation of Informal Settlements

- Education (School and ECD)
- Electricity
- Business Development
- Cleansing
- Health and Safety
- Cemeteries
- Bulk Infrastructure
- Substance abuse and GBV
- Other (Old age Centre, Naming of streets' Heritage, Cleansing, Tourism Development)
- By-Laws Enforcement
- Provision of Land
- Satellite Office and Service Centre
- Libraries

4.5 DISTRICT-WIDE PRIORITY ISSUES

The district-wide priority issues take into consideration the priority issues of the local municipalities. The combination of local municipalities' priority issues to produce district priority issues strengthens the process of alignment between the district integrated development plan and the IDPs of the local municipalities.

On this basis the district-wide priority issues for 2026/27 are summarised as follows (these are not in any order):

PRIORITY ISSUES – 2026/2027

- Local Economic Development
- Fibre Network
- Social and community services
- Illegal Dumping
- Formalisation of informal settlements
- Youth Development
- Renewable energy
- Roads and Storm water
- Disaster management
- Streetlights and high-mast lighting
- Refuse Removal
- Job Creation/ Employment Opportunities
- Health (clinics/Hospitals)

- Cemeteries
- Land audit
- Bulk infrastructure
- Water tanks
- Title deeds
- Safety and Security
- Substance Abuse and GBV
- Education (School and ECD)
- Housing
- Streets' Naming
- Satellite Office and Service Centre
- By-Laws Enforcement
- Environment health management
- Land Provision
- Electricity
- Libraries
- Business development
- Cleansing

CHAPTER 5:

SECTOR PLANS AND INTEGRATED PROGRAMMES

5. CHAPTER 5: SECTOR PLANS AND INTEGRATED PROGRAMMES

COGTA introduced an IDP framework for municipalities outside metros and secondary cities in June 2012. At the core of the new system of local government, is the ability of municipalities to coordinate and integrate programmes of other spheres and sectors operating in their space. This role is critical given that all government programmes and services are delivered in municipal spaces. In this regard, the integrated development planning process serves as a vehicle to facilitate integrated development to ensure the realisation of local government outcomes contained in the White Paper on Local Government.

The purpose of these plans and programmes is to ensure fulfillment of sectoral planning requirements and compliance with sectoral principles, strategies and programmes, thereby providing basis for departmental operational planning and budgeting. The approaches and plans to achieve these outcomes are contained in various national and provincial legislation and policy frameworks. National departments through legislation and policies express government priorities, strategies, plans and programmes. The legislation and policies also require municipalities to develop sector specific plans to guide the rendering of certain services.

The new IDP framework grouped the sector plans into two (2) main categories namely:

- Developmental vision sector plans; and
- Service oriented sector plans.

Developmental vision sector plans consist of the following:

- Spatial Development Framework (SDF);
- Local Economic Development Plan (LED Plan);
- Disaster Management Plan;
- Institutional Plan; and
- Financial Plan.
- **Service Oriented Sector Plans consist of the following:**
- Water Services Development Plan (WSDP);
- Integrated Waste Management Plan (IWMP);
- Integrated Transport Plan (ITP);
- Environmental Management Plan (EMP);
- Integrated Human Settlement Plan (IHS);
- Housing Sector Plan (HSP);
- Integrated Energy Plan (IEP);
- Sports and Recreation Plan, etc.

These two categories of sector plans provide strategies, programmes and projects that form the basis for the IDP and Budget of municipalities. Sector Plans therefore ought to be prepared in a coordinated manner to ensure that the service specific sector plans contribute to the long-term vision of the municipality. The Service Oriented Plans also known as the Input Sector Plans should be developed to support the vision and strategic intent of the Developmental Vision Sector Plans.

Important principles to guide the review of existing sector plans during the planning of the Five (5) year IDP are:

- Plans should be informed by IHSP, HSP, LED Plan and EMP which are in turn informed by the SDF.
- Sector plans should NOT be developed in isolation, instead there should be integration among the plans.
- Plans should indicate programmes and projects to be implemented to achieve the vision of the SDF as expressed in the IHSP, LED Plan and EMP.

The following integrated plans and sector programmes have been prepared and adopted by Council and are accessible on the municipal website (www.francesbaard.gov.za). Below is a summary of all the sector plans, the complete documents are placed on the website.

5.1 WATER SERVICES DEVELOPMENT PLAN

The Water Services Development Plan (WSDP) was prepared in 2003 to ensure a holistic approach to water sector planning at municipal level. At that stage the rural areas including the Koopmansfontein settlement were still under the jurisdiction of Frances Baard District municipality. In the 2010/11 financial year however all rural areas as part of a demarcation process were allocated as part of the category B municipalities. All the category B municipalities therefore prepare their own WSDP which include these areas. The Department of Water and Sanitation therefore advised FBDM that it was no longer necessary to compile a WSDP for the District Municipality. However, The District continues to form part of the processes which category B municipalities follow to compile WSDPs.

5.2 INTEGRATED TRANSPORT PLAN (ITP)

The District Integrated Transport Plan is considered as the mechanism by which an authority can plan for, develop, manage, integrate and promote the integration of all modes of transport. The ITP was compiled in accordance with national policies and legislation listed hereunder:

- National Land Transport Act 5 of 2009 (NLTA)

- White Paper on National Transport Policy (1996), and
- Moving South Africa: Transport Strategy for 2020

The ITP was initially prepared in 2003 and later reviewed and adopted by council in 2012. The District ITP addressed the mode, status and challenges of rail, road and freight, as well as non-motorized transport in the district. Amongst other transport related matters addressed in the ITP, were the implementation of Local Integrated Transport Plans (LITP) for the 3 local municipalities namely Dikgatlong, Magareng and Phokwane local municipalities and the rationalization of bus and taxi services.

5.3 PERFORMANCE MANAGEMENT SYSTEM

The Performance Management System framework in FBDM was prepared in 2006 and was then reviewed during the 2015/16 financial year. Performance Management System forms the basis for monitoring, evaluating, and improving the implementation of the IDP. The system describes and represents how the municipal cycle and processes of performance planning, monitoring, measurement review, reporting and improvement will be conducted, organized and managed. Furthermore, the framework outlines the distinct roles and responsibilities of all the role players involved in ensuring an effective, functional and sustainable system. PMS facilitates accountability, capacity building, timely identification of potential risks, and promotes the culture of rewarding outstanding performance.

5.4 DISASTER MANAGEMENT PLAN

In terms of section 53 of the Disaster Management Act, FBDM is required to prepare Disaster Management plan for its area of jurisdiction. The 2013 Disaster Management Plan and framework was then reviewed and adopted by Council in April 2021. The reviewed district disaster management plan incorporated the Magareng, Phokwane and Dikgatlong local municipalities. The District Disaster Management Plan included risks such as drought; flooding; extreme weather conditions; fires (structural fires, veld fires); Health (HIV and TB) and mass accidents (N12 Magareng and N18 Phokwane).

5.5 SPATIAL DEVELOPMENT FRAMEWORK (SDF)

The Spatial Development Framework (SDF) for Frances Baard Municipality was reviewed and adopted by Council in 2021. The SDF was prepared in compliance with the provisions of Section 26(e) of the Municipal Systems Act (MSA) 2000 and the Spatial Planning and Land Use Management Act 2013 as part of sector plan of the District Integrated Development Plan. The Spatial Development framework is a five-year plan or policy framework that guides the desired

spatial form, spatial direction for the development and land use management within the district area of jurisdiction. It is also enabling the municipality to plan, budget and manage the affairs of the municipality effectively.

However, to accommodate the ongoing spatial development trends, Municipal Systems Act 2000, and Land Use Management Act 16 of 2013 requires municipalities to review their Spatial Development Plans atleast once every five years. The main purpose of the revised FBDM SDF is to provide developmental guidelines to SDF's at local level and to align them to the Provincial SDF. Therefore, the core values, principles and strategies of the Provincial SDF would be filtered down to the Local SDF's within the Frances Baard Service area. Since the approval of the FBDM's SDF, the following plans for Dikgatlong, Phokwane and Magereng Local Municipalities have been developed and reviewed; land use schemes, SDFs, and housing sector plans.

The district developed as per the SDF's priority the district housing sector plan, small scale miner strategy, tourism strategy and agriculture sector strategy. The preparation of the SDF is in compliant with SPLUMA and the SDF guidelines. Thus, the Frances Baard District Municipal Spatial Development Framework is mandatory.

The SDF planning process incorporated stakeholders' consultation process which provided opportunity for inputs from various levels. Although the MSA requires that an SDF as a mandatory component of the IDP, only the summative component of the Frances Baard District Municipality's SDF has been provided in the IDP and the full content document is readily available at the Frances Baard District Municipality website www.francesbaard.gov.za.

The existing district SDF has been reviewed and adopted in the 2020/2021 financial year. The "reviewed" SDF complied with the provisions of the Municipal Systems Act 2000, Spatial Planning and Land Use Management Act 2013 and the 2017 SDF Guidelines.

The Spatial Planning and Land Use Management Act 2013 (SPLUMA) was signed by the president in August 2013. The act clearly outlines the mandate of the different spheres of government in monitoring and support to ensure effective spatial planning and land use management processes. The act clearly provides for the preparation and alignment of the national, provincial, regional and municipal Spatial Development Framework.

Section 12 of the Spatial Planning and Land Use Management Act 2013 (SPLUMA) requires all three spheres of government to prepare the SDFs with clear vision based on national spatial

planning principles and long-term development goals and plans. The SPLUMA sets out the following general provisions which are ought to be adhered to when preparing the SDF:

- Represent the integration and trade-off of all relevant sector policies and plans;
- Guide planning and development decisions across all sectors of government;
- Guide a provincial department or municipality in taking any decision or exercising any discretion in terms of this Act or any other law relating to spatial planning and land use management systems;
- Contribute to a coherent, planned approach to spatial development in the national, provincial and municipal spheres;
- Provide clear and accessible information to the public and private sector and provide direction for investment purposes;
- Include previously disadvantaged areas, areas under traditional leadership, rural areas, informal settlements, slums and land holdings of state-owned enterprises and government agencies and address their inclusion and integration into the spatial, economic, social and environmental objectives of the relevant sphere;
- Address historical spatial imbalances in development;
- Identify the long-term risks of spatial patterns of growth and development, policies and strategies necessary to mitigate those risks;
- Provide direction for strategic developments, infrastructure investment, promote efficient, sustainable and planned investments by all sectors and indicate priority areas for investment in land development;
- Promote a rational and predictable land development environment to create trust and stimulate investment;
- Take cognisance of any environmental management instrument adopted by the relevant environmental management authority;
- Give effect to national legislation and policies on mineral resources and sustainable utilisation and protection of agricultural resources; and
- Consider and, where necessary, incorporate the outcomes of substantial public engagement, including direct participation in the process through public meetings, public exhibitions, public debates and discourses in the media and any other forum or mechanisms that promote such direct involvement.

The Sustainable human settlement development will be greatly enhanced if there is holistic approach towards social, economic, and environmental development. To ensure consistency and enhance the material content and the context of the SDF the Department of Rural Development

and Land Reform has developed SDF Guidelines to guide the preparation of SDF's in municipalities.

The overarching goal of the SDF is to prepare a Spatial Development Framework within which, the principles of bioregional planning, sustainable development of the region and its resources can be realised. The SDF guides the orderly and desirable spatial development of the municipality by inter alia developing development strategies and guidelines. The SDF also provides general direction to guide decision-making on an ongoing basis, aiming at the creation of integrated, sustainable, and habitable regions, cities and towns.

► **The Relationship Between the Spatial Development Framework and Integrated Development Plans**

The Integrated Development Plan (IDP) is a strategic development plan, which is prepared in terms of the Municipal Systems Act of 2000. IDP guides municipalities on budgeting, alignment, and development in the municipality. The Spatial Development Framework (SDF) has a pivotal role in directing municipal spending and private sector investment. The SDF is a critical and integral component of the IDP as it is a requirement by Chapter five of the MSA of 2000 to form part of the IDP. An IDP can never be deemed credible if any of the components stipulated in Chapter five of the MSA (2000) are not included in the IDP.

The IDP reflects the key development focus areas as agreed upon with communities and stakeholders and the SDF in turn, guides land development and land use management. The SDF gives spatial effect to multi-sectoral projects identified in the IDP.

In terms of the MSA 2000, the SDF is a sector plan intended to indicate a desired patterns of land uses, directions for future growth and indicates the alignment of urban edges. For the SDF to achieve its objectives, it requires the Land Use Management System (town planning scheme or land use scheme) to act as a management tool to implement the strategic plans prescribed by the SDF. The Land Use Management System (LUMS) will ensure that land uses on the ground are in accordance with the proposals of the SDF.

The impact of the SDF is limited to providing policy framework to guide and inform land development and management. It does not change or confer real rights on land. In contrast the SDF and LUMS have a binding effect on the development rights attributed to land and confer real

rights on properties. The SDF is a core component of a municipality's economic, spatial, social, institutional, and environmental vision.

Section 19 of the SPLUMA requires that the SDF gives effect to the following:

- (a) Developmental principles and applicable norms and Standards;
- (b) National and provincial policies, priorities, plans, and planning legislation;
- (c) Reflect current status quo of the municipality from a spatial and land use perspective;
- (d) Indicate the desired patterns of the land use in the Municipality;
- (e) Propose how the framework is to be implemented and funded;
- (f) Basic guidelines for spatial planning, land development and land use management within the Municipality and
- (g) Compliance with environmental legislation.

On the other hand Section 24(2) of the SPLUMA requires the land use scheme to include the following:

- (a) appropriate categories of land use zoning and regulations for the entire municipal area, including areas not previously subject to a land use scheme;
- (b) take cognisance of any environmental management instrument adopted by the relevant environmental management authority, and must comply with environmental legislation;
- (c) provisions that permit the incremental introduction of land use management and regulation in areas under traditional leadership, rural areas, informal settlements, slums and areas not previously subject to a land use scheme;
- (d) provisions to promote the inclusion of affordable housing in residential land development;
- (e) land use and development incentives to promote the effective implementation of the spatial development framework and other development policies;
- (f) land use and development provisions specifically to promote the effective implementation of national and provincial policies; and
- (g) give effect to municipal spatial development frameworks and integrated development plans.

5.6 DISTRICT GROWTH AND DEVELOPMENT STRATEGY

The Frances Baard District Growth and Development Strategy was reviewed in 2014. In recent years there has been a major thrust to establish developmental government through a reform of the local government system. It is by now a norm that local government has a critical role to play in re-building local communities and environments as the basis for promoting effective service delivery, the creation of integrated cities, towns and rural areas as well as the promotion of local economic development.

This has also seen a number of interventions and initiatives aimed at boosting the economy, such as the introduction of the second industrial policy action plan, the acceleration of the Expanded Public Works Programme and a number of sector specific interventions to mention but a few.

FBDM also acknowledges that the vision for growth and development will be achieved using the strategic development drivers, as listed hereunder:

- Provision of basic services and infrastructure
- Sectoral Development and Support
- Good Governance
- Strengthening Institutions
- Human Capital Development
- Empowering Communities & Stakeholder Mobilisation

Based on the analysis of the current and expected spatial formation of the district, a GDS Spatial Vision has been developed. The spatial requirements are aligned to the Spatial Development Framework as provided in the NCPsDF and Provincial Growth and Development Plan. To be a municipality that strives for socio-economic freedom through holistic spatial redress, sustainable development, and environmental consideration for all communities in the district. To achieve above vision for the district it is important that all the objectives and strategies as depicted in the SDF be supported. The following two spatial objectives have been revived: align the future settlement pattern of the district with economic potential and the location of environmental resources.

Local Economic Development is the creation of a platform and environment to engage stakeholders to implement municipal strategies and programmes. It's the process whereby all economic forces in a municipality are brought on board to identify resources, understand needs and plan the best way of making the local economy fully functional, investor friendly and competitively productive. Municipalities are mandated by the provisions of Section 152 (c) of the Constitution of South Africa 1996 to ensure that the socio-economic development of local communities is realised.

Sol Plaatje alone is responsible for just over 80% (rand value) of the value addition in the district while the secondary sector contributes a mere 7,2%. The economy of the district consists of the primary (agriculture and mining), secondary (manufacturing, electricity, and construction) and tertiary (trade, transport, financial and social services) sectors.

5.7 LED STRATEGY

The district LED strategy has been reviewed in 2021/22 financial year. The aim of LED is to create enterprise development and job opportunities for residence and alleviate poverty and redistribution of resources and opportunities to the benefits of all residents.

The fundamental purpose of the LED strategy review is to ensure that Frances Baard District Municipality has a credible Local Economic Development Strategy that is practical and implementable. In addition, the LED strategy review aims to ensure that the municipality can efficiently and effectively promote the development of an environment that is suitable for economic development and investment. This is possible, however, only if the current state of development in the area is recognised and economic potential is identified. Therefore, analysis has been conducted by evaluating the current demographic, socio-economic, and economic characteristics, trends and challenges of the district.

As a result, LED addresses the following:

- Create an enabling environment for enterprise development.
- To reduce unemployment, achieve economic stability, and increase the standard of living for the community.
- To concentrate on retaining and expanding existing local businesses.
- To encourage development that is environmentally sensitive.

5.8 TOURISM STRATEGY

Tourism has been identified as a key sector with significant potential to contribute to economic growth and development within the district. The municipal strategy seeks to promote the development of a vibrant, inclusive, and sustainable tourism industry that generates economic opportunities, supports environmental conservation, and enhances the social well-being of local communities.

The district is endowed with a diverse range of tourism attractions that provide a solid foundation for tourism development. These includes:

- Big Hole Precinct in Kimberley
- Barkly West
- The Good Hope Nature Reserve
- Galeshewe Township
- The San Cultural Village
- AVI tourism initiatives
- The McGregor Museum.

Collectively, these attractions showcase the district's rich historical, cultural, and natural heritage, offering unique and varied experiences for both domestic and international visitors.

5.9 INTEGRATED WASTE MANAGEMENT PLAN

The National Environmental Management: Waste Act (Act 59 of 2008) requires that municipalities include their Integrated Waste Management Plans (IWMPs) in their respective IDPs for waste management services to be streamlined along with other basic services such as water, sanitation, electricity, and housing. This is to ensure that waste management services are appropriately budgeted for and provided in a sustainable and efficient manner.

The over-arching intention is to ensure that waste management planning within the local municipalities is sustainable, practical, implementable, and acceptable to all key role players and parties expected to implement the plan. The current IWMP is currently under review.

5.10 ENVIRONMENTAL MANAGEMENT FRAMEWORK

The Environmental Management Framework (EMF) includes a framework of spatially represented information connected to significant environmental (i.e. ecological, social and economic) parameters. It is one of the key instruments used in strategic environmental planning. The EMF was reviewed in accordance with the requirements stipulated in the National Environmental Management Act (Act No. 107 of 1998) and the Environmental Management Framework Regulations (Government Notice No. R547 of 18 June 2010). The updated Strategic Environmental Management Plan provides direction with regards to overcoming the current constraints and how to ensure that the Environmental Management Framework is appropriately applied to facilitate strategic planning and decision-making in the district.

5.11 AIR QUALITY MANAGEMENT PLAN

The National Environmental Management: Air Quality Act 39 of 2004 (AQA) requires Municipalities to introduce Air Quality Management Plans (AQMP) that set out logical descriptions of interventions and required resources aimed at implementing a strategy or strategies to achieve a specific air quality objective(s). This plan is reviewed every five years. The main focus of the Air Quality Management Plan is to ensure the management and operation of ambient monitoring networks; the licensing of listed activities, and the development of emission reduction strategies to ensure good air quality. The plan intends to protect the environment and human health through reasonable measures of air pollution control.

With the increasing industrial and urban development, resources such as monitoring equipment and consultants, additional air quality officers, training and budget is essential to effectively implement the functions of air quality management. This is a challenge that requires attention.

5.12 COMMUNICATION STRATEGY

The Communication Strategy is developed in line with the term of office of Council and must articulate the district vision, priorities, challenges policies and programme of action over the five (5) year period (2021/22 - 2025/26). The strategy aims to promote and create awareness about policies and programmes in the district through accessible and clear communication methods; in order for the public to empower themselves with the information to actively participate in the decision-making process. Annually the implementation plan of the strategy is revised to focus on pertinent areas that need to be communicated to the community.

5.13 PUBLIC PARTICIPATION PLAN

The Public Participation Framework highlights the importance of involving citizens in decision-making processes of government. The public participation process is intended to strengthen representative democracy by actively involving the public in decision-making by creating opportunities for the political principals to be actively involved in the sharing of information about what the district municipality and its local municipalities is doing to improve and add to the betterment of the lives of the community.

The implementation of a public participation programme initiated solely by the district municipality has shown implementation gaps. The reason for this is two-fold; firstly, the fact that the district municipality does not have wards and any issues raised by the communities cannot be addressed directly but must be referred to the local municipalities. Secondly, the local municipalities are autonomous, and the district municipality cannot not enforce their participation in community meetings. To address the above, there is a need to have an annual joint plan developed for public participation in the district. This will allow for the district municipality to then participate and give input on the role it plays in supporting the local municipalities to implement their mandate.

5.14 HUMAN SETTLEMENTS SECTOR PLANS

The IDP planning process compel the Municipalities to compile sector plans for various development sectors. These plans are then summarized into a chapter for the I DP. The Housing Act 107 of 1997 stipulates that municipalities should compile housing strategies and targets. The plan will serve as a guiding framework for the strategic engagement of the municipality in human settlements development. The need for Human Settlements Plans arises from a concern that, in most municipalities, the Integrated Development Planning (IDP) process inadequately address issues related to the provision of housing. The Human Settlements Sector Plan must be reviewed annually. FBDM continues to assist and develop the sector plans and chapters of the 3 local municipalities, i.e. Dikgatlong, Magareng and Phokwane.

The main purpose of a Human Settlements Sector Plan is as follows:

- To ensure the effective allocation of limited resources;
- To provide a formal and practical method of prioritizing human settlements projects and obtaining political consensus for the sequencing of the implementation;
- To ensure more integrated development through bringing together the relevant cross-sectoral role players to coordinate their development interventions in one plan;
- To provide greater spatial linkages between the spatial development framework and the physical implementation of projects on the ground; and
- To ensure effective subsidy budgeting and cash flows both at the municipal and provincial levels.

5.15 EXPANDED PUBLIC WORKS PROGRAMME

The EPWP programme is one element within the broader government strategy in the alleviation and reduction of unemployment. The programme involves creating temporary work opportunities for unemployed persons. The EPWP is a nationwide programme covering all spheres of government and SOEs. The programme provides an important avenue for labour absorption and income and skills transfer to poor households, in the short to medium-term. EPWP projects employ workers on a temporary or ongoing basis with government, contractors, or other non-governmental organisations under the Ministerial Conditions of Employment for the EPWP or learnership employment conditions. FBDM initiated a brick production programme in Dikgatlong Local Municipality in 2020 and in Magareng Local Municipality in 2024, to promote for infrastructural development within the district through the EPWP incentives. The EPWP creates work opportunities in four sectors, namely infrastructure, non-State, social, environment and culture and, by:

- Using labour intensive constructive methods which involve an appropriate mix of labour and machines to optimise the creation of work opportunities through infrastructure projects;
- Complementing, supporting and strengthening the existing programmes of Non-State entities to maximise work opportunities and productivity.
- Dynamically building South Africa's natural and cultural heritage to create short to medium work and social benefits with public environment and culture programmes;
- Human development and improving the quality of life in the areas of education, welfare, health, sport and safety through public social programmes.

5.16 RURAL ROADS ASSET MANAGEMENT SYSTEM

The National Department of Transport (DoT), as part of the S’Hambe Sonke Programme, has allocated grant funding for the implementation of the Road Asset Management Systems (RAMS) as set out in the framework for the Rural Road Asset Management System grant (RRAMS) in the Division of Revenue Act. The strategic goal of the RRAMS grant is to ensure efficient and effective investment in municipal streets through the development of a RRAMS and the collection of associated road and bridge inventory data, condition assessment and traffic information. A service provider was appointed in November 2024 for the provision of Professional Services for the Implementation and Management of the Rural Roads Asset System in the Frances Baard District. The contract is for 36 months ending in October 2027.

The tender document noted the requirement for the service provider to appoint four (4) graduates for the duration of the appointment with the intention of developing their skills. The further intention is that the graduates will be capacitated such that they can be placed within the relevant local municipalities to manage the Rural Road Asset Management Systems on their behalf.

CHAPTER 6:

ALIGNMENT WITH NATIONAL AND PROVINCIAL OBJECTIVES AND PROGRAMMES

6. CHAPTER 6: ALIGNMENT WITH NATIONAL AND PROVINCIAL OBJECTIVES AND PROGRAMMES

6.1 PURPOSE OF ALIGNMENT

Local government serves as the central point for implementing the government's vision, making it essential for all spheres of government to work in synergy to maximise the impact of resource allocation and project execution. The identification of priorities, distribution of resources, and implementation of projects across national, provincial, and local levels must be aligned and coordinated. This approach ensures that planning at each level is interconnected, with each sphere informing and supporting the others.

Alignment is built upon the following:

- The shared and common platform critical to alignment is made possible through a coherent set of national spatial guidelines based on the twin concepts of development potential and need.
- The normative principles and guidelines embodied in the National Spatial Development Perspective provide the central organising concept for facilitating alignment and serve as the concrete mechanisms and basic platform for better coordination and alignment of government programmes.
- The spatial perspective is at the centre of our view of alignment and coordination and is directed at facilitating discussions on the development potential of the space economy and serving as a frame of reference for guiding government actions.

Each of the three spheres of government uses specific planning instruments to carry out its mandate. At the national level, these include the National Development Plan (NDP) 2030, the Medium-Term Development Plan (MTDP) 2024–2029, the National Spatial Development Framework (NSDF), the New Growth Path (NGP), and Service Delivery Agreements such as Outcome 9, among others.

At the provincial level, planning is guided by the Provincial Growth and Development Strategy (PGDP), the Provincial Spatial Development Framework, and the strategic plans of individual departments. At the municipal level, planning is driven by Integrated Development Plans (IDPs) and the District Growth and Development Plan (DGDP).

6.2 NATIONAL DEVELOPMENT PLAN 2030

The South African Government, through the Ministry of Planning published the National Development Plan 2030 that aims to eliminate poverty and reduce inequality by 2030.

According to the plan, South Africa can realize these goals by drawing on the energies of its people, growing an inclusive economy, to improve their lives through education and skills



development, health care, better access to public transport, jobs, social protection, rising income, housing and basic services, and enhancing the capacity of the state, and promoting leadership and partnerships throughout society (see figure 15 below).

Figure 16: National Development Plan 2023 - Sustainable Development Goals

The National Development Plan is a broad strategic framework. It sets out a coherent and holistic approach. It further proposes the following strategies to address the above goals by 2030:

- Creating jobs and improving livelihoods;
- Expanding infrastructure;
- Transition to a low-carbon economy;
- Transforming urban and rural spaces;
- Improving education and training;

- Providing quality health care;
- Fighting corruption and enhancing accountability; and
- Transforming society and uniting the nation.

The purpose of the Plan is to eliminate poverty and reduce inequality, particularly the promotion of gender equity and addressing the pressing needs of youth. It is of utmost importance that FBDM takes these issues into account when planning for development of its area of jurisdiction.

The National Development Plan makes a firm commitment in achieving a minimum standard of living which can be progressively realised through a multi-pronged strategy. The Plan does not define the minimum standard of living but provides a framework for the adoption of a minimum standard of living by society. In an effort foster for the implementation of the NDP 2030 it is key to consider the external drivers of change which are:

- International political and economic development.
- Globalisation.
- Africa's development.
- Climate change.
- Technological change.

6.3 THE MEDIUM-TERM STRATEGIC FRAMEWORK (2024-2029)

The MTDP is a high-level government strategic document that guides the five-year implementation and monitoring of the NDP 2030. The MTDP for 2024 - 2029 emphasises the need for a paradigm shift towards a comprehensive framework inclusive of resourcing and integration of all public sector institutions. FBDM is contributing to the Strategic Priorities of the MTDP namely:

- a. Strategic Priority 1: Inclusive growth and job creation.
- b. Strategic Priority 2: Reduce Poverty and tackle the high cost of living.
- c. Strategic Priority 3: A capable, ethical, and developmental state.

The District Municipality will focus on all key priorities by contributing to economic development and job creation, in alignment with the National Development Plan 2030 and the Medium-Term Development Plan (MTDP). It was further noted that the current medium-term planning period represents the final cycle leading up to 2030, the target year set for the National Development Plan. However, concerns have been raised that limited progress has been achieved toward the plan's objectives. Consequently, it is essential that the MTDP be reviewed and adjusted where necessary to respond to evolving national conditions and to ensure realistic, achievable outcomes and effective implementation (Portfolio Committee on Planning, Monitoring and Evaluation, 2025).

6.4 NATIONAL SPATIAL DEVELOPMENT FRAMEWORK (NSDF):

National Spatial Action Areas are critical for catalysing national spatial transformation and economic transition, and for addressing the most stressed sub-national regions in terms of current and anticipated risks. These areas necessitate urgent, targeted, and sustained collaborative intergovernmental action. Optimise the agricultural opportunities in the region and support the establishment of small-scale farming activities, agri-enterprises and agri-led industrialisation, to foster productive rural regions, enhance national food security, and strengthen national water security. Develop the tourism sector and creative industries in the region, with an emphasis on small-and-medium-sized farming activities, and agri-eco production.

The National Spatial Development Framework of 2022 (NSDF) identify the Frances Baard District as a National Transformation Corridor Priority (North-western Transformation Corridor) area focussing on a production transition area and rail corridor from Mahikeng via Vryburg and Taung to Kuruman, Postmansburg and Sol Plaatje. Kimberley has also been identified as an urban node under stress. The district is also located in the Arid-Agri innovation area with extensive agricultural activities with pockets of intensive irrigation farming, mining clusters, renewable energy farms and small compact settlements. Some portions of the district are also located within the National Spatial Development Priority region focusing on mining. Although the district is well known for its agriculture and rich history in mining, it is also the capital of the Northern Cape Province and host to various provincial departments and private sector companies.

In addition, Northwestern Transformation Corridor. It has further been noted that the Northwestern Transformation Corridor includes crucial cattle and irrigation farming activities. The corridor is set to experiences very harsh climatic conditions in the not-too-distant future however, due to intensive irrigation, farming has become established as a regionally and nationally important economic activity, and mining has a become a earner of foreign exchange for the country (Refer to figure 11 below Northwestern Spatial Transformation and Economic Transition Region depicting Frances Baard District as a National Transformation Corridor Priority).

NORTHWESTERN NATIONAL SPATIAL TRANSFORMATION AND ECONOMIC TRANSITION REGION

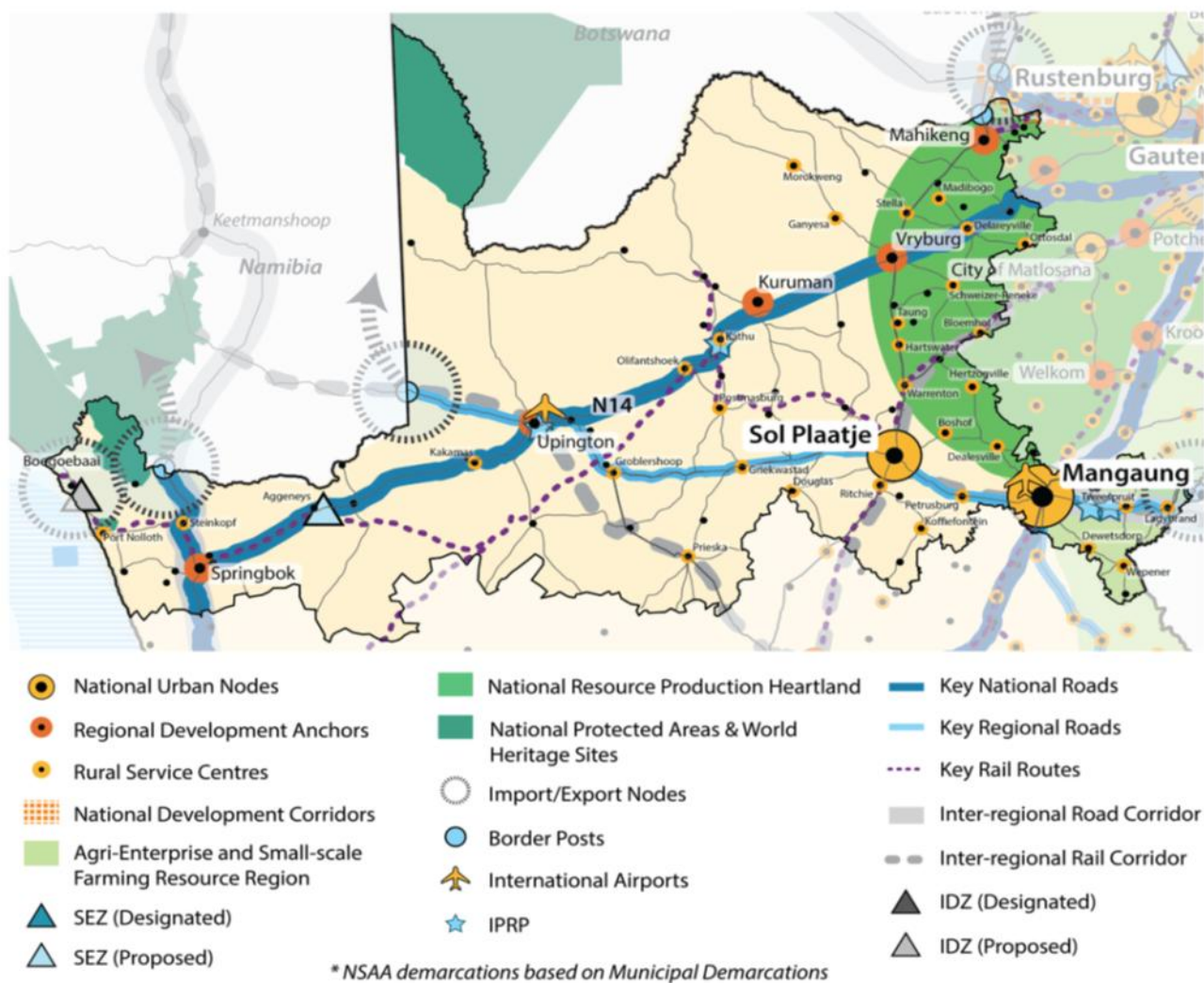


Figure 17: National Spatial Transformation and Economic Transition

National Spatial Development Framework (NSDF) seeks to make a meaningful contribution to bringing about the peaceful, prosperous, and truly transformed South Africa, as articulated in the Freedom Charter, the Reconstruction and Development Programme and the National Development Plan. It does so in full recognition of:

- The stranglehold that the unjust national spatial development paradigms, logics, and patterns of the past have placed on our many attempts at breaking the back of poverty, unemployment, and inequality.
- Pursuit of national reconstruction, inclusive economic growth, and spatial transformation; and
- The necessity for collaborative and targeted state action in national space, to drive our country towards the shared, inclusive, and sustainable future we desire and require.

"The NSDF is a critical tool for ensuring coordinated government action and alignment to meet social, economic and environmental goals. It is the basis for maximizing the overall social and economic impact of government development spending by interpreting the strategic direction,

promoting policy coordination, and incorporating government actions into a coherent spatial term of reference.”

The purpose of the NSDP is “to fundamentally reconfigure apartheid spatial relations and to implement spatial priorities that meet the constitutional imperatives of providing basic services to all and alleviating poverty and inequality.”

Thus, the NSDP provides normative principles that guide all spheres of government on infrastructure and development investment. These are summarized as follows:

- Give effect to the development principles and norms and standards set out in the Act.
- Rapid economic growth that is sustained and inclusive is a pre-requisite for the achievement of other policy objectives-among which poverty alleviation is key.
- Government has a constitutional obligation to provide basic services to all citizens wherever they are.
- Beyond the constitutional obligation-government spending on fixed investments should be focused on localities of economic growth or economic potential.
- Efforts to address past and current social inequalities should focus on people NOT places.
- To overcome the spatial distortions of apartheid future settlement and economic development opportunities should be channeled into activity corridors or nodes that are adjacent to or link the main growth centres.
- Target and direct all infrastructure investment and development spending decisions by national sector departments and State-Owned Entities (SOEs).
- Guide and align plan preparation, budgeting, and implementation across spheres and between sectors of government; and
- Frame and coordinate provincial, regional, and municipal spatial development frameworks.
- Identify the long-term risks of spatial patterns of growth and development and the policies and strategies necessary to mitigate those risks.
- Provide direction for strategic developments and infrastructure investment, promote efficient, sustainable, and planned investments by all sectors, and indicate priority areas for investment in land development.
- Promote a rational and predictable land development environment to create trust and stimulate investment.
- Give effect to national legislation and policies on mineral resources, and the sustainable utilisation and protection of agricultural resources; and
- Consider, and where necessary, incorporate the outcomes of substantial public engagement in the framework.

Thus, infrastructure and development investment plans within the district must take cognizance of these principles.

6.5 PROVINCIAL GROWTH AND DEVELOPMENT PLAN:

The Provincial Government of the Northern Cape, in consultation with stakeholders, has crafted or compiled this Provincial Growth and Development Plan (PGDP), aligned to the NDP and the National Spatial Development Framework. The purpose of a PGDP is to provide the strategic framework, sectoral strategies and projects that will place the province and its people on a trajectory of growth and prosperity. To achieve this, the PGDP addresses issues of economic growth, social development, environmental protection, employment creation, poverty eradication and good governance concretely with implementable projects to advance the livability of all in the province. The Provincial Growth and Investment Council will serve as a mechanism where a quadra-helix of the Private Sector, the Public Sector, Academia, and Civil Society can jointly manage the implementation of the PGDP and PSDF.

Extensive consultation was undertaken via workshops in each district, with inputs from provincial government, public entities, municipalities, business, academia, and the youth resulting in a comprehensive planning process that will lead to long-term and sustainable solutions for socio-economic development. The PGDP offers strategic planning that will give precedence to the first structural deficiencies in the local socio-economic milieu. It intends to provide a strategic framework to guide, sectoral strategies and programmes aimed at a rapid improvement in the quality of life for the poorest people of the province.

The PGDP recognises the fact that inherent spatial and historical disparities lead to the unequal distribution of wealth and social amenities, as well as environmental vulnerability. It, therefore, emphasises the need to create economic opportunities for the marginalised in the Northern Cape society, the rural, the poor, women, and the youth. Only by implementing viable and long-term socio-economic solutions can the province address spatial injustice, the crisis of poverty and inequality and ensure sustainable, equitable growth in conjunction with safeguarding its vulnerable biodiversity and environmental resources.

The PGDP should, therefore, be viewed in concurrence with the PSDF, not only for socio-economic development but also in terms of the spatial dimension, ensuring that spatial justice and development occurs within a strategic and coordinated framework. Therefore, the interventions and high impact projects espoused in the PGDP must be undertaken within the context of the Provincial Spatial Development Framework (PSDF). The implementation of the PGDP must occur in

conjunction with the spatial priorities set out in the PSDF to find feasible solutions to ensure increased spatial and subsequent economic equity.

The PGDP aims to be an implementation arm, guiding provincial resource allocation and providing a sound platform for driving integrated implementation. The document serves as a measure to gauge progress against predetermined targets based on good governance, bounded by principles of accountability.

This document is a strategic management tool, not only for government, but especially for all our people in the Northern Cape. It is envisioned that the PGDP will lead to a concerted effort in achieving Vision 2040 FBDM also acknowledges that the vision for growth and development will be achieved using the strategic development drivers, as listed hereunder:

- Economic Transformation, Growth and Development
- Social Equity and Human Welfare
- Environmental Sustainability and Resilience
- Accountable and effective Governance

6.6 PROVINCIAL SPATIAL DEVELOPMENT FRAMEWORK

The Provincial spatial development framework (PSDF) is a policy document that promotes a 'developmental state' in accordance with national and provincial legislation and directives. It aligns with the Northern Cape Provincial Growth and Development Strategy which has committed the Northern Cape to 'building a prosperous, sustainable and growing provincial economy which reduces poverty and improves social development'. The Northern Cape Spatial Development Framework (PSDF) 2012 was reviewed and adopted in 2018. The PSDF puts forward comprehensive plans and strategies, which collectively indicate which type of land-use should be promoted in the province, where such land-use should take place, and how it should be implemented and managed.

Planning Land Use Management Bill seeks to:

- Provide spatial land-use directive which aims to promote environmental, economic, and social sustainability through sustainable development;
- To give effect to the Principles of SPLUMA;
- To elaborate on any national or international initiatives which may impact development in the Northern Cape Province;
- To set development standards towards public and private sector investment;

- A guide towards reducing business risk (by providing clarity and certainty on where public infrastructure investment will be targeted) thereby opening-up new economic opportunities in these areas;
- Guide towards the location and form of public investment in the Northern Cape's urban and rural areas;
- Basis for prioritising, aligning and integrating governmental programmes and projects;
- Premise for governmental performance management; and
- Manual for integrated land-use planning.

The PSDF does not create or take away land-use rights. However, amendment of existing rights will have to conform to the PSDF. This means that organs of state and officials must take account of and apply relevant provisions of the PSDF when making decisions that affect land-use in the province.

The key objectives of the PSDF are to integrate and standardize planning at all spheres of government in the province with specific reference to the following:

- a) Supporting the district and local municipalities in the preparation of their SDFs prepared in terms of the Local Government Municipal Systems Act 32 of 2000, and the spatial planning and land use management Act (2013). Specific reference is made to:
 - Facilitating the land use classification of the entire land surface of the province in a standard format in accordance with a set of dedicated Spatial Planning Categories
 - Describing the existing and desired future spatial patterns that provide for integrated, efficient, and sustainable settlement throughout the province.
- b) Guiding the investment of public resources through the following
 - Providing a credible context for public investments in the coming years.
 - Promoting rational and equitable development of areas that have lagged.
 - Providing certainty to all stakeholders regarding spatial and socio-economic implications of future development in the Northern Cape.
 - Providing a basis for coordinated decision-making and policy formulation regarding future land-use.
 - Facilitating cross-boundary co-operation and co-ordination between district and local municipalities, adjoining provinces, and bordering countries as it relates to issues that are of mutual interest for their respective areas of jurisdiction.

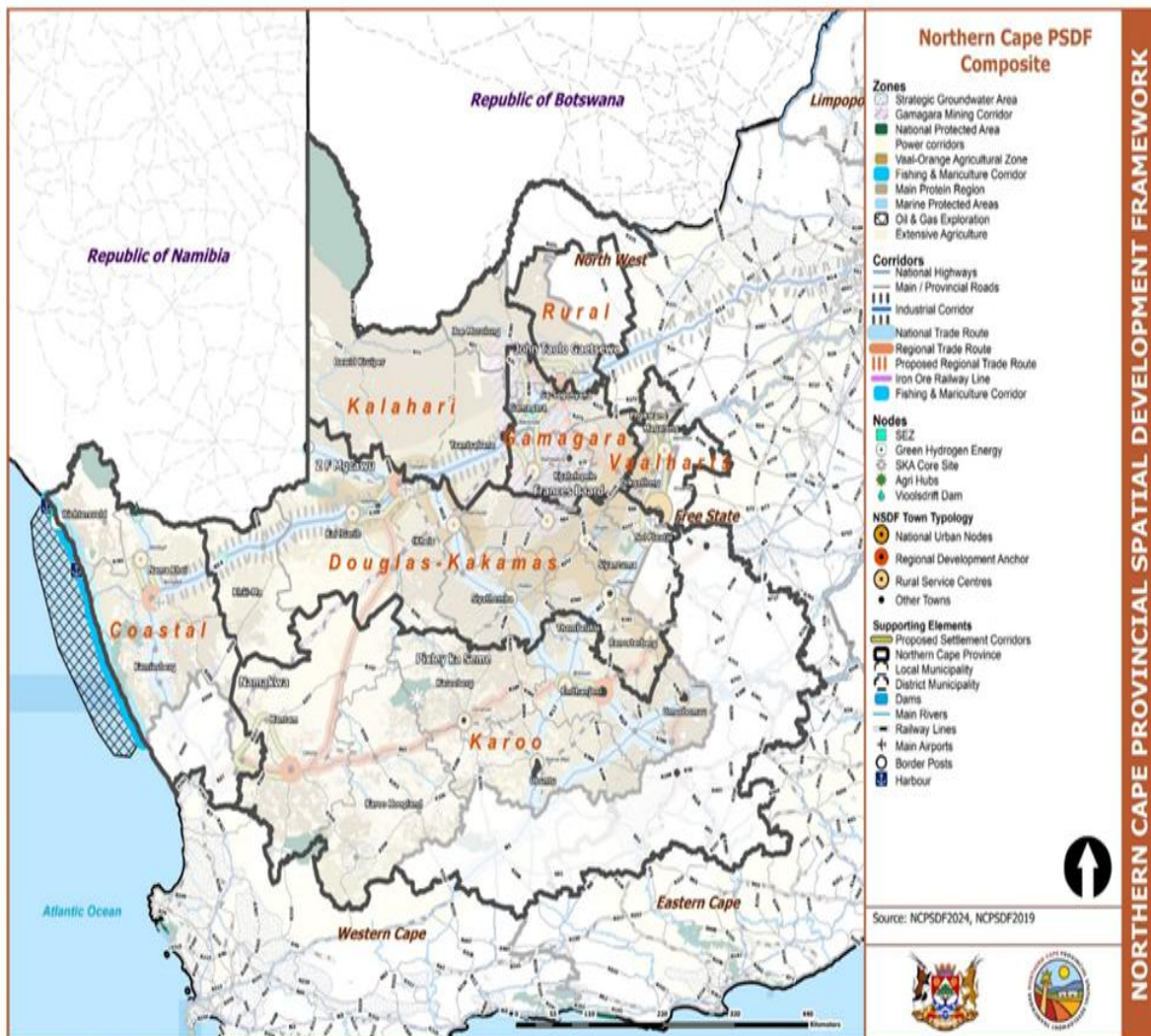
The PSDF must also ensure the following:

- All land-uses enable people to have sustainable livelihoods and enhance the integrity of the environment; through effective resource management;
- Innovative management skills and technologies are employed to bring human demands for resources into balance with the carrying capacity of the environment; and;
- To capitalise on the comparative and competitive advantages, in a sustainable manner, which the district holds over its bordering districts and the neighbouring provinces abutting the FBDM.

The Northern Cape has identified six Provincial Spatial Action Areas (PSAAs) tailored to its unique context and development needs. These PSAAs are designed to leverage local opportunities while mitigating risks, ensuring the province's growth aligns with the national spatial vision. The 6 PSAAs are as shown below on the map, of the 6 PSAA's 2 find expression in the Frances Baard district.

DOUGLAS TO KAKAMAS SPATIAL ACTION AREA (DKSAA)

Figure 18: Spatial Action Area



Provincial Spatial Planning Action Areas: The Douglas to Kakama Spatial Action Area (DKSAA)

It covers seven local municipalities and three districts, including Khâi-Ma, Kai !Garib, Kheis, Siyancuma, Siyathemba, Thembelihle, Renosterberg, and part of the Sol Plaatjie Local Municipality. Most of these municipalities rely heavily on agriculture and mining for economic activity. While Siyathemba and Sol Plaatjie have more diversified economies, they still depend significantly on these sectors.

The DKSA functions as a key agricultural and trade corridor running east to west across the Northern Cape, linking the Free State with the CSAA along the Orange and Vaal Rivers. Strategic priorities include tackling energy challenges, revitalising agriculture and agro-processing, advancing mineral beneficiation, implementing a more impactful Industrial Policy Action Plan,

promoting private sector investment, supporting tourism along the Orange and Vaal Rivers and Vanderkloof Dam, unlocking SMME potential, advancing state reform, and protecting critical natural resources. The region offers strong prospects for growth through a range of major projects and opportunities. Large-scale renewable energy developments particularly solar and wind are expected to significantly reshape the energy landscape, supported by major upgrades to electricity transmission infrastructure.

Strategic opportunities within DKSA encompass (with specific to FDBM):

Investment Opportunities: Detailed investment opportunities include the Prieska Power Reserve, the Namakwa SEZ around Vedanta Zinc International in Aggeneys, the development of Kimberley airport, and initiatives aimed at taking advantage of the climate for renewable energy development.

The district's vast area has various important railway lines which play a major role in the Province's and National economy. Major investment projects like the Gamsberg zinc mining project and agricultural initiatives form the backbone of employment.

Table 29: Key Development Nodes – Douglas to Kakamas Spatial Action Area

Settlement	Role	Interventions
National Urban Nodes / Cities		
KIMBERLEY	Various larger and specialist Services are acquired in Kimberley.	→ Maintenance of the link roads towards the N12, and N8 via Douglas and Hopetown. → Logistics Interventions to support freight movement → Airport Upgrading to enhance regional access. → Tourism link

Table 30: Key Development Zones and Corridors -Douglas to Kakamas Spatial Action Area

Structuring Element	Towns Affected	Interventions
Corridors		
N12	KIMBERLEY Ritchie Hopetown Western Cape and Northwest Province Linkage	→ EV Charging Station Development → Cross-border corridor coordination with North West

Provincial Spatial Planning Action Areas: Vaalharts spatial action area (VHSAA).

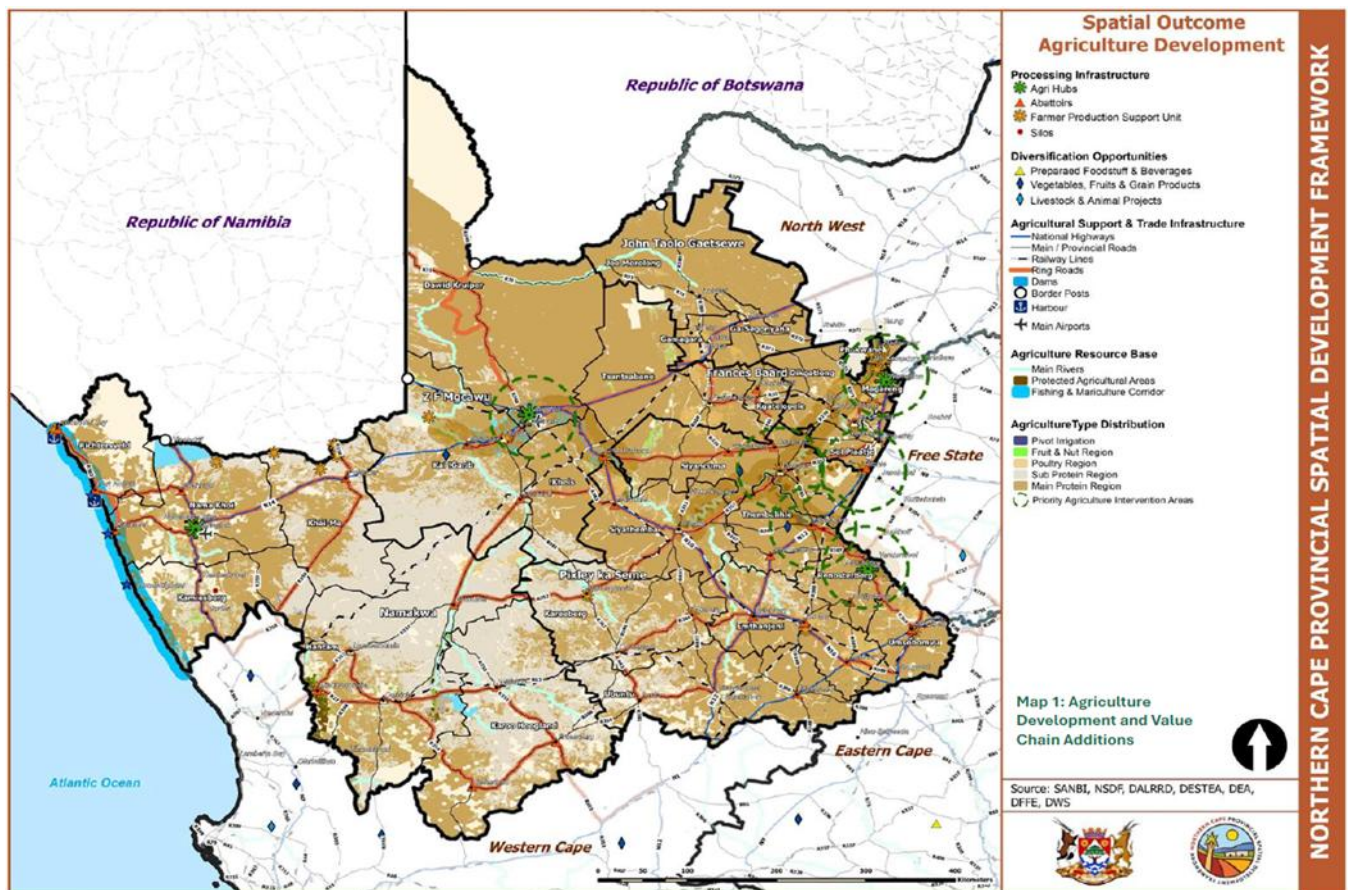
This driver 1: thriving economies engines in the PSDF, it aims to ensure economic growth that will lead to increased development and prosperity for the people of Frances Baard. But ensure that agriculture and agro processing are strengthened. This includes Phokwane and Magareng Local Municipalities in their entirety, along with portions of Sol Plaatjie and Dikgatlong Local Municipalities. The VHSAA is situated in the northeastern region.

Predominantly agricultural, the area is characterized by protected agricultural land, particularly in the western sections which fall within the Vaal-Orange Agricultural Zone. Additionally, the mining industry significantly influences the VHSAA, especially in Magareng and Dikgatlong. Is the most diversified of the Spatial Action Areas, hosting a variety of industries including agriculture, mining, and value-adding services. Its strategic location makes it highly accessible, with key links to the rest of South Africa via major routes such as the N8, N12, and N18.

Strategic opportunities within VHSAA encompass:

- **Adventure Tourism:** Development along the Vaal River (Adventure Hubs)
- **Renewable Energy:** Local energy policy changes and strategic development interventions.
- **Mining Development:** Legal and structured development of formal and informal mining sectors while also supporting the development of mining tourism in historic mining towns.
- **Infrastructure:** Enhancements in transport, roads and rail.
- **Training and Finance:** Internal and external training initiatives and exploration of new income sources.
- **Environment:** The VHSA has various natural environments of ecological importance such as the Vaal River and conservation areas. These natural areas are crucial for biodiversity conservation and offer significant tourism potential.
- **Agrihub:** The Agrihub in Warrenton and supporting FPSU's in surrounding towns provide the opportunity for agro-processing development and the strengthening of the agriculture industry in the region.
- **Regional Trade Route Development:** The development of a regional trade route between Kuruman and Kimberley along the R31 may unlock potential regional trade between the settlements and encourage trade further north towards Zimbabwe.
- **Heritage Tourism:** The various heritage sites within Kimberley and Barkley West provide an opportunity for targeted tourism focussing on the unique heritage of these areas.
- **Investment Opportunities:** Vaalharts Irrigation Scheme upgrading, Knowledge-Economy, Integrated Housing Developments, Agro-processing.

Figure 19: Vaalharts spatial action area (VHSAA).



6.7 INTEGRATED URBAN DEVELOPMENT FRAMEWORK (IUDF)

According to the IUDF (2016), by 2030, almost 71.3% of the country's population will be living in urban areas. More than half of the world's population lives in cities and it is projected that 70% will be living in urban areas by 2050. The IUDF marks a new deal for South African cities and towns. It sets a policy framework to guide development of inclusive, resilient and livable urban settlements.

To achieve the transformative vision, four overall strategic goals have been introduced:

- Spatial integration: to forge the new spatial forms in settlement, transport, social, and economic areas.
- Inclusion and access: to ensure people have access to social and economic services, opportunities and choices.
- Growth: to harness urban dynamism for inclusive sustainable economic growth and development.
- Governance: to enhance the capacity of the state and its citizens to work together to achieve spatial and social integration.

Thus, strategic goals inform the priority objectives of the nine policy levers, which are:

- Integrated urban planning and management;
- Integrated transport and mobility;
- Integrated sustainable human settlements;
- Integrated urban infrastructure;
- Efficient land governance and management;
- Inclusive economic development;
- Empowered active communities;
- Effective urban governance; and
- Sustainable finances.

According to the World Cities Report (2016), the current urbanisation model is unsustainable, puts many people at risk, creates unnecessary costs, and negatively affects the environment. There is a need for the urbanisation pattern to change in order to respond to challenges such as inequality, climate change, insecurity, and unsustainable forms of urban expansion.

The new urban agenda aims at enhancing the contribution of cities to sustainable development and ensure that cities are inclusive, safe, resilient and sustainable (Habitat III- New Urban Agenda, 2016). The South African urban population is estimated to grow by about 10% every two decades, reaching 70% in 2030 and almost 80% in 2050 (NDP, 2011). The State of South African Cities Report (2016) states that unplanned and unmanaged urbanisation can lead to increased inequality; the growth of slums; and disastrous impacts with particular challenges in four areas:

- Infrastructure;
- Health risks;
- Climate change; and
- Social Instability.

To leverage urbanisation, the following reports are required:

- Invest in urban infrastructure in order to keep up with rapid urban growth;
- Provide affordable housing;
- Improve urban connectivity, as cities' sprawl and current public mass transport systems have offset the economics of agglomeration; and
- Focus urban planning and governance on informal settlements.

It is important to note that FBDM is not immune to urban growth as it has the highest population in the Northern Cape. The IUDF is a response to urbanisation trends and a directive by the

National Development Plan (NDP) to develop an urban development policy that will ensure proper planning and necessary infrastructure to support growth and development. The district needs to address the inefficient structure of urban and rural areas which are entrenched by fragmented residential settlements' patterns, underdeveloped business areas in townships and long travel times between home and work (IUDF, 2016).

The integrated development plan of FBDM must ensure that the directives of the NDP and IUDF are aligned to the spatial development plans of rural development plan and land use schemes. The policy levers enshrined in the IUDF will be used as a basis to respond to chapter 8 of the NDP which emphasises transformation of human settlements from spatial injustice of the past (NDP, 2011).

Sol Plaatje municipality is one of the municipalities in the province selected for the implementation of the IUDF pilot projects. This is to foster that our cities and towns become more inclusive, integrated, compact, resource efficient and create a conducive environment to reside, work and for amusement.

6.8 RURAL DEVELOPMENT PLAN

The methodology of the Rural Development Plan is anchored in the realization of Outcome 7 and its outputs within the Medium-Term Strategic Framework (MTSF). Outcome 7 serves as the foundation for the approach taken. This plan aims to address the drivers of Rural Development, providing a framework for the anticipated outcomes that will be evaluated through the MTSF. The primary economic focus is on the agricultural sector, where numerous sustainable projects and job opportunities are expected to emerge.

In the context of Frances Baard, Rural Development is defined as efforts aimed at enhancing the living conditions of rural populations by delivering essential social and economic services, as well as fostering a political, legal, economic, and social environment that empowers individuals to take control of their own development.

Key assets that should support improved rural development in Frances Baard include:

- The Vaal and Orange River Corridors, along with the Riet and Modder River corridors, specifically for agricultural development through intensive irrigation schemes.
- The protection and upkeep of the Vaalharts Irrigation Scheme.
- Development of cultural and heritage tourism.
- Mining development and mineral beneficiation.
- Agro-processing development (FPSU) and agricultural value addition.

- Eco-tourism development.
- Nature conservation efforts, including national parks, private nature reserves, and hunting areas.
- To transform the current rural conditions, three pillars have been identified, with specific focus areas discussed further below.

Security of tenure

It is important to improve the security of tenure within the district. The following key focus areas have been used to delineate the Rural Intervention Areas applicable to improved Security of Tenure:

- Tenure reform.
- Restitution.
- Redistribution.

Key sub-focus areas in terms of Security of Tenure include:

- Improve the security of tenure for Farm Workers
- Status and Development of Agri/Rural Villages
- Management and development of Rural Informal Settlements
- Identification and targeting of key Land Reform Areas

Insecure tenure results in low farm investments and will consequently result in poor productivity because productive resources will not be used to their fullest capacity. Such negative impacts are felt in the general macro-economy through food shortages and price increases. These negative agricultural growth trends can be averted through awareness campaigns by both the public and private sectors.

For Frances Baard to reach its full economic potential, the youth of the region should be economically empowered. Generally, most of the youth are missing in action in particular reference to primary agriculture and Agro-processing despite the efforts being made by Government. Farmers will be more likely to make medium- to long-term land improvements if their tenure is secure because they will be more likely to benefit from the investment. CPAs have not been able to advance women's interests in the context of prevailing power dynamics among land-claiming households.

Key issues:

- The many land reform and tenure upgrading programs and initiatives do confuse terms of ownership, management, political power and social frustrations as many projects and

initiatives are on hold due to governance challenges. Capacity within government to understand and grapple with these dynamics causes delays with the execution and delivering of services and other programs.

- Key to the less successful implementation of land reform is mostly due to a lack of agricultural skills; poor infrastructure; and a lack of access to credit.
- Regarding land tenure reform, a major challenge found is that men are still the main beneficiaries of land reform, and this state of affairs does not help address the power dynamics within households and to improve woman empowerment in rural areas.
- The land reform process is overly bureaucratic and slow.

Sustainable human settlements

The Agri-park concept is critical towards the successful implementation of the plan and whereas far possible assessments that aims to improve the Sustainability of Rural Settlement Development. In this regard the following key issues are to be addressed:

- Sustainable Settlement Development
- Sustainable Engineering Infrastructure
- Rural Nodes
- Movement Networks towards enabling viable Rural-Urban linkages.
- Viable Rural Economies

Even though the benefits of infrastructure development are well known, the quantity and quality of infrastructure generally remain inadequate, especially in rural areas. Better rural infrastructure and services will allow people to participate in and share the benefits of wider economic growth. In the Frances Baard context, the focus should be on establishing rural business initiatives, empowering rural people and communities (especially women and youth); and revitalise old and upgrading economic, social, information and communications infrastructure, public amenities and facilities in villages and small rural towns. Infrastructure can be regarded as the bedrock for growth and development and creates many opportunities for job creation. The infrastructure network efficiently delivers electricity, water, sanitation, telecoms, and transport services and powers the economy of the district.

The promotion of nodal and corridor-oriented development has been identified as one of the potential instruments to transform the spatial landscape of the study area. The existing settlements and villages (CPA's) therein have developed over many years and play a fundamental role in the economic space of settlements in Frances Baard. Many Villages (CPA's) is generally not well connected through the existing road network. The key challenge lies towards the areas with poor linkages to the main economic centres and activities of the region. Linking main nodes and

other important areas (even though the development of agri-villages) of activity through corridor development is envisaged to facilitate spatial interconnectedness that will ensure appropriate sustainable development, equity, and empowerment of the poor and marginalised communities of Frances Baard.

Integral to this approach is a focus on geographic and spatial interventions that will link the region's main nodes and small towns to facilitate an integrated economic development process (Rural-Urban Linkages). Ultimately, this will provide a significant opportunity for redevelopment and infrastructure investment within the region. The long-term effect of this is likely to encourage higher density land-uses in specific nodes and corridors, which will incorporate a mix of retail, employment, and residential uses. The region's nodes such as Kimberley and Jan Kempdorp and smaller ones which include Warrenton, Barkley West, Hartswater and Delportshoop, represent the largest concentration of both public and private investment. As such, linkages towards these nodes need to be prioritised as strategic areas for further development and investment.

Three distinct Pillar Sub Focus areas are observed which supports sustainable human settlements:

- The Kimberley / Ritchie Corridor Focus Area – refers to the Urban Core Region with Kimberley as the Regional centre and Ritchie as a Rural Service centre located along the national road network. Strong linkages along the N12 corridor are evident, the N12 links the more prominent nodes in terms of sustainable rural development.
- Hartswater / Jan Kempdorp Corridor Focus Area – referring to the towns and settlements that are located within or near the Vaalharts Irrigation Scheme. The R370 which is a Regional Route that connects Douglas with Jan Kempdorp serves as a key Agricultural Distribution Route that also links the north and south Rural Intervention Areas.
- Barkley West / Delportshoop Corridor Focus Area – referring clustering of towns and rural settlements along the Vaal River. There are a number of smaller formally planned settlements including Ulco, Longlands, Gong Gong and Windsorton. Locality along the R31 promotes the potential mining and agricultural development for the region.

Resource-based economic activity

In the case of Frances Baard, where unemployment and poverty are high, the role of agriculture and rural development is crucial. It is acknowledged that agriculture creates more jobs per rand invested than any other sector. However, agriculture only cannot act as an engine for rural development and poverty alleviation. It is therefore imperative that efforts to uplift the rural economy look beyond agriculture to incorporate other sectors of the economy as well as access to markets and emphasise the strategic role of spatial integration.

In this regard, rural areas need to be linked to one another and with urban areas. Access to markets makes it possible for rural communities to generate income to supplement their livelihoods. At the same time, income stimulates demand to develop for commodities and services and makes it possible to save and plough back in the rural economy. In so doing, these encourage the emergence of self- sustaining growth in the rural economy.

Key to alleviating poverty in the area would require the following actions:

- Identify and support small scale farmers, with skills development and training.
- Development of transport infrastructure linking rural and urban.
- Facilitate the establishment of cooperatives of small farmers, contract farming, and other forms of cooperation with the private sector.
- Identify and support competitive small and medium-sized enterprises.
- Create and nurture a useful environment for business and investment to take place.

Growth in agriculture, particularly in high-value supply chains results in improved wages. Furthermore, through the forward linkages that agriculture has with the manufacturing industries, more employment is generated for urban and rural dwellers. However, agricultural production with crops that need little handling and transformation weakens this link.

The indirect income effect undoubtedly pulls a lot of rural and or urban households out of poverty through increased farm incomes. Also, poverty reduction can be done through the direct multiplier effects of increased incomes which consequently results in a robust rural or urban economy. Growth in agriculture also results in reduced food prices which makes it possible for poor urban or rural households to afford food at reasonably low prices.

Food Security:

Agriculture plays a crucial role in the local economy. Its contribution to employment and food security plays an important role in averting the socio-economic ills of the area. Agriculture also supplies raw materials for other industries in the upstream supply chain. Through this, secondary and tertiary employment is generated in urban areas. Furthermore, through exports to other regions, agriculture generates much-needed currency.

With the demand for manufactured goods such as tractors, vehicles, etc., in the agricultural sector, agriculture help in driving the economy, especially the manufacturing sector. To achieve the strategic agricultural goals, set by the province, certain interventions have been developed. Interventions through the Agri park initiative include the following: improving compositeness in agricultural products which in turn results in agricultural growth, improving market development for all agricultural produce, increasing value addition, increasing market research, crafting policies

that are an inclusive and increasing investment from both the public and the private sector in the agricultural sector. All these if well implemented will create a conducive environment in which agriculture will flourish and grow.

6.9 LAND REFORM AND LAND RESTITUTION

A land claim is a formal request for the restoration of land rights, submitted to the Commission on Restitution of Land Rights. Individuals who were dispossessed of their land rights after 19th of June 1913, due to past racially discriminatory laws or practices, and who did not receive fair and equitable compensation at the time of dispossession are eligible to lodge a claim for the restoration of those rights or for equitable redress. As of 24th of July 2024, the committee reported significant advancements in the land restitution program, having resolved over 83,000 claims and restored 3.8 million hectares of land (The Portfolio Committee on Agriculture, Land Reform and Rural Development, 2024).

President Cyril Ramaphosa has recently enacted the Expropriation Bill, which repeals the pre-democratic Expropriation Act of 1975 and outlines the procedures for how state entities may expropriate land for public interest purposes. South Africa's land reform, anchored in the Bill of Rights of the Constitution, aims to rectify historical injustices and promote equitable access to land through redistribution, restitution, and tenure reform. The bill is designed to expedite the land acquisition process within district, contributing to food security efforts.

Furthermore, the committee highlighted the accomplishments of the restitution program since its inception in 1998, noting that it has resolved a total of 83,405 land claims, which includes both land restoration and financial compensation. This effort has benefited 2.3 million individuals and 465,000 households, a significant number of which are led by women or persons with disabilities. It was reported that 3.8 million hectares of land were restored at a cost of R26.4 billion, with an additional R26 billion allocated for financial compensation. Beneficiaries have also received development grants totaling R5.3 billion (The Portfolio Committee on Agriculture, Land Reform and Rural Development, 2024).

In the last five years, the Commission exceeded its annual performance plan targets, settling 1,000 claims against a target of 1,758 and finalizing 2,026 claims versus a target of 2,583. However, as of April 2024, there were still 5,759 outstanding older claims. For the 2024-2025 period, the Commission aims to settle 319 claims and finalize 339 claims, although the current budget of R3 billion is insufficient compared to the estimated R50 billion required to address all outstanding claims. Additionally, it was noted that the Commission is barred from processing new claims submitted between 2014 and 2016 due to a Constitutional Court ruling (The Portfolio Committee on Agriculture, Land Reform and Rural Development, 2024).

The table 20 below highlights the total area of the municipality under a land claim process.

Table 31: Frances Baard District Land claims

	Sum of Land Claims	Claims not settled
Frances Baard District	48	23
Northern Cape Province	426	151
Total	474	174

(DALRRD Restitution data, 2022)

On the 23rd of May 2023, the Portfolio Committee on Agriculture, Land Reform and Rural Development convened to receive a briefing from the Commission on Restitution of Land Rights. The briefing pertained to the progress made towards settlement and finalisation of old order claims in the country. The committee indicted the following:

Cumulative Claims Settled and Finalised from 1995 to 31 March 2023:

- Total number of claims = 82976
- Land cost = R25 537 486 215.16
- Total awards = R53 246 619 048.12

Cumulative Settled Claims since Inception to 30 September 2022

- All claims settled since inception up to 30 September 2022, which totals over 82 000 claims and more than 450 000 households;
- In terms of awards to claimants, which is either financial or land compensation, the ratio is 50:50 between Financial Compensation (totalling R20 billion) and Land compensation (totalling R24 billion), indicating that the Restitution Programme has and is still meeting its objectives.

The Proactive Land Acquisition Strategy (PLAS) was implemented by the Department of Rural Development and Land Reform (DRDLR) to accelerate the land distribution process (2003). The PLAS approach is primarily pro-poor and is based on purchasing advantageous land i.e., either because of the property's location, because of the high agricultural potential, because it is suitable for agricultural activities that government would like to promote vis- a-vis redistribution, and/or because it is an especially good bargain. The department would then select suitable beneficiaries who can lease the land with the option to purchase the land. The provision of Land and Assistance Act, Act No. 126 of 1993 section 10 (1) (a) gives legal effect to the proactive acquisition of land. This gives the department an option to purchase land without first identifying beneficiaries. The overall aim of PLAS is to ensure maximum productive use of the land acquire.

Key issues:

- The shortage of allocation of funding by Treasury remains a challenge, as the predicted budget needed to settle and finalise outstanding claims will not be sufficient. The current allocated budget is insufficient to impact the goal to accelerate settling of outstanding old land claims. The Commission will need an overall budget estimate at R68 billion over an accelerated

period of five years. At the current budget allocation and settlement rate, the Commission will need approximately 30 years to settle claims at a cost of R172 billion (The Portfolio Committee on Agriculture, Land Reform and Rural Development, 2023).

- The rejection of offers on valuations made by the Office of the Valuer-General (OVG) is a serious challenge, with approximately R85 million in offers rejected by landowners and R16m of offers referred to the Land Claims Court for determination (The Portfolio Committee on Agriculture, Land Reform and Rural Development, 2023).
- The lack of access to lucrative and sustainable markets due barriers of entry, whilst they have access to agricultural resources such as land and water.
- Valuations of the claimed land in line with the Property Management Act of 2014 remain challenging for the Commission.
- Major challenges include insecure land rights, limited access to factors of production, finance and information, limited government support, investment, working capital, insufficient farm size, inadequate or damaged infrastructure, poor farm management, high competition in the industry, knowledge, and education about farming.
- For emerging farmers optimum production is very difficult, as there is lack of infrastructure which results in low productivity. Most emerging farmers do not have access to on-farm infrastructure such as storerooms and cold-rooms to keep their products in condition after harvesting information.
- It could be argued that inadequate business plans make it difficult for emerging farmers to obtain the necessary funding for their businesses.
- The inability of government to provide post-settlement support to beneficiaries of land reform could lead to the failure of land reform projects.
- A serious deficiency in the current support system is that the training for land reform beneficiaries only starts after the land has already been transferred. This means that beneficiaries must play catch-up while being embroiled in the day-to-day challenges of farming activities.

6.10 SPATIAL PLANNING AND LAND USE MANAGEMENT ACT (SPLUMA)

Pre-1994 spatial planning in South Africa was based on racial segregation and systemic injustice, which resulted in an inefficient and distorted planning system. In 1995, the Development Facilitation Act (DFA) was introduced to begin addressing spatial planning imbalances and to facilitate more equitable land development processes. In 2001, the White Paper on Spatial Planning and Land Use Management was published, proposing a uniform set of procedures for land development approvals. Later, the Spatial Planning and Land Use Management Act (SPLUMA) was enacted in 2013 to replace and harmonise previously fragmented and sometimes

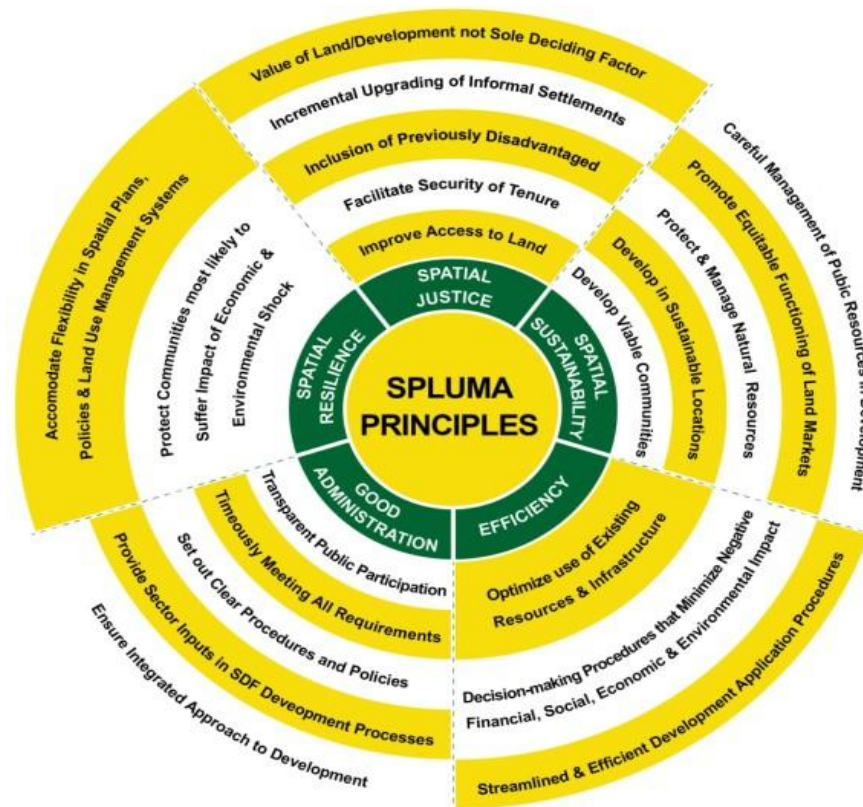
contradictory legislation, thereby establishing a more coherent and uniform spatial planning and land use management system. The objectives of SPLUMA are as follows:

- Provide a framework for spatial planning and land use management in South Africa.
- Specify the relationship between the spatial planning and the land use management system and other kinds of planning.
- Ensure that the system of spatial planning and land use management promotes social and economic inclusion.
- Provide for development principles and norms and standards.
- Provide for the sustainable and efficient use of land.
- Provide for cooperative government and intergovernmental relations amongst the national, provincial and local spheres of government.
- Redress the imbalance of the past and to ensure that there is equity in the application of spatial development planning and land use management systems.

SPLUMA Principles

SPLUMA also sets out important principles that guide spatial planning and land development within the district. These principles aim to ensure that spatial planning supports equitable, sustainable, and efficient use of land, while encouraging good governance and effective coordination between different spheres of government. The following are the principles of SPLUMA:

Figure 20: SPLUMA Principles Diagram



(Dykes Van Heerden Attorneys and Conveyancers, 2017)

Good administration

Inter-governmental coordination at all spheres is vital to ensure an integrated approach to spatial planning and land development is guided by SPLUMA. Transparent processes of public participation are required in the preparation and amendment of spatial plans, policies, land use schemes and procedures for development applications. It states that All levels of government must work together to integrate spatial planning and land development efforts, following SPLUMA's guidelines. Public participation must be transparent and inclusive when preparing or amending spatial plans, policies, or development applications. Government departments must align their inputs with other prescribed requirements.

Spatial Justice

This principle aims at redressing past spatial imbalances caused by the previous apartheid era policies. The policies at all spheres of government of must ensures inclusion of areas and people that were previously excluded e.g. informal settlements and former homelands areas. Land development processes must facilitate access to secure tenure and upgrade informal settlements, aiming for a more equitable spatial distribution.

Spatial sustainability

This principle aims to promote land development within fiscal, institutional and administrative means of republic. It ensures that special consideration is given to protection of prime agricultural land, align development with environmental management instruments, and ensure that land development is in accessible and sustainable locations. The principle also emphasizes limiting urban sprawl and considering the costs of infrastructure and services for both current and future generations.

Principle of efficiency

The principle aims at optimizing the use of existing resources and infrastructure while minimizing negative financial, social, economic and environmental impacts. Development procedures must be efficient, ensuring that reasonable timeframes are adhered to in considering proposals. Efficiency minimizes financial, social, economic, and environmental costs.

Spatial resilience

This principle promotes flexibility in spatial plans, policies and land use management systems are accommodated-ensuring sustainable livelihoods in communities most likely to suffer the impacts of economic and environmental shocks. Environmental shocks-natural disasters such as floods and earthquakes. Natural shocks-occurs incrementally resulting from climate change, which normally goes unnoticed due to the delay in the effects of their impacts. Plans should ensure that vulnerable communities can sustain livelihood despite these shocks.

Alignment

Spatial Planning, Land Management & Development (e.g. Municipal SDF and IDPs) must be grounded on the above principles. Municipal Spatial Development Frameworks (SDFs) and Integrated Development Plans (IDPs) must align with these principles, ensuring that spatial planning and land management contribute effectively to achieving set goals and objectives. For Frances Baard District

Municipality, the IDP is aligned with SPLUMA principles, adhering to the legislative and policy requirements during its review process.

6.11 DISTRICT DEVELOPMENT MODEL

The District Development Model (DDM) is facilitated through and anchored around the One Plan which seeks to:

- End siloed government planning and budgeting.
- Strengthen intergovernmental coordination.

- Align district development with the National Development Plan (NDP), National Spatial Development Framework (NSDF), Provincial Growth and Development Plan (PGDP), Integrated Development Plans (IDPs) and Spatial Development Frameworks (SDFs).
- Provide a single, integrated plan for people development, spatial restructuring, economic transformation, infrastructure investment and governance reform.
- The vision is an innovative district that improves quality of life through integrated planning, sustainable service delivery and inclusive economic development.
- Streamline planning and implementation at the district level across all three spheres of government.

It also aims to improve service delivery by promoting joint planning, coordination, and accountability among all stakeholders, including local municipalities, provincial governments, and state entities. In addition, the DDM promotes a **"One Plan and One Budget"** approach to ensure alignment between various development plans. This integrated approach is intended to support more effective planning and the successful implementation of projects.

Key Achievements and Actions:

- The Frances Baard District Municipality (FBDM) has taken on the responsibility of facilitating technical and political meetings, assisting with the compilation of the one plan, and ensuring progress reporting and coordination of catalytic projects.
- Technical and political coordination forums have been established and are regularly convened to monitor and coordinate the development and implementation of the plan.
- The "One Plan" has been gazetted for public inputs, and the catalytic projects identified in the plan are being implemented.
- Stakeholders are required to participate in developing and reviewing the plan, with FBDM ensuring proper consultation and communication.
- DDM Institutionalisation Road show was conducted after the adoption of the DDM regulations.
- Workstreams were convened (***Infrastructure Engineering, Governance, People Development, Economic Positioning & Spatial Restructuring***) to finalise the one plan review. Also assessed the status of the catalytic projects and identified new catalytic projects which will be recommended for approval by the political champions.
- The four workstreams consolidated the content for their respective focal areas, and the One Plan narratives were refined for each workstream. This process was guided by the outcomes of the quality assurance assessment conducted by DCoG and the Living One Plan guidelines.
- The final reviewed One Plan was endorsed by the District Municipal Council, advertised in the local newspaper (DFA), and uploaded on the Living One Plan portal in December 2025.

Local municipal councils are currently in the process of endorsing the final One Plan.

Challenges:

- **Poor integration and coordination:** programs and projects are not always well-integrated or coordinated, which can delay implementation and affect outcomes.
- **Lack of clarity on rationale:** some projects lack clear explanations of their purpose, making it difficult to align them with broader development goals.
- **Insufficient Collaboration:** There is a lack of full collaboration and integration among stakeholders, which hinders effective planning.
- **Spatial Mapping Requirements:** Many projects require spatial mapping, which may not always be available.
- **Skills Gaps:** There are gaps in the skills required to fully understand and implement the District Development Model effectively.

Overall, while significant progress has been made in the adoption and implementation of the District Development Model (DDM) One Plan within the Frances Baard District, addressing the remaining challenges will be critical to realising the model's full potential. Continuous stakeholder engagement, capacity building and strengthened coordination and integration among all spheres of government and key stakeholders will be essential to ensure the effective and sustainable implementation of the one plan going forward.

6.12 AGRI-PARK

The National Department of Rural Development and Land Reform (DRDLR) commissioned a Master Agri-Park Business Plan per district municipality to operationalise the Agri-Park in 44 District Municipalities. The Policy Discussion Paper Series – Agriculture Parks Models for the Capital Region CR-FAIR 2013, stated that “an Agricultural Park is a park that is accessible to the public providing recreational and wildlife habitat at the same time as providing space and opportunity for a range of food growing and educational opportunities” whereas, DRDLR 2015; defined Agri-park as a networked innovation system of agro-production, processing, logistics, marketing and training and extension services, located in district municipalities. As a network it enables a market-driven combination and integration of various agricultural activities and rural transformation services.

Agri-Park comprises of three basic units: -

- The Farmer Production Support Unit (FPSU). The FPSU is a rural outreach unit connected with the Agri-hub. The FPSU does primary collection, some storage, some processing for the local market, and extension services including mechanisation;
- Agri-Hub unit (AH). The AH is a production, equipment hire, processing, packaging, logistics and training (demonstration) unit; and
- The Rural Urban Market Centre Unit (RUMC).

The DRDLR stipulated the following strategic objectives of the Agri-park concept:

- Establish Agri-Parks in all South Africa's District Municipalities that will kick start the rural economic transformation for the rural regions;
- Promote growth of the smallholder sector by contributing to the new small-scale producers, as well as to the new jobs in agro-processing.
- Promote the skills of and support to small-holder farmers through the provision of capacity, mentorship, farm infrastructure, extension services, production inputs and mechanization inputs;
- Strengthen existing and create new partnerships within all three spheres of government, the private sector and civil society to develop critical economic infrastructure such as roads, energy, water, ICT and transportation/logistics corridors that support the agri-park value chain;
- Enable producer ownership of most Agri-Parks equity (70%), with the state and commercial interests holding minority shares (30%);
- Allow smallholder producers to take full control of Agri-Parks by steadily decreasing state support over a period of ten years;
- Bring under-utilised land (especially in Communal Areas Land and land reform farms) into full production over the next three years, and expand irrigated agriculture; and
- Contribute to achievement of the NDP's "inclusive rural economy" and target of one million jobs created in agriculture sector through creating higher demand for raw agricultural produce, primary and ancillary inputs, as well as generating increased downstream economic activities in the sector.

Thus, Department of Rural Development and Land Reform identified Warrenton in Magareng Municipality as the location of the Frances Baard District Municipality (FBDM) Agri-Hub and is ideal to serve as a Rural Urban Market Centre Unit (RUMC). The three main commodities are Horticulture, Poultry and Livestock produce. The areas identified as a Farmer Production Support Unit (FPSU) are Jan Kempdorp in Phokwane municipality, Barkly West in Dikgatlong municipality

and Ritchie in Sol Plaatje. The department assessed the viability of the proposed site and developed the Master business plan, which promotes the following objectives within FBDM:

- Development of a black class farmer in terms of technical expertise ability to supply the market sustainability and at the desired market quality.
- Support emerging black farmers working in joint venture to supply the Agri-Park.
- Private farmers to join the Agri-Park as a lucrative investment opportunity.
- To develop partnerships with other government stakeholders to develop critical economic infrastructure such as, roads, water, energy, ICT and transportation/logistics that support the Agri-Park value chain.

The FPSUs were operationalised as the first leg of the Agri-Parks Programme.

The Department has established 27 FPSUs, with each province having at least two or three FPSUs. The main idea behind the FPSU Model was household mobilisation, profiling, participatory planning services, business planning services for rural farmers and enterprises, and production plans for farmers.

The purpose of profiling was to lead to more effective policy planning and service delivery. It consists of gathering information on living conditions of households and their members in the various communities. The focus is on the most deprived rural areas. Results from profiling allow the Department to understand the make-up of the communities; select businesses and farmers to participate in the economic opportunities; and identify individuals from the communities who have got relevant skills to participate in employment and skills development opportunities.

Challenges:

- Limited understanding amongst stakeholders of the Agri-hub/park business model.
- Limited understanding of the scale of agri-parks in relation to spatial spread of agri-hubs and Farmer Production Support Units (FPSU).
- Lack of clear directives amongst stakeholders as to the agri-parks ownership and governance.
- Gradual implementation of the Agri-park concept due to limited resources.
- Unclear on the ownership of Agri-Parks Assets (existing and to be developed).
- The implementation team has not yet fully engaged with the community.

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