

INTEGRATED DEVELOPMENT PLAN

2012/13 - 2016/17



FRANCES BAARD

District Municipality / Distriksmunisipaliteit
Masepala wa Sedika / U Masepala We Sithili

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FOREWORD

The local government election of 18th May 2010 ushered in the third generation of democratically elected councilors since December 2000. The mandate given to our councilors by their constituencies is enormous; the milestone set by our predecessors is unparalleled, rendering the task for the present Council even more daunting.

With the advantage of hindsight I dare say Frances Baard District Municipality has arrived! It is estimated that about 96% and 92% of the households in the district has access to clear water and proper sanitation facilities respectively. Furthermore over 84.6% of the households in the district have access to electricity. These statistical figures are a testimony of what has been achieved in the last decade of local government and I dare say that FBDM is determined to achieve our National Vision 2014 targets and the Millennium Development Goal targets by 2014 and 2015 respectively.

However, the task ahead remains challenging given our regional context; for example, the majority of our people have low levels of education – about 88.8% of the population have some form of schooling; and over 41.4% of the labour force is semi-skilled or unskilled, giving rise to high levels of unemployment (27.9%) in the district and nearly 40% in Dikgatlong municipality. Furthermore HIV/AIDS prevalence in the district stands at about 19.8%.

These are the socio economic realities of our district and demonstrate the magnitude of the issues that this council has to grapple with during its term of office.

In this strategic planning document (IDP) Council has extensively analyzed the burning issues of the district and identified the most economical, effective and efficient strategies of promoting development in the next 5 years. Resources are scarce and limited but with the determination and dedication of officials coupled with the enthusiasm and unwavering political support of councilors, FBDM shall overcome!!

Thank you.



K Moloi
Executive Mayor

CHAPTER 1: BACKGROUND

1.1 INTRODUCTION:

Frances Baard District Municipality is the smallest district in the Northern Cape. However, it accommodates the largest proportion of the population of the province, giving it the largest population density. It has Four Local Municipality that falls under it, namely: Sol Plaatje (Kimberley), Dikgatlong (Barkly West), Magareng (Warrenton) and Phokwane (Hartswater). The total geographical area of the municipality is 12, 384 Square Kilometers (KM) and accounts for 3, 4% of the total area of the Northern Cape Province.

1.2 THE IDP FRAMEWORK:

According to section 27(2) of the Municipal Systems Act, the framework plan binds both the district and the local municipalities. The IDP Framework outlines the parameters within which Integrated Development Plan is prepared

Vision:

“To be a municipality with a clear development focus to improve the quality of life of all communities in the district”.

Mission:

“To promote the quality of services and thereby improving the standard of living of all its communities by:

- *Promoting social and economic development.*
- *Promoting the provision of sustainable, affordable and optimal quality of service.*
- *Utilizing all available resources economically, efficiently and effectively.*
- *Effective community participation of all stakeholders”.*

According to Chapter V of the Municipal Systems Act (32) of 2000 all municipalities are required to prepare Integrated Development Plan as a strategic tool to manage the affairs of the municipality. As the Integrated Development Plan is a legislative requirement, it has a legal status and it supersedes all other plans that guide development at local government level. This is the 5 year plan of the third generation of the IDP. (DPLG 2001:4)

The concept of Integrated Development Planning has its roots from the United Nation Conference on Environment and Development held in Rio de Janeiro in 1992. The Rio-

Conference adopted Agenda 21 as a blue print for sustainable development. All member states were called upon to implement Agenda 21 by developing locally tailored-Agenda 21 called Local Agenda 21. South Africa embraced the principles of Agenda 21 in developing Integrated Development Plans; thus rendering IDP's – Local Agenda 21 for South Africa. Furthermore Agenda 21 principles are embedded in the Constitution of South Africa and in many other legislation of the land.

Thus integrated development plan derives its mandate from the following international, national and local frameworks:

i) International:

- Agenda 21 – UN Conference on Environment and Development (Earth Summit)
- Habitat Agenda – UN Conference on Human Settlement (Habitat II)
- World Summit on Sustainable Development 2000
- Copen 15 – World Summit on Climate Change 2009
- Copen 16 – Climate Change workshop 2010
- Copen 17 – World summit on climate change 2011

ii) National:

- The Constitution of South Africa 1996
- The White Paper on Local Government 1998
- The Municipal Structures Act 1998
- The Municipal Systems Act 2000
- The Municipal Planning and Performance Management Regulation 2001
- The National Environment Management Act 1998
- The Municipal Finance Management Act 2003
- The National Spatial Development Perspective (NSDP) 2006
- The Medium Term Strategic Framework 2009-2014
- Delivery agreement: Outcome 9

iii) Local:

- The Northern Cape Provincial Growth and Development Strategy (NCPGDS)
- The Frances Baard District Growth and Development Strategy (FBDGDS)
- Provincial Sector Plans and Programmes
- Local municipalities' Integrated Development Plans

1.2.1 The objective of Integrated Development Plans (IDP's):

Section 152 (1) (c) of the Constitution of South Africa 1996 requires municipalities to promote social economic development of the areas under their jurisdiction. To facilitate this Chapter V of the Municipal Systems Act 2000 requires municipalities to prepare Integrated Development Plans for their administrative areas. Integrated Development Plan is a five year principal strategic planning instrument which guides and informs all planning, budgeting, management and decision-making in a municipality.

1.2.2 Integrated Development Plan's stakeholders:

Collective and coordinated public participation is the keystone in ensuring democracy and good governance. Section 152 of the Constitution of South Africa 1996 enumerates a number of objectives of Local Government including establishing representative and participatory democracy, addressing poverty and inequality and promoting local economic development and social development. Furthermore the White Paper on Local Government 1998 and the Municipal Systems Act 2000 collectively make provision for the participation of all interested parties in the preparation, adoption and implementation of IDPs. The following structures have been instituted and adopted within Frances Baard District Municipality.

a) IDP Steering Committee:

The municipal IDP Steering Committee is constituted depending on the planning activities needed thereof and it is constituted when need arise and is functional base

Steering committee is chaired by the Municipal Manager appointee or representative or the manager of that project.

Functions:

The IDP Steering Committee of the municipality undertakes the following tasks:

- Prepares terms of reference for various planning activities.
- Commissions research studies.
- Assesses and comments on inputs from study teams, consultants and sub-committees.
- Assesses and comments on inputs from provincial sector departments.
- Makes content recommendations.
- Prepares and facilitates meetings.

b) 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 Executive Committee or a member of the committee appointed by councilors. It consists of the following representatives:

- Executive Mayor
- Mayoral committee
- Mayors from Local Municipalities
- MM of the Local Municipalities
- Member of the Executive Committee
- Councilors
- Head of Department and senior officials
- Stakeholder representative of organized group
- Resource persons

1.3 IDP PROJECTS - 2011/2012: IMPLEMENTATION PROGRESS REPORT

All the municipalities in the district are currently implementing IDP projects which may be summarized as follows:

TABLE 1: MUNICIPAL IDP PROJECTS 2011/2012

		COMPLETED	IN PROGRESS	NOT STARTED	%	COMMENTS
SOL PLAATJIE LOCAL MUNICIPALITY						
Landscaping Galeshewe Day Hospital	700, 000.00	✓			100	Project completed.
SMME Village Galeshewe			✓		33	Roof wood work structure is 100% completed and roof is 80% fitted on the Mpitsang and Tyala Street Units.
Galeshewe Sport Node	2, 000, 000.00		✓		95	The contract with Tlhabololo Technologies is formally terminated and we have resolved to implement the project in house. (Original Budget by National Treasury is R3, 000,000)
Parks	1, 800, 000.00	✓			100	Only 50 % of the parks were moved due to poor supervision. Parks were irrigated except those that don't have sufficient irrigation systems.
Galeshewe Greenbelt Development	5, 000, 000.00			✓	0	National Treasury declined the project plans submitted by Sol Plaatje Municipality.
Galeshewe Stadium Upgrade	3, 000, 000.00			✓	0	National Treasury declined the project plans submitted by Sol Plaatje Municipality.
Street Upgrade Greenpoint	1, 500, 000.00		✓		23	Three streets were patched and resealed namely Witroad, Morula & Dutch Reformed. Second Phase will start in Mid January 2012.
			✓			Detention wall, irrigation system,

		COMPLETED	IN PROGRESS	NOT STARTED	%	COMMENTS
Landscaping Roodepan	1, 500, 000.00				13	planting of grass, installation of garden furniture & dustbins are completed. Playground equipment is still outstanding.
GLIP (Galeshewe Light Industrial Park)	2, 000, 000.00			✓	0	National Treasury declined the project plans submitted by Sol Plaatjie Municipality.
Playground Equipment Parks	331, 000.00		✓		21	The playground equipment will be delivered and installed in mid January 2012.
Additional Bulk Electricity (80MVA) and Network Upgrade	49, 000, 000.00			✓	0	The line structure type has been changed to save space. Awaiting approval for the new 132kV line route.
High Mast Lighting (Proj 70)	1, 500, 000.00		✓		38	Gregory Park High Mast : Project carried over from previous financial year Donkerhoek Street Lights: Project completed Tsweleng 2× High Mast Lights: 50% of Project completed Witdam Housing 1× High Mast Light: Excavation of hole to be done in January 2012
Upgrade of Substation at Ashburnham	12, 500, 000.00		✓		30	Worley Parsons was appointed as Project Managers for the project. They are currently compiling the tender documents in order to appoint a service provider for the construction of the project. Tender documents was completed and advertised. The closing date of the tender is October 2011. The BEC for the evaluation of the tenders is scheduled for 8/12/2011. The functionality of the tenders will be addressed by the BEC after which the prices will then be taken into

		COMPLETED	IN PROGRESS	NOT STARTED	%	COMMENTS
Control Panels/Switchgear at Southridge S/S		✓			100	consideration. Close out certificates have been sent to consultants for completion.
Upgrading Silson Road Substation				✓	0	11kV Switching panels have been ordered and awaiting delivery by end January 2012.
Electrification of Soul City	2, 500, 000.00	✓			100	Project was completed end June 2011 (previous financial year) and remaining funds will be utilized as top up funding for Donkerhoek and Tsweleng electrification.
Electrification Donkerhoek (521)	3, 803, 300.00		✓		21	Contractor to build MV and LV overhead network appointed. Awaiting delivery of 12m poles before project can start. Electrified 9+37 houses using existing low voltage infrastructure.
Electrification of Tsweleng (493)	4, 200, 000.00		✓		51	Contractor nearing completion with construction of my overhead network. Received 3× drums of abc conductor which is being installed. Still awaiting delivery of low voltage abc. 2×11kv Panel installed in Galeshewe substation. 11kv Cable to be installed in January 2012. Slabs have been delivered. Additional funding from SPM need to complete project.
Electrification of Greenpoint 10/11		✓			100	Project completed and completion report has been submitted to close off project.
Department of Energy (DoE) Integrated National Electrification Programme Grant	10, 000, 000.00					These funds will form part of the funding provided by the SPM for the additional 80MVA bulk supply from Eskom.

			COMPLETED	IN PROGRESS	NOT STARTED	%	COMMENTS
Electricity Demand Side Management (Eskom)	Grant	5, 000, 000.00		✓			
Kamfersdam Reduction	Water	8, 000, 000.00				44	Permission to cross land of farms with servitude has been obtained although agreements have not been finalized. Only 1leak on 600mm pump line from Riverton still a problem. Pipe jacking under railway line completed. The 70.99% expenditure is based on the first phase of the project which comprises of the construction of a 700mm diameter pipe over a distance of 8km from Homevale WWTW. However the 44% progress is based on the entire project progress.
Donkerhoek Services				✓		86	First hand over took place, waiting for contractor to rectify defects.
Beaconsfield Waste Water Treatment Works	Upgrade	7, 500, 000.00		✓		51	Construction of Civil work progress. VO for refurbishment of digester roof on inside has been finalized and work completed. Chlorine contact channel 80% completed. E&M contractor has started with pump station and cabling. The project will complete by end of April 2012.
Ritchie: Waste Treatment Works	Water	15, 250, 000.00		✓		54	MIG has approved the budget maintenance application and confirmation received. Construction to be proceeded with from 5/12/2011. The contractor has already started with the earthworks and the fencing of the construction site. The 54% progress is based on the project planning and design but not physical progress on site.
Promise land (700 erven:				✓			Project was originally planned as a

					%	COMMENTS
		COMPLETED	IN PROGRESS	NOT STARTED		
water)		5, 300, 000.00			99	combination of labour intensive and conventional methods. 700 Erven have been serviced. This project has been changed to a full scale Labour Based Project. Project completed in November 2011 and the contractor is now busy with some additional work which comprises of natural water drainage from the area.
Riverton Water Purification Works		8, 500, 000.00	✓		31	Tender for low lift pumps has been awarded and site handed over. Procurement and manufacture in progress. Tender for Refurbishment of Newton Reservoir Phase 1 has been awarded and site handed over. Opening of existing services has started.
Water Zone Metering (Non Revenue Water Minimization Project)		6, 000, 000.00	✓		51	Delays (about 20 weeks) experienced in getting proper links between cadastral map information and billing records. A spatial link is required between the billing records and the cadastral stands on a map. The 51% progress is based on the project planning stage which is the design and tender documentation but not the physical progress on site.
Counter funding MIG/NDPG		3, 000, 000.00				Funding has been utilized as counter funding to the Homevale WWTW Upgrade (15MI) project.
Upgrading of municipal flats in Ward 23		1, 850, 000.00 for 3 ward-based projects	✓		100	Refurbishment Projects at Holland, Tiffany and Newton Courts at plenary and design stages. Projected for Implementation from mid February to June 2012.
Upgrading of 50 toilets in Ward 19			✓		26	Progress is satisfactory.
			✓			Meeting with MM, ED-Infrastructure,

						COMMENTS
		COMPLETED	IN PROGRESS	NOT STARTED	%	
Planning and Surveying Diamant Park 230 erven					29	ED-SEDP and MVD Kalahari (24 October 2011) for resurrection of the project. MVD Kalahari to submit report for progress on 24 November 2011. Community Development Forum must first be established before any further progress can be made. The meeting is envisaged for 16 or 17 November 2011.
Homevale WWTW Upgrade (15M)	80, 035, 000.00		✓		89	Contract 1: Completed Contract 2: Completed Contract 3: Completed. Problems relating to SCADA systems were experienced Contract 4: Completed. VO landscape is 100% complete Contract 5: Completed. Problems relating to SCADA and E&M systems were experienced
Replacement programme: IT Hardware	325, 000.00		✓		36	Additional disk storage: Tender awarded to CEOS Technologies and still awaits delivery on equipment.
GIS Hardware Replacement and New Software	525, 000.00			✓	0	
New Cemetery: Detail Planning and Fencing			✓		90	Planning of new cemetery site and MIG business plan completed. 1039 fencing columns planted, 1039 concrete footings cast, 355 devils fork panels installed, 189 devils fork panels delivered. Contractor failed to deliver on his commitments.
New Refuse Truck	1, 400, 000.00		✓		67	No responsive bids received after twice going out on tender for Refuse Compactor- advised to deviate by BEC.
Water Tanker	2, 400, 000.00					Water tanker will only be completely built and delivered in 2012/2013

						COMMENTS
		COMPLETED	IN PROGRESS	NOT STARTED	%	
						financial year.
		MAGARENG LOCAL MUNICIPALITY				
Purchasing of Refuse Removal Truck	1,600,000.00 (Capital Project)					All funds are committed
Electricity Master Plan	270,000.00 (Capital Project)					Project has been withdrawn
Maintenance on Water Treatment Plant	300,000.00		✓			
Maintenance on Waste Water Treatment Plant	300,000.00		✓			
Maintenance on Electricity Network	300,000.00		✓			
Maintenance on Water and Sewer Network	250,000.00		✓			
Maintenance on Streets and Stormwater in Warrenton	1,650,000.00		✓			
Ikhutseng Upgrading of Internal Roads Network	18,985,766.26 (Capital Project)		✓			
Ikhutseng and Warrenville Upgrading of Internal Roads Network	5,720,349.00 (Capital Project)		✓			

						COMMENTS
		COMPLETED	IN PROGRESS ✓	NOT STARTED	%	
Provision of basic sanitation to unserviced stands in Warrenton	8, 692, 000.00 (Capital Project)					
RDP Houses	(Capital Project)					
PHOKWANE LOCAL MUNICIPALITY						
Water and Sanitation for 1450 stands	20, 513, 740.36		✓		74	Water reticulation has been completed, Sanitation is still in progress.
Construction of bulk sewer pipe line for 1450 sites	6, 083, 636.00		✓		90	Busy with construction of pump station.
The upgrading of Jan kempdorp waste water treatment plant	8, 038, 900.00		✓		90	Civil works have been completed; Mechanical and Electrical works have started.
Masakeng 840 sites sewer reticulation network				✓		Business plan to be submitted to COGHSTA for additional funding.
Upgrading of streets and storm water Pampierstad	3, 638, 063.45		✓			The project is not implemented this financial year due to funding constrains.
Guldenskat township establishment			✓			Finished pegging awaiting finalization of EIA and the town planning process.
CBD Revitalization			✓			Business plan approved by National Treasury, need to apply for Capital Grant and identification of other funders
			✓			In the process of compiling a business

						COMMENTS
		COMPLETED	IN PROGRESS	NOT STARTED	%	
Valspan and Pampierstad CBD Revitalization business plan						plan
Housing project Jan kempdorp/Valspan (1000)	R6,8 million expenditure to date R5, 855, 801.80		✓			984 houses have been completed. The project will be finished in 2011/12 financial year.
Housing project Sakhile 1450	35, 000, 000.00		✓			550 houses completed; 150 houses under construction. Another 550 houses have been completed and handed over to beneficiaries.
Kingston 604, informal settlement upgrading	Not budget for the 2012/2013 financial year from COGHSTA but services will be budgeted for 2013/2014 financial year		✓			EIA has been approved
Magogong Station Township Establishment			✓			Awaiting SG approval of the layout and the advertisement of the rezoning and subdivision process
Hartswater Cemetery Extension		✓				Completed
South Eastern Development				✓		Negotiation stage, with land owners
Electrification project						1200 connections has been made, the project is still underway

						COMMENTS
		COMPLETED	IN PROGRESS	NOT STARTED	%	
Masakeng 1348			✓			Project is underway
Hartswater new landfill site development						The project is finished the lights will be switched on, on the 24th January 2012
Kingston Electrification Project 684 Households		✓				Complete
Land Audit			✓			Awaiting outcome of 24 G application from DEAT
Bonita Park 127						Negotiation stage
Jan kempdorp 100 sites, settlement planning	Not budget for the 2012/2013 financial year from COGHSTA					
Electrification Project Ganspan						Ganspan electrification has been completed.
Vaalharts Revitalization Project						No update
Sakhile Electrification Project						
DIKGATLONG LOCAL MUNICIPALITY						
Barkly West - Water Treatment Works: Refurbishment of Sand Filters - The design report has been received and will be approved by 16 March	1, 412, 000.00 (Capital Project)		✓		25	Design report received for evaluation by client. Approval given by 16 March 2012. Advertise tender end March 2012

		COMPLETED	IN PROGRESS	NOT STARTED	%	COMMENTS
2012. Plan to go out on tender 23 March 2012			✓			
Maintenance Water Treatment Works	550, 000.00 (Operation and Maintenance Project)				40	
• Potable Water Testing Equipment Barkly West & Windsorton WTW - complete						
• Repair Pump & Soft Starter Barkly West WTW - complete						
• Repair electrical panel at Windsorton WTW - complete						
• Service & Calibration of existing Water Treatment Equipment -in process						
• Manhole & bulk water meter - complete						
Maintenance of WTW buildings - in process			✓			
Maintenance Waste Water Treatment Works	400, 000.00 (Operation and Maintenance Project)				10	
• By pass line oxidation ponds - to start end March						

						COMMENTS
		COMPLETED	IN PROGRESS	NOT STARTED	%	
2012						
<ul style="list-style-type: none"> Cleaning of waste water treatment works - complete Repair soft starter at Barkley West WTW - in process Service and repair gearbox & motors of aerator in process Repair dosing pumps-in progress 			✓			
Maintenance Water and Sewer Networks	300,000.00				70	
<ul style="list-style-type: none"> Chemicals for UDS toilets Procure Faulty Water Meters - in process 	(Operation and Maintenance Project)					
Repair PLC Longlands - complete						
Maintenance Streets and Stormwater Drainage	700,000.00		✓		35	
<ul style="list-style-type: none"> Blading of roads Procurement of road signs 	(Operation and Maintenance Project)					
Repair & maintenance of paved roads - in process of preparing materials						

CONCLUSION:

The above information further gave evident that the provision of basic services dominates in all the municipalities.

1.4 SUMMARIES OF INTEGRATED DEVELOPMENT PLANS OF LOCAL MUNICIPALITIES:

The present sets of the IDP are the five year strategic plans for new councilors who came into the office in 2012. In order to facilitate IDP alignment, the district IDP and Local Municipalities Integrated Development Plans need to inform each other. District IDP must take cognizance of the priority issues of Local Municipalities as demonstrated below.

1.4.1 Dikgatlong Municipality

Dikgatlong Local Municipality (DLM) is a category B municipality with seven wards. The municipal area consists of the disestablished municipalities of Barkly West, Windsorton, Delportshoop and a portion of the former Diamantveld District Council.

The head office of the municipality is situated in the town of Barkly West that is approximately 35-km north-west of the city of Kimberley on the northern bank of the Vaal River. Barkly West is situated on the growth corridor Kimberley-Postmasburg and agriculture and mining form the economic basis of the area. The Municipal area covers approximately 2377 km² and borders with the Magareng Municipality in the north-east and Sol Plaatje in the south-east.

The priority issues for Dikgatlong municipality for 2012-2013 may be summarized as follows:

PRIORITY ISSUES 2011-2012	PRIORITY ISSUES 2012-2013
<ol style="list-style-type: none"> 1. Water 2. Housing and Land 3. Sanitation 4. Electricity and lights 5. Storm water drainage and roads 6. LED/special projects 7. Health and welfare 8. Sports, recreation, arts and culture 9. Safety and liaison 10. Education and training 11. Waste management 12. Communication 13. Cemeteries 14. Disaster Management 15. Institutional Development 	<ul style="list-style-type: none"> Roads & Storm water Housing Community Halls Early Childhood Development Taxi ranks Township Development Electricity & lights Refuse and waste Agriculture Site Development (services) Parks and open spaces Sanitation Cemeteries Recreational facilities Public amenities Clinics Road signage Water Disaster management

1.4.2 Magareng Municipality

Magareng Municipality is situated approximately 77 km from Kimberley on the banks of the Vaal River. The N12 National Road between Kimberley and Christiana as well as the N18 route to Vryburg passes through the centre of town. The municipal area comprises an urban node, villages and farms. The urban nodes consist of Warrenton, Warrenvale and Ikhuseng. Small agricultural villages have been established throughout the municipal area of which Bullhill, Fourteen Streams, Sydney's Hope, Windsorton Station, Moleleko's Farm, Nazareth and Hartsvalei Farms are the most prominent. The rest of the area comprises mainly mixed farming. The area of jurisdiction is approximately 1542 km²

The priority issues for Magareng municipality for 2012-2013 may be summarized as follows:

PRIORITY ISSUES 2011-2012	PRIORITY ISSUES 2012-2013
<ol style="list-style-type: none"> 1. Housing 2. Roads and storm water 3. Health facilities 4. Water provision 5. Land distribution 6. LED, food security and job creation 7. Sanitation provision 8. Electrical provision 9. Safety and security 10. Waste management 11. Recreational facilities 12. Public transport 13. Government services 14. Social development 15. Service delivery 16. Disaster management 	<ol style="list-style-type: none"> 1. Performance management system 2. Infrastructure development 3. Project management 4. Educational facilities 5. Health facilities 6. Local Economic Development 7. Youth development 8. Disaster management 9. Land distribution 10. Sports and recreation 11. Safety and security 12. Housing provision

1.4.3 Phokwane Municipality

Phokwane Local Municipality is the only cross-border municipality in the area. The Northern Cape and the North West Provinces share the cross-border area, which includes Pampierstad. Hartswater is the administrative centre and is centrally located approximately 110 km north of Kimberley and 92 km south of Vryburg. The towns of Hartswater, Jan Kempdorp, Pampierstad and Ganspan are the main residential areas in the municipality. Economic activities are mainly agricultural, varying from stock farmers in the dry areas to irrigated crops in the Vaalharts irrigation scheme. Phokwane Municipality has a high potential for economic growth in the district after Sol Plaatjie Municipality

The priority issues for Phokwane municipality for 2012-2013 may be summarized as follows:

PRIORITY ISSUES 2011-2012	PRIORITY ISSUES 2012-2013
<ol style="list-style-type: none"> 1. Water 2. Sanitation 3. Storm Water 4. Rebuilding of irrigation system-Ganspan 5. Housing 6. Roads 7. Multi Purpose Centre 8. Job Creation 9. Land(Grazing) 10. Sports and recreational Facilities 11. Education 12. Health services 13. Electrification/Energy Source 14. Environment Management: Global Warming 15. Institutional Transformation 16. Disaster Management 	<ol style="list-style-type: none"> 1. Recreational Facilities 2. Housing 3. Roads 4. Education 5. Land 6. Water 7. Health Facilities 8. Unemployment 9. Maintenance and Security 10. Clean Up Campaigns 11. Infrastructure Development 12. Institutional Development 13. Youth Development

1.4.4 Sol Plaatje Municipality

The Sol Plaatje Local Municipality comprises a large urban node in the form of Kimberley, villages and farms. Kimberley is the administrative centre of the Municipality. The economic activities consist of several retailers, industries as well as mining and farming. The SPLM accommodates approximately 247 000 people.

Sol Plaatje is a major contributor to the economy of the Province and accounts for 28.9% of total provincial Gross Domestic Product (GDP) in 2009 - and 82.1% of Frances Baard District Municipality (DM)), Sol Plaatje LM certainly is encumbered with ensuring that the Province as a whole reaches its accelerated growth objectives. Sol Plaatje Local Municipality is the largest local municipality in the Frances Baard District Municipality (Global Insight: 2010).

Over the years Sol Plaatje municipality decided to adopt a different approach in preparing its IDP – different from the approach adopted by municipalities in the district. Instead of identifying community priority issues, it preferred instead to cluster development into themes i.e. Institutional Building Programme, Service Delivery Programme, etc.

1.4.5 District-wide priority issues

The district-wide priority issues are a combination of the priority issues of the local municipalities. The combination of Local Municipalities to produce District Priority Issues strengthen the process of alignment between the district integrated development plan and the IDP's of local municipalities.

On this basis the district-wide priority issues for 2012-2013 may be summarized as follows:

PRIORITY ISSUES 2010-2011	PRIORITY ISSUES 2011-2012
<ol style="list-style-type: none">1. Water2. Housing/Land3. Sanitation4. Roads and storm water5. LED/Job creation6. Health7. Electricity8. Sports, arts and culture9. Safety and security10. Education11. Cemeteries12. Solid waste disposal/waste management13. Disaster management	<ol style="list-style-type: none">1. Roads and Storm Water2. Land/Housing3. Water4. LED5. Infrastructure Development6. Health7. Recreational Facilities8. Electricity9. Education10. Sanitation11. Safety and Security12. Refuse an Waste Management13. Youth Development14. Disaster Management15. Agriculture

CHAPTER 2: SITUATIONAL ANALYSIS

2.1 SITUATIONAL ANALYSIS

Background

The Northern Cape has a surface area one third the size of SA, yet it is inhabited by only 2, 2% of the country's population. The Northern Cape Province is the largest province, with an estimated population of 1,096,731 people; which is the smallest share of the South African population (*Statistics SA, Midyear population estimates 2011*).

Frances Baard District Municipality is one of the five districts in the Northern Cape Province. The District is bordered on the eastern side by the North West and Free State Provinces and accommodates a population of approximately 353, 198 people (*Community Survey, 2007*).

Frances Baard District Municipality is the most populated district in the province with a 33.4% of the province population distribution. The district comprises of four local municipalities with the population distribution estimated as follows: Magareng (22 000), Dikgatlong (42 000), Phokwane (50 000) and Sol Plaatje (244 000) with the highest population (*Quantec Research Data of 2011*).

2.1.1 Demographic Composition:

The population of Frances Baard is fairly equally distributed with 49.6% males and 50.4% females. The population of the district is similar to that of most developing economies; it is dominated by a young population. Thus a third (30%) of the population is 15 years old younger and about 65% of the population is Economically Active¹ (16-64 years) and 5.4% of the population are pensioners. The Economically Active age group has increased from about 203,000 people in 2000 to almost 236,000 people in 2010 (*Quantec Research, Standardized Regional Data, 2011*).

2.1.2 Economic Analysis:

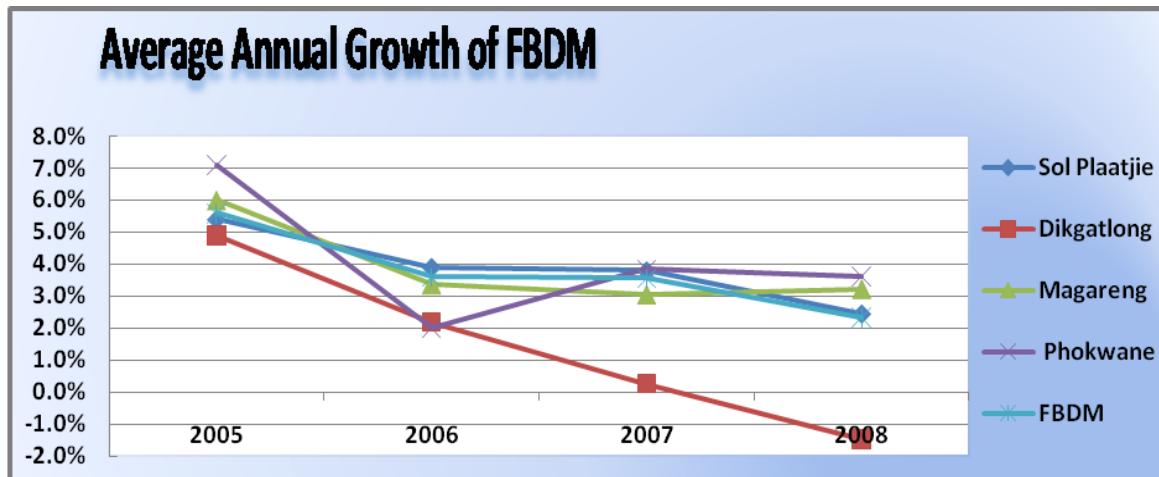
The Northern Cape Province recorded a 2.1% annual economic growth rate which is 1.5% lower than the average South African Growth Rate of 3.6%. The Northern Cape Province's largest economic contributor is the primary sector (mining and agriculture) which contribute 32.2% followed by the secondary sector (manufacturing and construction) which contributes 7.3% and lastly the tertiary sector which contributes 51% of the Provinces' Economy (*Statistics SA: GDP p0441: 2010*).

The Gross Domestic Product indicates the value of services and goods produced within the geographic boundaries of an area during a period of one year. Frances Baard District Municipality is the strongest economic region in the province, accounting for 36% of the

¹ The term economically active means the population that is employed or actively seeking employment.

provincial gross domestic product (GDP). The Major contributor to the regional GDP is Sol Plaatje (74%), followed by Phokwane (15%), Dikgatlong (8%), Magareng (2%) and the District Management Area (1%).

GRAPH 1: AVERAGE ANNUAL GROWTH OF FBDM

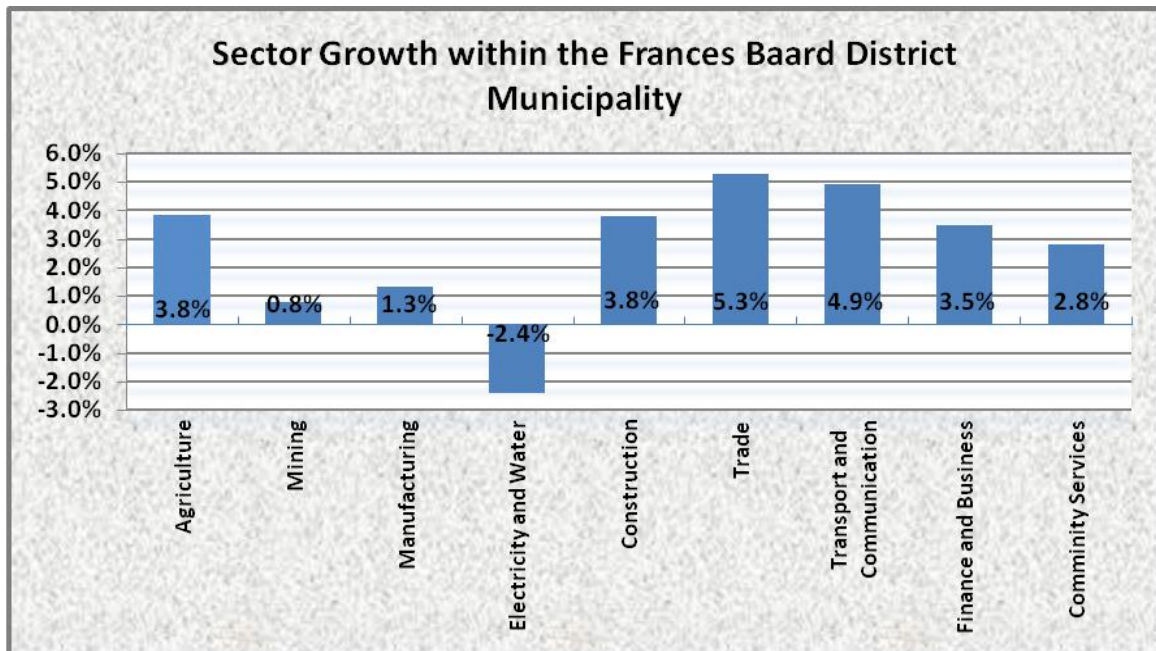


Source: GLOBAL INSIGHT, 2011

In terms of correlation and trend, we see from Graph 1 that the only lagging economy is Dikgatlong which has been on a worrying decline since 2005. Other than Dikgatlong, there has been a moderate slow down in the economic growth of other Municipalities

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.

GRAPH 2: SECTOR GROWTH WITHIN FBDM



Source: GLOBAL INSIGHT, 2011

Graph 2, on the Sector Growth of the District, provides a picture of the sector performance in the District. It is evident that the tertiary industries have been performing the best followed by primary and lastly the secondary, especially the electricity sector which provides a negative growth rate.

2.1.3 Labour and Employment Analysis:

The unemployment rate indicates the number of people who are without employment as a percentage of the total economically active population. The Frances Baard DM has an unemployment rate of 27.9%, similar to that of the Northern Cape. Furthermore the Dikgatlong LM has the highest unemployment rate (39.7%) within the District Municipality as compared to the other local municipalities. The main contributing factor to the low levels of employment in Dikgatlong LM is the high percentage (86.2%) of labour force that has not obtained a Grade 12 Senior Certificate and Higher Qualification, resulting in a primarily unskilled labour force (*Quantec Research, Standardized Regional Data, 2011*).

The largest portion of formally employed persons in Frances Baard are skilled (44.7%), followed by semi- and unskilled (41.4%) workers. Only 13.9% of local workers are considered to be highly skilled.

2.1.4 Education

Education is a means to expand the range of career options a person may choose from and has a direct influence on a person's income and ability to meet basic needs. It is thus an important indicator of human development.

In 2010 the majority of the adult population (population aged 20 years and older) living in Frances Baard (88.8%) had some form of schooling; however 11.2% of the District adult population had no form of schooling (*See Table 2*). Only 26.6% of the Frances Baard adult population had obtained some Primary schooling, and only a limited portion of the District adult population (22.7%) had obtained Grade 12. This has led to a large portion of the adult population remaining unskilled. Consequently the labour force of the Frances Baard DM is primarily unskilled; this results in the majority of the population to be employed in semi- and unskilled occupations (not in high income occupations).

TABLE 2: EDUCATION LEVELS

Level of Education	Northern Cape	Frances Baard DM	Sol Plaatjie LM	Phokwane LM	Magareng LM	Dikgatlong LM	DMA (Incorporated into Dikgatlong LM)
No Schooling	12.2%	11.2%	9.0%	17.7%	14.5%	13.4%	27.5%
Some Primary	30.0%	26.6%	24.1%	31.0%	30.9%	32.9%	37.6%
Grade 7/ Complete Primary	7.7%	7.1%	7.0%	7.1%	7.8%	7.9%	5.2%
Some Secondary	31.2%	32.4%	33.6%	27.6%	32.7%	32.0%	14.9%
Grade 12/ Complete Secondary	12.4%	15.7%	18.5%	9.9%	10.3%	10.0%	5.4%
Higher	6.6%	7.0%	7.8%	6.7%	3.9%	3.7%	9.4%

Source: QUANTEC RESEARCH, 2011

The Local Municipalities within the Frances Baard District show the same trend as the District, however, the former DMA area has the highest percentage of the adult

population with no schooling (27.5%) and the Sol Plaatje LM has the highest percentage of the adult population with Grade 12 / complete Secondary schooling in the District (26.3%).

The Sol Plaatje LM and the Phokwane LM have proportionately more adults with a higher degree (Tertiary education) compared to Dikgatlong and Magareng. Only 9.9% of adults in Phokwane have completed Grade 12 while 6.7% have obtained a tertiary qualification.

2.2 SWOT Analysis:

The Frances Baard District Municipality has potential for economic development. According to the Northern Cape Business Development's Economic Overview of the Northern Cape, 2010/2011, the analysis is highlighted as follows:

a) Strengths

Less than a tenth of the district is transformed by urbanization, mining or cultivation; more than 80% of land is available for wildlife-related activities, tourism or livestock farming. Possible economic projects are nature-related tourism (Dikgatlong); conservation and related industry (DMA); agricultural-related tourism (Phokwane); small-scale farming and water-related tourism (Magareng); and heritage and mining industries (Sol Plaatje).

b) Weaknesses

The district suffers from low levels of education. It is estimated that about 37.8% of those aged 20 years and above have had no schooling or have only completed primary school and only 22.7% have Grade 12 or higher qualification. This poor education standard has given rise to high levels of unskilled labour. As a result the district suffers from high levels of unemployment and low levels of wages for those who are employed. It is estimated that about 58.8% of those who are employed in the district earn less than R3,200 per month.

c) Opportunities

-Manufacturing

The manufacturing sector has tremendous potential for growth, due to the abundant supply of primary products from the mining and agriculture sectors. In addition the abundance of relatively cheap land and the transport infrastructure are an added advantage in the growth of the secondary economy.

-Upgrading of tourist facilities

The district has plenty of pristine open air, water schemes, escarpments and rich cultural heritage; which offers attractions for adventure, extreme sport and the outdoor market that exist in the district. Due to these traits an opportunity exists to upgrade or restore tourist facilities, thus each local municipality presents a unique and excellent opportunity for this development due to its various exciting offerings.

d) Threats

-Depleting mineral resources

The Frances Baard District has a vast mineral wealth which contributes to the provincial production and employment; with minerals being the major exported product; economic growth will be enhanced. Increased economic growth (production, employment and trade) will further augment mineral extractions than the available quantity which will eventually deplete the mineral resources.

-Domestic Market

Businesses within the Frances Baard District are threatened by competitors from other districts and provinces. This is due to the fact that companies from other districts produce on a large scale resulting in economies of scale; as a result their products are much cheaper than the products within our district.

-Availability of Water

Water is scarce resource that is fully-utilized and under stress due to the escalating population growth and economic development. Attributable to the increased demand water supply will become a major restriction to the future socio-economic development of the country, in terms of both the amount of water available and the quality available. Current and future water availability is heavily dependent on climate, land-use practices and water use and management.

2.3 BASIC SERVICE DELIVERY

2.3.1 Infrastructure Services

a) Water and Sanitation

At the 2002 World summit on Sustainable Development held in Johannesburg, Former President Nelson Mandela said, 'among the many things that I learned as a president was centrality of water in the social, political and economical affairs of the country, the continent and the world.

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 1997, to provide potable water to households within their areas of jurisdiction.

According to the Community Survey 2007 (CS 2007), it is estimated that about 3,399 households (4.1%) in the district have no access to water and about 7,677 households (8.4%) lack access to proper sanitation.

The CS 2007 indicates that about 361 and 433 households in the District Management Area (DMA) have no access to water and proper sanitation respectively.

Recent studies indicate that demand for water in South Africa will exceed supply by 2025 if nothing is done to supplement current water resources

The latest backlogs figures according to the *Northern Cape Water and Sanitation Target Implementation Support Plan (first draft, 27 June 2011)* by the Department of Water Affairs are distributed as follows:



Water and Sanitation Provision

Water: Sol Plaatje – 19 (1 informal, 18 formal)
Dikgatlong – 692 (481 informal, 211 formal)
Magareng – 800 (informal)
Phokwane – 0

Sanitation: Sol Plaatje – 2869 (1054 informal, 1815 formal)
Dikgatlong – 2200 (2055 informal, 145 formal)
Magareng – 960 (informal)
Phokwane – 1019 (674 informal, 345 formal)

Issues:

- The costs to eradicate backlogs/lack of services are high and are increasing annually. Using the Department of Water Affairs' unit costs (R13, 000 per household for each of the services) it is estimated that the provision of water and

sanitation will cost about R19, 643,000 and R91, 624,000 respectively. These estimates exclude the provision of Bulk Services.

- Municipalities in the district depend on grant funding for infrastructure provision.
- Although the District provides assistance with O&M funding, management of the O&M still needs to improve.
- The Blue and Green Drop percentages have also generally improve, but only the District Municipality could obtain Blue Drop Status.

b) Electricity:

The availability of energy remains a serious resource challenge. ESKOM does not have the generation capacity to meet the rising energy demand resulting from the rapid economic growth in South Africa (DME-2008). In the last ten years community's access to electricity has significantly improved. In accordance with the Community Survey 2007, over 84.6% of the households in the district have access to electricity and only 10.8% and 3.9% uses candles and paraffin as sources of energy respectively.

Furthermore government policy on indigents has facilitated access to electricity for over 23% of the households in the district. Feasibility studies for different options of renewable energy are underway in the Northern Cape with a feasibility study currently in the Sol Plaatje Municipal area.



Electricity Provision

Issues:

- Lack of reliable statistical data from Department of Minerals and Energy (DME).
- Inability of ESKOM to generate enough power to meet national demand.
- Lack of initiatives in renewable energy sources (wind power, solar energy, etc) nationally or locally.
- Lack of suitable incentives for energy saving.

c) Roads:

Frances Baard District Municipality has signed a service level agreement with the Department of Roads to maintain provincial gravel roads in the district. This has been undertaken over the years but due to resource constraints this arrangement was ended on 30 June 2011.

The District has acquired a grader and is currently assisting the category B municipalities to maintain the municipal roads.

Issues:

The conditions of provincial gravel roads within the district have deteriorated over the years due to the following reasons:

- Insufficient funds to upgrade all necessary roads.
- Poor maintenance planning.
- Increase in the number of township developments means access roads is needed. Although these access roads can be funded through the MIG, the allocation is small for all the services.
- Increased traffic volume – has exacerbated road conditions.



Condition of the roads due to Rain January 2011



Condition of Gravel Road

2.3.2 Housing

Though there has been a concerted effort to accelerate the delivery of human settlements within the District, there are still a number of challenges, more specifically with regards to the eradication of the housing backlog and informal settlements. Out of the four Municipalities within the District, Sol Plaatje has the highest backlog, and this can be attributed to the size of the area and the population. Other Municipalities also have similar challenges, though at a smaller scale.

The backlog figures for the respective municipalities have been derived from the Community Survey 2007 which reflects the backlog per municipality as at 2007. This number has however been adapted to take into consideration the delivery of housing from that period, to date, thus arriving at the balance of the backlog. No adjustments have been made to take growth or influx and outflow of population into consideration. It must however be stated that the Community Survey data is somewhat doubtful as the backlog figures as indicated in the data are apparently low, this is however the official data source for statistics in South Africa.



Housing Provision

Magareng L M

In Magareng, the housing backlog is estimated at 938 households as at January 2012. The total number of households is 5 669, with 3.8 persons per household on average. The ongoing project of 1000 units in Ikhukseng will bring some relief to the situation. However, the backlog is likely to rise again as a result of population growth. Furthermore, the challenge of inadequate supply of bulk services will need to be addressed, if the Municipality is to make inroads towards reducing the backlog. The municipality has reached the full capacity of the sewerage system and cannot take anymore effluent. In the past year the District has conducted field surveys to determine the availability of infill-sites and dilapidated houses within the existing township. While waiting for the new sites to be planned, the District, together with the Municipality, will continue to identify infill sites for housing development. (Source: Community Survey 2007)

Phokwane L M

The Municipality of Phokwane, which is the second largest municipality in the District, it has an estimated housing backlog of 748 households. The total number of households is 13 770, with an average of 3.6 persons per household. In Pampierstad, a housing project of 1450 units is progressing well so far, with 520 units already completed. Because of the large population and higher demand, there is a need to focus on other forms of tenure such as social and rental housing.

It is clearly evident that the household backlog in this area is somewhat doubtful, as the number of households in Pampierstad and surrounding areas, far exceeds this number (Community Survey, 2007).

Dikgatlong L M

Dikgatlong, a relatively small Municipality with very little resources, it has a housing backlog of 1977 households.

There are 10 015 households within the Municipality, and the average household size is 3.8 persons per house. The De Beershoogte project of 552 units is nearing completion, with 352 units already completed.

If more houses are to be built, the Municipality will need to upgrade the existing infrastructure and to finalize all town planning processes. Fortunately, the District is playing a leading role with regards to providing expertise and guidance on town planning related matters.

Sol Plaatje LM

Sol Plaatje, the biggest Municipality in the District and Province, it has a staggering backlog of 3728 households. The Municipality has a total of 52 120 households, with an average of 4.0 persons per household. This backlog can be attributed to the Municipality's status as the economic hub of the region. The result is more people migrating into the city from rural and other surrounding areas, mainly for job and other economic opportunities. The increased influx has also resulted in the rise in informal settlements, thus putting the Municipality under tremendous pressure to provide water and sanitary services for informal settlement dwellers.

(Source: Community Survey 2007 basic results, Northern Cape: pp. 10-13)

Service level agreements

The service level agreements, which will allow the District to play a more active role in the planning and management of housing projects, has been concluded with two of the three Municipalities. Both Magareng and Dikgatlong have signed the service level agreements, and Phokwane is yet to sign.

2.4 LOCAL ECONOMIC DEVELOPEMT (LED)

2.4.1 Local Economic Development (LED)

Local Economic Development is the creation of a platform and environment in order 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 the socio-economic development of local communities.

The district economy is still very much primary based and skewed towards the Sol Plaatje Local municipality economy. 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%.

Issues:

- ✓ the District continues have high unemployment rate with Dikgatlong and Magareng Municipality exceeding 40% . Due to its primary -Sol Plaatje has about 67,14% of the Economically Active population
- ✓ Inability to identify and market bankable investment opportunities Identification and marketing of 'bankable' investment opportunities.

2.4.2 Tourism

Issues:

Frances Baard District Municipality is the smallest district in the Northern Cape. As a destination, Kimberley City is the most visited destination area within the FBDM.

Encouraging visitation to other areas of the region remains a primary challenge for tourism authorities within the region. Engagement in aggressive marketing activities, investment in infrastructure, encouraging partnership with tourism stakeholders, provision of quality services and ensuring local community involvement in tourism will be critical in encouraging greater level of geographic spread and as a result spreading the economic benefits of tourism within the region.

a) Destination Marketing:-

Destination Marketing aims to create the strong and recognized tourism destination brand, which will ensure that our destination will be positioned as a preferred tourism destination in South Africa. Engagement in marketing activities influences potential visitors their destination preference.

In terms of marketing tourism in the region, a new brand for tourism destination has been developed and needs to be well promoted within the tourism industry. The destination brand will ensure that tourists are able to associate it with our broad spectrum of tourism offerings.

b) Tourism products and protection of heritage sites:-

The district has vast number of Cultural and Heritage products comprised of Anglo-Boer War sites and graves, South African Liberation struggle heroes, Diamonds diggings history and Agri-tourism. The diversification of the tourism products in the region also plays a pivotal role in tourism development in the region, as it will give rise to new tourism products and services, which will result in FBDM being the destination of choice.

c) Integration of structures for tourism development and promotion:-

Partnership and information sharing sessions are highly recommended for the development of tourism. The District has an established Tourism Association, which is a forum that deals with issues pertaining to tourism in the region. It's comprised of members of the tourism industry from the public and private sector. Our local structures in local municipalities are not fully developed and active.

d) Quality Services:-

Service delivery in the tourism industry plays a vital role towards the development of a vibrant destination. Therefore; quality services in the tourism industry requires informed, dedicated and capacitated personnel to be placed at tourism establishments/institutions within the region.

e) Community involvement through tourism awareness and education:-

The community involvement in the tourism industry ensures that the community reaps the benefits of tourism and participates in the economic main stream of tourism. In our region there is lack of involvement of the local communities in tourism.

2.5 MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION**2.5.1 Environmental Management****Issues:**

The Environmental Health Unit renders services to Dikgatlong Local Municipality and Magareng Local Municipality due to the absence of Environmental Health Practitioners. The Unit is faced with several challenges that have a direct impact on effective service delivery.

a) Water Quality – many communities are dependent on boreholes for drinking water especially on farms.

FBDM is engaging with other role-players to improve the quality of water by installing chlorinators at boreholes and to appoint trained operators at treatment plants.

b) Food Premises

Only 50% of premises comply with requirements (SANS 241). This can be attributed to the absence of Municipal Health By-Laws and foreign owners not understanding and complying with legislation. The situation will be address with the development of by-laws, training of owners and stringent actions against perpetrators.

c) Air Quality Management

The focus of air quality management in the District is to ensure the management and operation of ambient monitoring networks, the licensing of listed activities, and the development of emission reduction strategies. The rationale for developing the Air Quality Management Plan for the FBDM is due to the recognition of the growing severity of air pollution caused by domestic, industrial, agricultural and mining operations in the District.

d) Environmental Management Framework

There is Poor alignment of Environmental planning tools in the IDPs of local municipalities. Environmental planning tools is to ensure that Local municipal development strategies and projects take existing environmental problems and threats into consideration, as well as environmental assets which require protection or controlled management. FBDM, therefore, developed an EMF to bridge the gap between development planning and environmental considerations by integrating environmental opportunities, constraints and critical resource management issues into land use and development endeavours.

e) Waste Management

Poor waste management exist in local municipalities, therefore FBDM needs to identify the waste challenges faced by the local municipalities and assist them with sustainable solutions to address these challenges. According to the DENC, illegal dumping in the DM is widely practiced and waste management in general is badly managed.

Sol Plaatje Municipality

The Kimberley landfill was developed to accept only general waste but since there is no access control co-disposal is occurring. The same applies to the Ritchie landfill site.

Medical waste is handled in the SPLM by Psychem Waste Solutions. They only accept waste in approved containers and transport the waste to an incinerator in Randburg, Gauteng. Currently there is a shortage of approved containers in the LM and thus collection has slowed since December 2009. Health Care Risk waste has thus been seen on the main Kimberley Landfill, where it is burnt on an ad-hoc basis.

Dikgatlong Municipality

The municipality does not collect Hazardous wastes and all medical wastes are collected by Psycor. Equipment that the municipality is utilizing in the waste management division consists out of two trucks and six tractor- and trailer combos are very old. These vehicles are in poor condition but roadworthy.

Barkly West landfill has an estimated size of approximately 3 hectares. This site is fenced but access to the site is not controlled. The site is not well managed and although a municipal representative is on site, controlled dumping is enforced. Waste is not covered and burning of waste is common.

FBDM supports the establishment of re-cycling facilities (buyback centres) in Warrenton and Barkly West.

Magareng Municipality

The only landfill site within the Municipality is the Warrenton landfill site, which is not permitted. This landfill site is a potential source of pollution due to its very poor operational state. The landfill is in a very poor state and illegal dumping is being practiced inside and outside of the site.

Phokwane Municipality

The Hartswater landfill is not ideally situated since it is in very close proximity to residential areas. This facility is approximately 3 hectares in extent. Although a municipal representative is on site this landfill is poorly managed.

The Jan Kempdorp landfill site is the largest landfill of Phokwane LM and is approximately 5 hectares in extent. No management is being practiced on this site and burning of waste is a frequent occurrence due to waste not being covered.

2.5.2 Disaster Management

Issues:

The Disaster Management Act (Act 57 of 2002) is putting the responsibility of disaster management on Metropolitan and District Municipalities. To build institutional capacity: At local level Frances Baard District Municipality (FBDM) has appointed three

(3) Disaster Management Practitioners. One practitioner allocated per municipality i.e. Magareng, Dikgatlong and Phokwane

The local municipalities do not have budget for disaster/incident occurrence within their jurisdiction. They solely depend on the support and assistance from the FDBM. With reference to clause 7.7.1.4. of the National Disaster Management Framework (2005) municipalities have to budget for rehabilitation and reconstruction (post disaster). Disasters can have an impact on new developments; therefore there is need to have an integrated planning approach, so that local municipalities can be better prepared to mitigate any effect of a disaster in the newly established developments and projects.

The absence of a Response and Recovery Strategy is causing delays when different role-players have to respond to any disaster/incident. Role players need to give input and must be committed with the implementation of such a strategy. This will benefit the affected communities as response and rehabilitation will take place uniformly.

FDBM is currently utilising the National Emergency Alarm Radio (NEAR) system which is maintained by the South African National Defence Force. The system will be decommissioned soon and it is incumbent upon the district municipality to procure and maintain its own new communication system.

There is Lack of fire fighting facilities, equipment and human capital in the FDBM area. Currently Fire and Emergency Services only exist in the Sol Plaatjie municipal area. To put out veldfires the FDBM utilises the services of Fire Prevention Associations and Working on Fire.

The Condition of Access roads to rural communities delay the responding time of reported incidents.

Funding Resources:

Conditional grants received from Province are as follows:

- NEAR Grant
- Fire Grant

Gross under funding on the Fire Grant. These funds must be shared between Sol Plaatjie, Phokwane, Dikgatlong and Magareng Local Municipalities. These funds are insufficient due to the expensiveness of fire fighting equipment.

- The NEAR Grant for 2011/12 was decreased by 21%. The decrease will have an impact on projects.
- Outdated security systems need to be replaced and upgraded.
- The establishment of the Disaster Management Centre is still outstanding

2.5.3 Human Resources Development

Issues:

In the Human Resources division, labour relations remain a challenge. In skills development, there is continuous investment to employees and councilors through training and development. In the recent past the Human Resources Division introduced an integrated Human Resources system called HR Premier Solutions to assist in integrating all HR systems including payroll.

Recruitment and selection remains a challenge, in particular turn around time in filling of vacancies. The turn around time in filling vacancies is three months and as a municipality we are challenged to abide by those time frames. The Employment equity act requires all employers to comply with its prescripts, in particular redressing the imbalances of the past. FBDM is also challenged to ensure that it meets its targets as stipulated in the Employment Equity Plan.

Implementation of Performance Management System remains a challenge to non section 56 employees. However the District is recruiting additional personnel to address this challenge. Over sometime FBDM has been portrayed as a centre of excellence and amongst other positives to this is a healthy workforce. The commitment that each and every employee brings to the municipality has its own stress related illnesses; hence the District insists that all its employees must make use of the Employee Assistance Programme when such need arises.

The Department of Labour and the Occupational Health and Safety act enforces employers to establish Health and Safety committees, FBDM has also acceded to the call, there is a committee and safety representatives that are fully functional

2.5.4 Records Management and Office Support

Issues:

Several temporary facilities have been identified at Frances Baard District Municipality in order to alleviate the burden placed on the Archives. The construction of the Northern Cape Provincial repository is at an advanced level, and it is envisaged that the completion of the building will ease the burden of storage on Municipalities.

Building Institutional Capacity: because Frances Baard District Municipality got limited capacity, a capacity building programme involving officials from Local Municipalities will be developed and funded by Frances Baard District Municipality.

Recruitment and appointment of knowledgeable/experienced and suitably qualified personnel (records management and Archive staff)

Vetting of Archives personnel: the non-leaking of confidential and classified information is a requirement in terms of the National Archives Registry Manual. FBDM is currently in consultation with the Provincial Archivist and Security Manager (COGHSTA).

Under-utilization of the Electronic Mun-Admin System: Training programmes targeting all new employees will be introduced. Developed measures to popularise the System (benefits of the system)

Absence of an Archive and Records Management Policy: A draft Prototype (National) Policy is in place. FBDM is in consultation with the Provincial Archives for input. The Archive and Records Management Policy will be submitted to Council for adoption.

2.5.5 Information, Communication Technology

Issues:

The ICT Unit of the District Municipality conducted an Information Technology (IT) environmental scan for three Local Municipalities (Magareng, Phokwane & Dikgatlong). The aim of the scan was to zoom-in and identify key IT challenges and the report has yield the following IT key challenges:

- » Outdated IT infrastructure
- » Institutional Capacity
- » Lack of a Telecommunication Strategy
- » Lack of IT Shared Service Methodology
- » Absence of ICT Governance Framework

a) Outdated IT Infrastructure: pose a huge risk in terms of malfunctioning of IT system, incompatibilities of IT applications and reduces expandability for better IT performance.

b) Institutional Capacity: due to growing demands of good IT systems, it is also pivotal to match that with good IT skills. The environmental scan has highlighted that there were no dedicated IT personnel at the three (3) Local Municipalities." FBDM has limited IT resources, however FBDM continue to support the Local Municipalities."

c) Lack of Telecommunication Strategy: Telecommunication is a fundamental component of any business today. The absence of such strategy in the entire Frances Baard District, this will result in high cost due to unmanaged Telecommunication system and non-integrated Telecommunication system. FBDM aim is to standardise all Telecommunication systems within the District.

d) Lack of IT Shared Service: The IT shared services Model will improve IT's ability to deliver services while cutting costs. IT shared services goes beyond centralization to recast IT from a cost-centre to a powerful support system for business imperatives and general productivity. IT shared services is an important approach for the entire district. FBDM is currently investigating and plan to develop a Shared Services model for the entire District.

e) Absence of the ICT Governance Framework: ICT Governance is the responsibility of senior Management and Council and consists of leadership, organisational structures and processes that ensure that the enterprise's ICT sustain and extend the organisation's strategies and objectives. The Frances Baard District Municipality is currently in the process of developing the ICT Governance Framework; with the following organisational benefits:

1. Integrates and institutionalise good practices to ensure that the ICT component supports the business objectives.
2. The organisation will use ICT Governance Framework to drive the Stakeholders' values.
3. The organisation will also understand and manage the associated risks.

2.5.6 Performance Management System

Regulations of 2006 provides for the establishment, implementation and maintenance of a performance management system (PMS) for each and every municipality in South Africa. Frances Baard District Municipality approved its first performance management framework on 17 September 2003 which laid the foundation for the development of a PMS policy containing the following components:

- The requirements for a performance management system in terms of the Municipal Systems Act of 2000 and the regulations of August 2006;
- The principles that will inform its development and maintenance;
- The process of delegation of responsibilities in respect of the various role players;
- An Action Plan for development and implementation.

The Performance Management System (PMS) of the municipality is compound of two major components linked seamlessly to one another. The “Institutional Performance Management System” forms the upper level of the system which includes measurement and reporting of municipal performance as an entity.

“Individual Performance Management” forms the second level of the Performance Management System and covers all sections and units in the various departments to link up with the upper layer of management (Section 57 Managers). The Individual PMS, vested in the Human Resource section, measures the performance of all middle managers and supervisors who in turn are responsible for the performance of all other levels of staff in service of the municipality.

Issues:

- ✓ Streamlining individual performance measurements to link seamlessly with the institutional performance of the municipality.
- ✓ Building capacity in the PMS Unit in order to be able to assist and support local municipalities in the implementation and maintenance of their own performance management systems.

2.5.7 Spatial Planning

Frances Baard Spatial Planning unit offers spatial planning support to all local municipalities within the district. However, more focus is on Magareng, Phokwane and Dikgatlong local municipalities. In addition to limited planning tools, these municipalities are characterized by limited institutional planning capacity as compared to Sol Plaatje local municipality.

Spatial Development Framework

The Spatial Development Framework (SDF) is a strategic forward planning tool that guides decisions on land development and provides framework for spatial development by providing indications of where investment is likely to be targeted.

The implementation of Spatial Development Framework is in process. The major challenge facing the district municipality is lack of financial resources required in order to implement approved plans e.g. CBD renewal plans.

It is envisaged that all the four SDFs (FBDM, Magareng, Phokwane, and Dikgatlong) will be reviewed within the next five years. The review will start after the completion of provincial SDF which is in process, in order to align the SDFs with the provincial one.

Zoning Schemes

The purpose of zoning schemes is to ensure comprehensive management of all land within the jurisdiction of the municipality. The management is enforced by adhering to specific guidelines contained within the scheme.

In terms of section 36(1) of the Northern Cape Planning and Development Act, 1998 (Act 7 of 1998), each local and representative council shall formulate and implement zoning schemes and land development procedures and regulations in its area of jurisdiction.

Zoning schemes are nonexistent in all local municipalities with the exception of Sol Plaatje Local Municipality. The District Municipality is in the process of preparing the zoning schemes for the local municipalities which is a process that will be completed within the next five years.

Issues

- Lack of qualified Town Planners and Building Inspectors in municipalities
- Non-compliance to planning legislation and regulations by municipalities

2.5.8 Geographic Information System

GIS (Geographic Information Systems) has over the past 10 years become an essential tool for many organizations and more specifically for District Municipalities and Local Authorities as GIS is an ideal tool for monitoring service delivery and improving billing for services. The main factor is that GIS has a spatially enabled database that enables an organization to query services spatially. This is particularly relevant to Local Authorities as property management is a core function of a Local Authority thereby providing the main source of income for a Local Authority i.e. billing for Services.

Frances Baard District Municipality and Sol Plaatje Municipality currently utilizes GIS to some extent, however to maximize the benefits of GIS it is recommended that an integrated Enterprise GIS solution be implemented which encompasses FBDM and the Local Municipalities that fall within their area of jurisdiction, namely Sol Plaatje Municipality, Phokwane Municipality, Dikgatlong Municipality and Magareng Municipality.

Phase 1 of the Frances Baard District Municipality Corporate GIS Implementation commenced in September 2009 and was completed in June 2010. The term “Corporate GIS” was used because the strategic enterprise-wide elements of the GIS implementation at FBDM were deemed critical to its sustainability and long-term success. This is a fundamental change in approach from the historical GIS implementation lifecycle at FBDM

Currently the technical GIS environment at FBDM consists of a two GIS workstation, GIS server, A0 plotter, A3 printer and five Trimble Juno GPS units to facilitate data capture and update. The staff complement of GIS Unit consist GIS Manager and Technician. This GIS web portal is one of the deliverables of the project.

It is important to note that GIS software is regarded and an ‘integrator’ as the various departments all need to contribute by maintaining and sharing their data which enhances collaboration between institutions and therefore assist in improving service delivery. Currently FBDM utilizes the Esri Software suite, however the maintenance of these licenses has lapsed hence the institution is running old versions of the software.

Due to the rapid growth of GIS technology locally and internationally new releases of the Esri software are launched annually. This ensures that Esri software is compatible with the latest technology trends and best practice.

- **Land Audit**

The land audit was undertaken to correct and update the Surveyor General’s approved cadastral dataset and to create a dataset depicting the status quo of all registered and unregistered properties within the local municipalities (Phokwane, Magareng and Dikgatlong). In addition to the cadastral datasets, the servitudes and leases datasets would also be updated. The project comprised of the following phases:

- Data Acquisition
- Checking & Correcting of Information
- Creation of Registered and Unregistered Layers of Cadastral
- Incorporation of Land Use Information

2.6 GOOD GOVERNANCE AND PUBLIC PARTICIPATION

2.6.1 Communication

Issues:

Communication is still handled on an ad hoc basis by municipalities and the approach is still reactive rather than proactive. There is still a lack of dedicated, skilled communicators at some of the local municipalities in the District.

The afore-mentioned is especially evident in the manner in which crisis communication is dealt with, which highlights the fact that there is a definite need for a District Crisis Communication Task Team. The process of addressing crisis communication has already started as a district crisis communication plan and policy has been developed and adopted by Council.

a) Public Participation

Through public participation the community is given the opportunity to actively participate in the actual planning process, including the identification of needs, the identification of solutions and the prioritization of projects. There is a need to properly align public participation plans and to re-assess the mechanisms applied to give feedback to communities. The Frances Baard District Municipality (FBDM) Public Participation Plan was adopted by Council in November 2011 and the local municipalities must now align their plans to that of the district municipality.

b) Communication Strategy

Effective strategizing, planning and budgeting for communication is still lacking and the alignment of communication strategies across the district is not exercised as yet. The FBDM adopted its five year communication strategy but some of the local municipalities still have not adopted a communication strategy.

c) Communication Forum

The importance of the District Communication Forum (DCF) is not recognized as a critical structure in the Frances Baard District as yet. The forum creates a platform for:

- Integrated communications and planning
- Communicators to learn from each other and to create more integrated messages
- Co-ordination and planning for communication around government projects and programmes

d) Newsletter

With the exception of Sol Plaatje Local Municipality none of the other three municipalities have a formal newsletter. There is therefore a need for a District Newsletter Editorial Team to ensure that the municipalities lacking this marketing tool can be accommodated in the district municipality newsletter.

e) Internal Communicator

Sound internal communication processes are still under-developed and need to be addressed to ensure the improvement and maintenance of morale and staff engagement to successfully implement the goals of the district municipality.

2.6.2 Internal Audit

Issues

a) Risk Management

Only two out of five municipalities have operational Risk Management units, namely Magareng Local Municipality and Sol Plaatje Local Municipality. This is as a result of lack of human capital with regards to this specialty.

b) Audit Report

All local municipalities have received qualified audit reports and disclaimers perpetually over the years. Frances Baard District Municipality achieved unqualified audit reports in the previous financial years, but has failed to achieve such a report in the financial year ended 30 June 2011. According to AG's report, this can mainly be attributed to lack of compliance to laws and regulations by the Supply Chain Management section.

Two out of four of the local municipalities, namely Dikgatlong and Magareng Local municipalities, do not have functional Internal Audit units.

2.7 MUNICIPAL FINANCE VIABILITY AND MANAGEMENT

2.7.1 Financial Management:

The financial management of the municipality is discharged in accordance with the requirements of the Constitution of South Africa 1996, the Municipal Finance Management Act 2003, the Municipal Property Rates Act 2004 and other related pieces of legislation. The core function of the department is to provide an effective and efficient financial management service in respect of council assets, liabilities, revenue and expenditure in a sustained manner to maximize the district municipality's developmental role. In fulfillment of its legislative mandate as spelt out by Section 84 of the Municipal Structures Amendment Act 2000 the municipality has adopted intervention strategies designed to enhance financial management support to category B municipalities.

Issues:

- Maintenance of a high standard of financial reporting.
- Compliance with the provisions of MFMA.
- Support to category B municipalities.
- Management of internship programme.
- Unqualified audit report with no matters.
- Internal controls.
- Risk management – payroll and investments.
- Timeous processing of payments.
- Fleet management.
- Training of Supply Chain Management.
- Credited suppliers' database.

2.8 SOCIAL DEVELOPMENT

2.8.1 HIV/AIDS

South African Government and civil society have jointly committed to work together to mobilize an enhanced and sustainable effort to contain the effects of various communicable diseases. This effort includes the development and execution of comprehensive plans to tackle the complex and debilitating challenges associated with HIV and AIDS (HIV & AIDS Strategic Plan: 2010-2014)

HIV and AIDS change the social and demographic makeup of populations, as it is mostly young adults and, especially young women and girls, who are infected with HIV. In turn, HIV and AIDS is leading to, an increase number of single-parented or orphaned children, and changing household dependency ratios. Together this factors result in the emergence of new household profiles, such as child-headed households, grand-parent/grand-children households, and households made up of orphaned youths and young adults who come together to weather the impact of HIV and AIDS (*HIV & AIDS Strategic Plan: 2010-2014*).

Over the past five years access to HIV treatment in the Frances Baard District Municipality has expanded rapidly. Fortunately, this has decreased the burden of HIV, with District prevalence rates remaining at about 20% for the last three years. Currently Frances Baard District has the highest prevalence in the Northern Cape Province (*HIV & AIDS Strategic Plan: 2010-2014*).

HIV/AIDS PREVALANCE RATE

It is estimated that South Africa has a population of about 50.6 Million people (STATSA July 2011). About 5.38 million people or 10.6% of the South African population live with HIV.

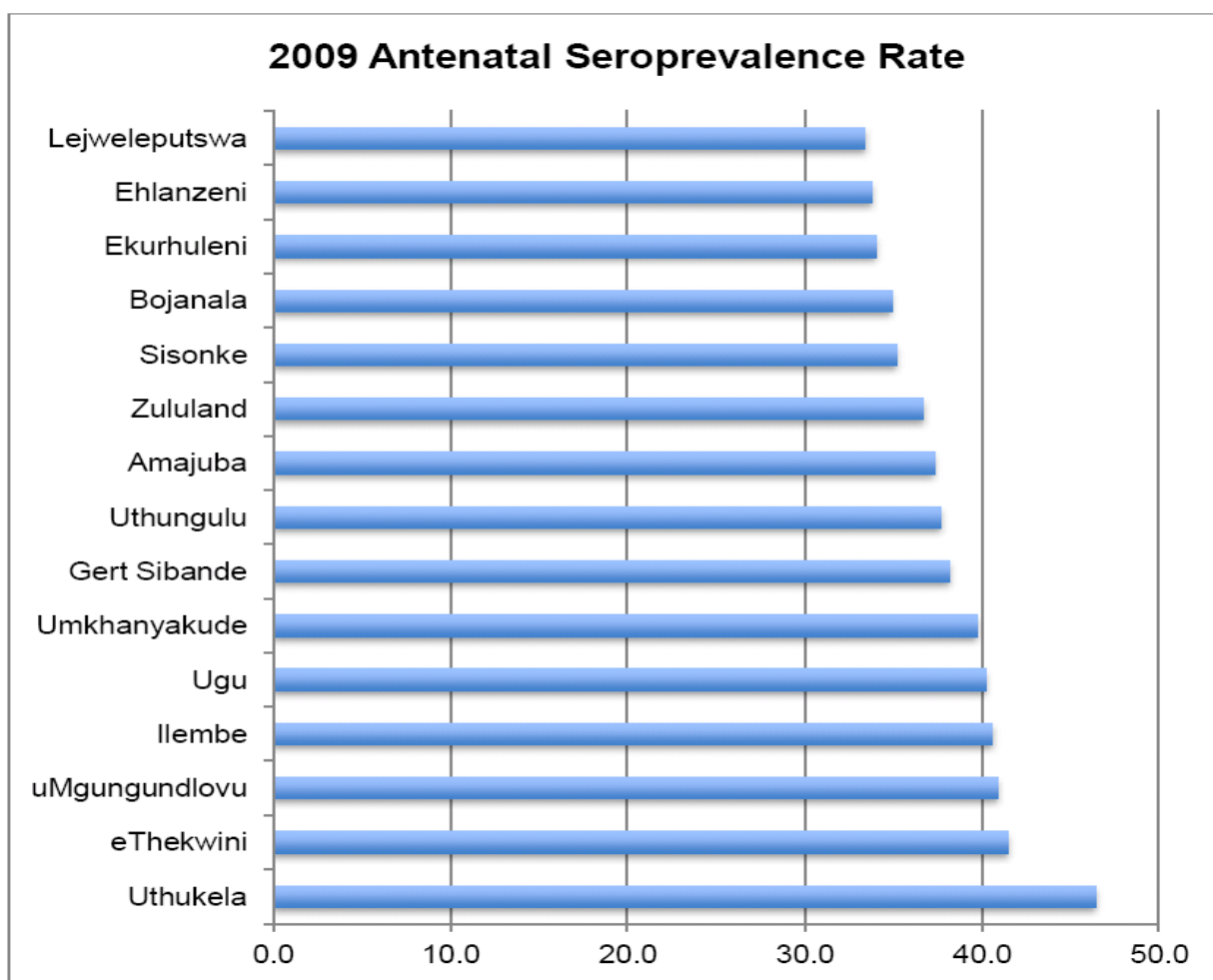
However the prevalence rate for the adult population (15-19 years) is estimated at 16.7%. There has been a significant improvement due to the provision of antiretroviral therapy- which has increased the life expectancy from 50.9 years to 54.9 years for man and from 54.9 years to 59.1 years for woman between 2007 and 2011 respectively. (STATSA, 2011)

However data from antenatal survey indicate that HIV prevalence has plateaued, albeit at a high level of about 30%. This varies from district to district with the lowest prevalence in Namaqha District 10% and the highest rates $\geq 40\%$ in UThukela, eThekweni, ILembe and uMgungundlovu district in Kwazulu Natal. (See Graph 1 and 2 Below)

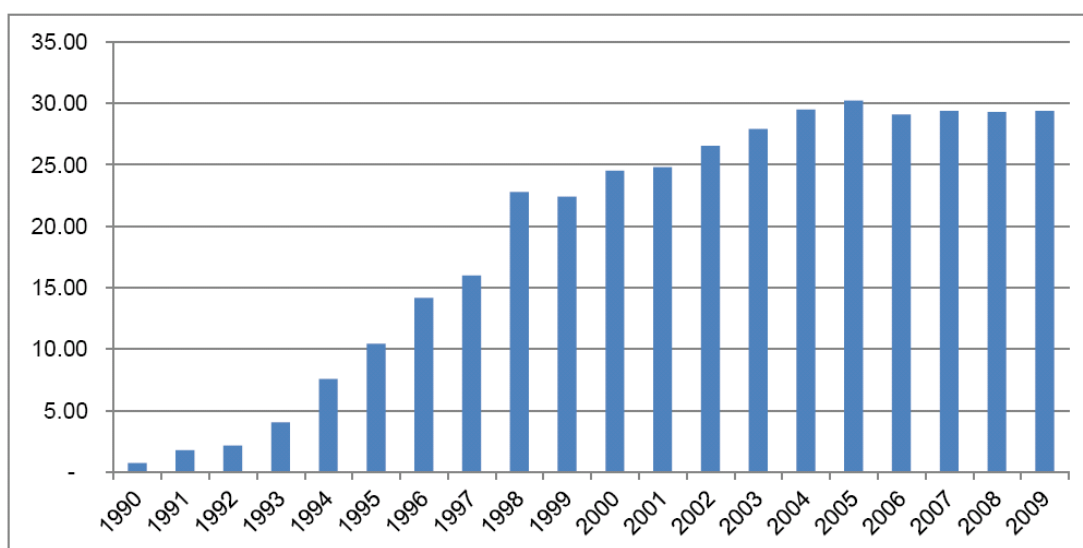
In accordance with the HSRC surveys (South Africa National HIV Prevalence, Incidence, Behaviour and Communication survey 2002, 2005 and 2008) the survey suggests that, the national prevalence (for those aged 2 years or older) in 2002, 2005 and 2008 was 11.4%, 10.8% and 10.9% respectively. Furthermore the know your epidemic (KYE) report indicate that the epidemic has the following features:

- ✓ The estimated number of people with HIV/AIDS shown considerable clustering in the eastern parts of South Africa- with the majority of adult people living with HIV(54%) located in Gauteng and Kwazulu Natal
- ✓ Level of HIV in informal settlement in urban area are high
- ✓ Low socio-economic status is associated with HIV infection
- ✓ High levels of localized HIV transmission is found in areas close to national roads and highways (Draft NSP 2012-2016)
- ✓ HIV prevalence is significantly higher in the African black population than in other races groups

Graph 3: 2009 Antenatal Seroprevalence Rates in 15 Districts with Highest Rates



Graph 4: Antenatal Seroprevalence rate, 1990-2009



2.8.2 Social Grants:

Social grants are available to South African citizens and permanent residents. Non-citizens of South Africa, for example refugees, people with work permits, children born in South Africa of non-citizens, may also receive South African social grants. Payment of social grants is made on condition that there is an agreement between South Africa and the country of origin of the non-citizen.

Table 3: Active grants for February 2011 Until January 2012(SASSA 2012

		CSG	OAG	WVG	DG	FCG	GIA	CDG		
February 2011	ACB	13,213	9,166	14	7,101	1,128	155	895	31,672	34%
	CASH	29,831	14,521	4	14,246	1,877	121	1,237	61,837	66%
Sub-total		43,044	23,687	18	21,347	3,005	276	2,132	93,509	100%
March 2011	ACB	13,542	9,236	14	7,093	1,128	134	922	32,069	34%
	CASH	30,067	14,530	4	14,223	1,898	126	1,244	62,092	66%
Sub-total		43,609	23,766	18	21,316	3,026	260	2,166	94,161	100%
April 2011	ACB	13,706	9,212	13	7,042	1,165	140	916	32,194	34%
	CASH	30,142	14,548	4	14,143	1,971	142	1,235	62,185	66%
Sub-total		43,848	23,760	17	21,185	3,136	282	2,151	94,379	100%
May 2011	ACB	13,846	9,222	11	7,026	1,181	145	916	32,347	34%
	CASH	30,379	14,509	4	14,443	1,986	147	1,236	62,704	66%
Sub-total		44,225	23,731	15	21,469	3,167	292	2,152	95,051	100%
June 2011	ACB	14,059	9,283	11	7,084	1,192	146	909	32,684	34%
	CASH	30,485	14,415	4	14,340	2,003	147	1,230	62,624	66%
Sub-total		44,544	23,698	15	21,424	3,195	293	2,139	95,308	100%
July 2011	ACB	14,173	9,278	11	7,065	1,197	145	899	32,768	34%
	CASH	30,680	14,384	4	14,398	2,015	152	1,236	62,869	66%
Sub-total		44,853	23,662	15	21,463	3,212	297	2,135	95,637	100%
August 2011	ACB	14,315	9,360	11	7,074	1,210	146	909	33,025	34%
	CASH	30,807	14,341	4	14,244	2,020	161	1,231	62,808	66%
Sub-total		45,122	23,701	15	21,318	3,230	307	2,140	95,833	100%
September 2011	ACB	14,405	9,332	11	7,031	1,213	144	910	33,046	34%
	CASH	30,937	14,406	4	14,123	2,024	168	1,244	62,906	66%
Sub-total		45,342	23,738	15	21,154	3,237	312	2,154	95,952	100%
October 2011	ACB	14,530	9,278	11	7,059	1,217	156	909	33,160	35%
	CASH	30,737	14,363	4	14,060	2,027	164	1,231	62,586	65%
Sub-total		45,267	23,641	15	21,119	3,244	320	2,140	95,746	100%
November 2011	ACB	15,097	9,536	11	7,279	1,245	160	942	34,270	35%
	CASH	30,546	14,418	4	13,984	2,038	165	1,220	62,375	65%
Sub-total		45,643	23,954	15	21,263	3,283	325	2,162	96,645	100%

December 2011	ACB	15,276	9,565	11	7,313	1,080	154	950	34,349	36%
	CASH	30,546	14,418	4	13,984	2,038	165	1,220	62,375	64%
Sub-total		45,822	23,983	15	21,297	3,118	319	2,170	96,724	100%
January 2012	ACB	15,021	9,511	10	7,305	1,095	154	945	34,041	36%
	CASH	30,281	14,404	5	13,652	1,786	158	1,208	61,494	64%
Sub-total		45,302	23,915	15	20,957	2,881	312	2,153	95,535	100%

Social grants is 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 dependants, appropriate social assistance”*.

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

- Old age grant (OAG)
- War veterans grant (WVG)
- Disability grant(DG)
- Foster care grant(FCG)
- Child support grant (CSG)
- Care dependency (CDG)
- GIA

- Old age grant:

It is a monthly payment of R1000-00; paid out to women and men who are over 60years and 63years respectively. About 23,915 people in Frances Baard District Municipality were receiving old age grant In January 2012.

- War Veterans:

Special grants have been introduced for war veterans who fought in the liberation struggle. If a person thinks that they qualify they should contact their political party.

There are about 18 recipients of the War Veterans grant in the district. These are war veterans who served South African army either in the Zulu Uprising in 1906; First World War 1914-1918; Second World War 1939-1945 or the Korean War 1950-1953.

- Disability Grant:

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 a mental or physical disability. The applicant should not have refused to do work that they are capable of doing 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.

- Foster Care:

It is a grant for children who are looked after by foster parents. About 2 881 people in Frances Baard District Municipality were receiving Foster Grant in January 2012.

- Care dependency grant:

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 are about 2,153 recipients of this grant in the district.

- 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 recipients in the district. It has about 45,302 recipients in the district.

2.9 LAND

2.9.1 Land reform and land restitution:

President Jacob Zuma in his state of the Nation address indicated that in the last seventeen years government has succeed to transfer only 8 % of the 30% that government had set its target for. He reiterated that the "willing seller willing buyer" concept has not succeeded. It is on this basis that a new policy framework -the green paper on land reform 2011 has been introduced.

The green paper on land Reform 2011 has four main salient sections-which are designed to address the shortcomings of the current system, these are:

- ✓ Vision of Land Reform
- ✓ Principles of the Land Reform
- ✓ Current Challenges and weakness
- ✓ An Improved trajectory for Land Reform

The above section may be summarized as follows:

1. The principles underlying Land Reform: are-

- ✓ De-racialising the rural economy
- ✓ Democratic and equitable land allocation and use across race, gender and class
- ✓ A sustained production discipline for food security

2. The current challenges and weakness are:

- ✓ The willing seller/ willing buyer model has distorted land market
- ✓ A fragmented beneficiary support system
- ✓ Land administration in communal areas
- ✓ Beneficiary selection for land redistribution
- ✓ Declining agricultural contribution to the GDP
- ✓ Increase in rural unemployment
- ✓ A problematic restitution model

3. The improved trajectory for Land Reform aim to:

- ✓ Improve on the past and current land reform perspectives
- ✓ Minimize land redistribution and restitution which do not generate sustainable livelihoods, employment and incomes

The green paper on Land Reform 2011 is currently going through the consultation process prior to being adopted into the national legal framework.

President Jacob Zuma during ANC annual January 8 statement mentioned that the restoration of the land to the people has always been an integral part of the struggle for freedom.

Land reform will now be based on the de-racialisation of the rural economy. This will enable shared and sustained growth as well as democratic and equitable land allocation and use across gender, race and class. Also needed is a strict production discipline for guaranteed national food security.

In order to have more land available for land reform and restitution, government is looking at three forms of land holding;

These are the state land that can only be held through leasehold; freehold with limited extent on private land and foreigners will be allowed to lease land but ownership will revert to South Africans.

Between 1948 and 1990 the apartheid government relocated millions of black people in both rural and urban areas when creating ethnically-defined homelands. Productive land was lost and farming in rural areas collapsed. On the other hand white commercial farmers were promoted and given massive financial support and subsidies. Ultimately the greatest proportion of the country became fully owned by white farmers who became highly productive. However there remained immense bitterness amongst black South Africans who desired to see their land restored back to rightful owners. Thus after the democratic elections in April 1994 land reform became a high priority government policy.

Land reform and land restitution cases are extremely sensitive and divisive issues that the government has to deal with. The legal and policy framework to facilitate land reform and the process of restoring rights in land to individuals or communities dispossessed of such rights have been adopted by government (Restitution of Land Rights Act-1994). In its Vision 2014 government had set a target of transferring at least 30% of all productive agricultural land to historically disadvantaged individuals by 2015. The “willing seller willing buyer principle” has frustrated government’s efforts and government has been compelled to revise its target. It is estimated that by the year 2000 only one million hectares (less than 1.2%) of the 86 million hectares of white owned farms had been transferred through land reform and land restitution. (Source: paralegaladvice.org.za).

Thus government is likely to review the Land Restitution Act 1994 together with the principle of “willing seller willing buyer”. In Frances Baard District Municipality a number of claims have been resolved.

2.10. PLANNING ALIGNMENT WITHIN THE THREE SPHERES OF GOVERNMENT:

2.10.1 Why alignment?

Over the last five years the gaps in intergovernmental integration, co-ordination and alignment, as well as the underlying reasons and challenges for this state of affairs, have been explored in a number of studies, assessments and projects.

This has led to the realisation that merely focusing on integration and coordination procedures will not have the desired results. Increasingly so a consensus-position is developing, which holds that coordinated government priority setting, resource allocation and implementation

In order to achieve maximum impact in resource allocation and project implementation it is critical that the prioritization of needs, allocation of resources and the implementation of projects within and between the three spheres of government is aligned and harmonized. It is through this “concept” that planning at national, provincial and local level relates and informs one another.

Alignment is Build 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. (Presidency)

Each of the three spheres of government has a planning tool used in the execution of its mandate. At the national level there are: Service Delivery Agreement: Outcome 9, the Medium Term Strategic Framework (MTSF), and the National Spatial Development Perspective (NSDP) to mention only a few.

At the provincial level it is the Provincial Growth and Development Strategy (PGDS) and Strategic Plans of individual departments, and at the municipal level it is the Integrated Development Plans (IDP's) and DGDS. In order to appreciate the importance and function of these planning instruments, a brief summary of these tools is given below:

2.10.2 Service Delivery Agreement: Outcome 9

Outcome 9 is one of 12 Outcomes which have been formulated by government in focusing its work between now and 2014. The vision behind Outcome 9 is the development of a “**responsive, accountable, effective and efficient local government system**” in order to restore the confidence of the people in the local sphere as the primary machine of the development state.

The first priority of Outcome 9 relates to ensuring that “**municipalities meet the basic service needs of communities**”. **Output 2 specifically talks to the improvement of access to basic services and outlines 3 sub-outputs pertaining to the following:**

a) Improve universal access to basic services by 2014

- Water – from 92% to 100%
- Sanitation – from 69 % to 100%
- Refuse removal – from 64 % to 75%
- Electricity – from 81% to 92%

b) Consider the establishment of a Bulk Infrastructure Fund to:

- Unlock delivery of reticulation services
- Fund bulk infrastructure
- Procure well located land
- Align provincial infrastructure grants with Housing projects and grants
- Upgrade and rehabilitate bulk infrastructure (such as Water Treatment Works)

c) Establish a Special Purpose Vehicle for municipal infrastructure in collaboration with other departments to assist in:

- Mobilizing private sector infrastructure funding for municipalities
- Support planning and expenditure of CAPEX and OPEX in targeted municipalities

Outcome 9 draws from lessons of previous support initiatives such as Project Consolidate and the Five Year Local Government Strategic Agenda.

The aim is to make a greater and sustainable impact. This Outcome represents government’s intent to do things differently and make local government work for the benefit of the citizen.

2.10.3 The Medium Term Strategic Framework (2009-2014):

“The MTSF is a statement of intent identifying the development challenges facing South Africa and outlining the medium-term strategy for improvements in the conditions of the life of South Africans. It is meant to guide planning and resource allocation across all the spheres of government”². The MTSF is informed by the electro-mandate.

It is on this basis that Provincial Departments are called upon to prepare their five year strategic plans and respective budgets in conformity with the provisions of the MTSF.

² Medium Term Strategic Framework 2009-2014

Similarly municipalities are required to align their integrated development plans with the priorities of the Medium Term Strategic Framework.

The Medium Term Strategic Framework (MTSF) 2009-2014 identifies ten strategic priorities derived from the popular mandate-which are summarized as follows:

1. To speed up economic growth and transform the economy in order to create decent work and sustainable livelihoods.
2. To build economic and social infrastructure.
3. Comprehensive rural development strategy linked to land and agrarian reform and food security.
4. To strengthen skills and human resource base.
5. To improve the health profile of society.
6. To intensify the fight against crime and corruption.
7. To build cohesive, caring and sustainable communities.
8. To pursue regional development, African advancement and enhanced international cooperation.
9. Sustainable resource management and use.
10. To build a developmental state including improvement of public services and strengthening democratic institutions.

It is apparent from the above priorities that those which fall within the mandate of the district municipality are numbers 1, 2, 4, 6, 9 and 10. These need to be taken into consideration during the district IDP preparation process.

2.10.4 National Spatial Development Perspective (NSDP):

“The NSDP is a critical tool for bringing about 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 fitting government actions into a coherent spatial term of reference.”³

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.”⁴

³ NSDP

⁴ National Spatial Development Perspective (NSDP)

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

1. 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.
2. Government has a constitutional obligation to provide basic services to all citizens wherever they are.
3. Beyond the constitutional obligation-government spending on fixed investments should be focused on localities of economic growth or economic potential.
4. Efforts to address past and current social inequalities should focus on people NOT places.
5. In order 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.

Thus infrastructure and development investment within the district has to take cognizance of these principles.

2.10.5 Provincial Growth and Development Strategy (PGDS):

The Northern Cape first generation Provincial Growth and Development Strategy were adopted in January 2005 and now is in a process of review. The NCPGDS is aligned to the national vision 2014 which is in turn aligned to the Millennium Development Goals. It is on this basis that the NCPGDS identifies the following as its provincial developmental targets:-

- To maintain an average annual growth rate of 4-6%
- To halve unemployment rate by 2014
- To reduce the number of households living in absolute poverty by 5% per annum
- To provide shelter for all by 2014
- To provide clean water to all by 2009
- To eliminate sanitation problems by 2009
- To stabilize the prevalence rate of HIV/AIDS and begin reverse by 2014
- To redistribute 30% of productive agricultural land to HDI's by 2015
- To improve literacy rate by 50% by 2014
- To reduce infant mortality by two thirds by 2014
- To reduce maternal mortality by two thirds by 2014
- To reduce crime by 10% by 2014

2.10.6 Frances Baard District Growth and Development Strategy (FBDMDs):

The Frances Baard District Growth and Development Strategy were adopted by Council in April 2008.

This was undertaken in response to the call from the Presidency that all district and metropolitan municipalities prepare and adopt Growth and Development strategies. A DGDS is not a comprehensive plan, but a strategy that concentrates on a limited range of “intervention areas”. The FBDGDS is based on five strategic focus areas:-

1. Getting the basics right.
2. Ensuring strong links to the national spatial economy.
3. Ensure basic welfare: avoid deep poverty traps.
4. Create preconditions for inter-generational economic mobility.
5. Thinking region: not rural or urban.

Ideally, local municipalities should align their IDP's to these strategic focus areas.

2.11 LOCAL GOVERNMENT TURN AROUND STRATEGY (LGTAS):

2.11.1 FBDM TAS

Over the past months South Africa woke up to increased service delivery protests which were marred by violence. Communities in Mpumalanga and Gauteng took to the streets demanding a wide range of services. Notwithstanding the legitimate concerns of the residents, some of the demands fell outside the legislative mandate of the sphere of local government for example housing. The situation demanded an urgent response as municipalities are at the coalface of delivery. In response to flaring tensions Government, through the Ministry of Local Government and Traditional Affairs among others commissioned a national study on the state of Local Government. This assessment culminated in the Local Government Indaba in October 2009 wherein a draft strategy was unveiled and subsequently approved by Cabinet in December 2009.

This strategy is expected to migrate to a Local Government level where municipal specific turn-around strategies will be developed between January and March 2010. The expectation is that all strategies will be implemented from March 2010.

The approved strategy recognizes that a ‘one size fits all’ approach is neither realistic nor desirable. This acknowledgement suggests that the worst performing municipalities, particularly those which are under provincial administration require support to successfully develop and implement their turnaround strategies. In obtaining a perspective from such municipality, telephonic interviews were conducted with four municipal managers. The interviews touched on salient points such as reporting frameworks, governance, administration and communication.

The National Local Government Turn-Around Strategy is divided into two phases, pre-2011 and post-2011 priorities.

The development and implementation of municipal turn-around strategies required everyone's commitment and active participation.

It is critical to note that municipalities have varying strengths and weaknesses and therefore require individually tailored intervention measures. These intervention measures termed "Turn Around Strategy" are comprehensive but differentiated programme of action aimed at ensuring that municipalities meet the basic service needs of communities. They are a high level government-wide responses aimed at stabilizing local government. The objectives of the Municipal Turn Around Strategies are:

- To ensure that municipalities meet the basic service needs of communities
- To build clean, effective, efficient responsive and accountable local government
- To improve performance and professionalism in municipalities
- To improve national and provincial policy, oversight support
- To strengthen partnership between communities, civil society and local government

(Source: *Implementation Plan-Local Government Turn Around Strategy-COGTA-January 2010*)

In developing its Turn around Strategy, Frances Baard District municipality has taken cognizance of the salient issues highlighted above.

The district municipality's Turn around Strategy focuses on the following priority areas:-

- Basic service delivery
- Financial management
- Local Economic Development
- Public participation
- Governance

FRANCES BAARD DISTRICT MUNOICIPALITY TURNA AROUND STRATEGY

PRIORITY AREA (Key Performance Area)	BASELINE	Data element		TARGETS	PROGRESS ACHIEVED (Actual Performance)	BLOCKAGES/ CHALLENGES (Reasons for Deviation)	CORRECTIVE MEASURES (Planned Remedial Actions)	SUPPORT NEEDED IN TERMS OF UNBLOCKING
		INDICATORS (Key Performance Indicators)	ACTION (Measurable Objective)					
Output 9.1: Implement a differentiated approach to municipal financing, planning and support								
		Number of Metros and Top 21 Municipalities Accredited to Deliver National Housing Programme.	Number of Houses Completed / Built.	Magareng: 316 Phokwane: 700 Dikgatlong 127	Magareng: 216 Phokwane: 284 Dikgatlong: 0	Problem with water supply in Magareng. Supply of materials.	Carting of water to site. Investigating alternative suppliers.	Water demand problem to be resolved. Bulk purchases from other suppliers.
			Number of Houses Allocated.	Magareng: 316 Phokwane: 700 Dikgatlong 127	Magareng: 216 Phokwane: 284 Dikgatlong: 0	Problem with water supply in Magareng. Supply of materials.	Carting of water to site. Investigating alternative suppliers.	Water demand problem to be resolved. Bulk purchases from other suppliers.
			% spent of the Total Budget Allocation	n/a	n/a	n/a	n/a	n/a
		Number of smaller municipalities fully implementing the revised	Number of IDPs adopted timeously.	5 IDP's	5 IDP's	n/a	n/a	n/a

		IDP Framework						
			Number of IDPs aligned to the SDBIP	5 IDP's	5 IDP's aligned to SDBIP's	n/a	n/a	n/a
		Number of municipalities with all six critical Posts Implemented.	Guidelines for the recruitment of the six critical posts implemented.	Yes	Municipal Manager's post not yet filled.	Failure to Find suitable candidate.	The Dept. Seconded an Acting MM to fast-track the process of recruiting.	None –
			% of critical posts filled by competent individuals. (Meet 80% - 100% of the job requirements).	% of critical posts filled by competent individuals . (Meet 80% - 100% of the job requirements).	All individuals occupying critical posts meet the requirements of the job	100% performance	None	None
			Acceptable outcome of the competency assessment.	–	–	–	–	–
			Positive reference check.					
			Municipal post to be filled within 3 months after post has been vacated.	One	None	None	None	None
			Classification framework aligned to the	Yes (aligned)	Yes (aligned)	None	None	None

			organizing framework for Occupations.					
		Number of MM's with Crisp and concise Performance Agreements.	Number of MM's with PA reflecting National Government Priorities.	There is PA but MM's post is vacant	Yes (PA is employed but there is no MM.	None –	None –	None –
			Conclude the Performance Agreement within three months after the Appointment or Beginning of new Financial Year.	Yes, agreements were concluded in time	Agreements concluded in time	None	None	None
			Number of cases Reported.	0	n/a	n/a	n/a	n/a
		Strengthened Anti-Corruption Capacities of municipalities.	Number of cases Investigated and action taken.	0	n/a	n/a	n/a	n/a
			Anti-corruption inspectorate established by target date.	Yes	n/a	n/a	n/a	n/a
		Number of Identified smaller municipalities implementing	Number of Municipal Managers with Performance Contracts including the	1 Acting	1	n/a	n/a	n/a

		ng the Performan ce Contracts for Municipal Managers.	LGTAS Performance Indicators.					
Access to basic (or higher) water		Nr of households with access to basic (or higher) water		No targets No DMA anymore	For L/M's	For L/M's	For L/M	For L/M's
		% of households with access to basic level of water.	Water infrastructu re as per the RDP standards provided	n/a No water provision	For L/M's	For L/M's	For L/M's	For L/M's
			Access to potable water					
			Number of schools with access to potable water.	NO targets DMA demarcated	n/a	n/a	n/a	n/a
			Number of clinics with access to potable water.	NO targets DMA demarcated	n/a	n/a	n/a	n/a
			An adopted and updated Indigent Register for	NO targets DMA demarcated	n/a	n/a	n/a	n/a

			the Municipality					
			Number of Households with: Access to Free Basic Water. Access to Free Basic Electricity; and Access to Free Basic Sanitation.	NO targets DMA demarcated	n/a	n/a	n/a	n/a
		Number of Municipalities Implementing the MIG-Cities Programme.	Type of Projects Implemented per Municipality.	n/a	n/a	n/a	n/a	n/a
			Projects Completed per Municipality	n/a	n/a	n/a	n/a	n/a
Access to basic (or higher) sanitation		Nr of households with access to basic (or higher) sanitation		n/a	n/a	n/a	n/a	n/a
Access to basic (or higher) electricity		Nr of households with access to basic (or	No Action DMA does not exist anymore	n/a	n/a	n/a	n/a	n/a

		higher) electricity						
38 Households	Nr of househol ds with access to basic (or higher) refuse removal	38 Households	Number of houses with basic refuses removal.	Refuse removal services were previously rendered every second week to 38 households in Koopmansf ontein.	Due to the de- establishment of the District Municipal Area, Dikgatlong is now responsible for the rendering of the refuse removal services	n/a	n/a	n/a
Access to municipal roads		Km of new municipal roads constructed	No DMA	n/a	n/a	n/a	n/a	n/a
Access to free basic water		Nr of households with access to free basic water	No DMA	n/a	n/a	n/a	n/a	n/a
Access to free basic electricity		Nr of households with access to free basic electricity		n/a	n/a	n/a	n/a	n/a
Formalizatio n of informal settlements		Nr of households in informal settlements provided with water	n/a	No targets No DMA anymore	For L/M's only	For L/M's only	n/a	n/a
		Nr of households in informal	n/a	No targets No DMA anymore	For L/M's only	For L/M's only	n/a	n/a

		settlements provided with sanitation						
		Nr of households in informal settlements provided with electricity	n/a	No targets No DMA anymore	For L/M's only	For L/M's only	n/a	n/a
Disaster Management		Number of disasters prevented, mitigated and preparedness	Disaster Management		Number of disasters prevented, mitigated and preparedness	1) 07 Shack fires 2) 14 Veld fires	1) Affected families were assisted. FBDM supplied them with new shacks. 2) Veldfires was extinguished with the assistance of the farmers from the surrounding areas.	None None
Repairs and maintenance		Service delivery Interruptions per type of service (time per month) and nr of households affected	Maintain and improve the Functionality / Condition of Infrastructure	No target No DMA	n/a	n/a	n/a	n/a
Financial and Administrative Capacity								
Revenue management		Monthly collection rate	n/a	n/a	n/a	n/a	n/a	n/a

		on billings						
		Percentage growth in revenue collected by the municipality as a % of projected revenue target.	n/a	n/a	n/a	n/a	n/a	n/a
		% of budgeted revenue for property rates collected (Implementation of the Municipal Property Rates Act, 2004 (Act no. 6 of 2004))	n/a	n/a	n/a	n/a	n/a	n/a
	95% of total revenue	Grants as a % of revenue received	n/a	100% of budgeted amount of grants	107%	n/a	n/a	n/a
Debt management	Total outstanding consumer debt (sundry debtors)	R debtors outstanding as a % of own revenue	n/a	Own budgeted revenue amount R 1,590,056.00	Outstanding amount vs. own revenue 120%	n/a	n/a	n/a
	Total outstanding consumer debt	% of debt over 90 days		Consumer debt in excess not exceeding 60% of the		n/a	n/a	n/a

	(sundry debtors)			total debt				
	Total outstanding consumer debt (sundry debtors)	Percentage of debt collected as a percentage of money owed to the municipality				n/a	n/a	n/a
Expenditure Management	Approved opex budget i.r.o. second quarter 2011/12 – R27,294,181.50	Monthly operational expenditure as a percentage of planned expenditure		100% spending as per approved opex budget	66% of the approved budget has been spent (R18,091,940)	n/a	n/a	n/a
	Approved capex budget i.r.o. 2011/12 – R 4,665,900.00	Monthly capital expenditure as a % of planned capital expenditure		100% spending as per approved capex budget	120% of the approved budget has been spent	n/a	n/a	n/a
	Approved budget for repairs and maintenance – R 954,512.50	% of operational budget spent on repairs and maintenance		100% spending as per approved repairs and maintenance budget	54% of the approved budget has been spent	n/a	n/a	n/a
		MIG		n/a	n/a	n/a	n/a	n/a

		expenditure a % of annual allocation						
Unqualified audit	Opinion for 2010/11	Audit opinion		Unqualified audit	Qualified Audit Opinion		Matters are used as a measure to correct procedure / address short comings	None
Integrated development planning		Timeous adoption of IDP	Timely submission	5 IDP's	4 IDP's	n/a	Building capacity	More capacity
		Timeous adoption of budget	According to MFMA	Due date	Achieved	n/a	n/a	n/a
		Timeous adoption of SDBIP	According to MFMA	Due date	Achieved	n/a	n/a	n/a
		Reliable and credible IDPs	IDP Assessments	5	4	n/a	n/a	n/a
Administration		Timeous submission of annual financial statements	According to MFMA	Due date according to MFMA	Achieved	n/a	n/a	n/a
		Timeous submission of annual reports	According to Act	Due date according to Act	Achieved	n/a	n/a	n/a
		Timeous submission of Annual Performance Report	According to Act	Due date according to Act	Achieved	n/a	n/a	n/a
		Updated and credible asset register	According to Act	Due date according to Act	Achieved	n/a	n/a	n/a

		Functional OPMS/(Effective controls and accountability systems)	According to Act and Policies	Due dates and standards.	Achieved	n/a	n/a	n/a
Administration		Updated and credible indigent registers	According to policies	Due dates and standards.	Achieved	n/a	n/a	n/a
		Financial controls applied to ensure usage is monitored / limited to indigent policy	Due dates and standards.	Achieved	n/a	n/a	n/a	n/a
Reduced corruption		Functional supply chain management system	Supply chain management policies implemented and monitored	A transparent municipal supply chain management system	Achieved	n/a	n/a	n/a
		Anti-corruption strategy implemented by target date	Implement the anti-corruption strategy					
Labour Relations								
Labour relations		% of critical posts filled	Critical Positions filled with competent employees	100%	Only MM's post is outstanding on critical posts	Difficulty in getting suitable qualified persons	Fill the vacancy within three months	None

		% of critical posts with signed performance agreements	Performance Management systems Implemented	4 posts	100% achievement	None	None	None
		Level of functionality of Local Labour Forum (LLF)	LLF is 100% functional	100% functionality	100% achievement	None	None	None

Governance / Public Participation

Public Participation		% of functional ward committees in terms of the new model	No ward committees	No Targets	n/a	n/a	n/a	n/a
		Number of ward committee management meetings held and percentage attendance by members	No ward committees	No Targets	n/a	n/a	n/a	n/a
		Number of community meetings held	No communities. No DMA	No targets	No ward committees	No Targets	n/a	n/a
		Number of IMBIZOS held	No communities. No DMA	No targets	No ward committees	No Targets	n/a	n/a

LED/ Enabling Environment

Enabling		Nr of job	Direct		Pebbles:	Bank accounts for	Further training for	Partnership with
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environment for growth and development		opportunities created through the CWP	support to projects and marketing and promotion of SMMEs		Kgololosego: 8 Beads: 8 Kgotso: 4 Katlego: 6 Baheso: 6 Curling: 4 Total: 36	projects	beneficiaries	bank to facilitate opening of bank accounts
		Number of wards per municipality implementing the CWP	–	No wards in D/M	–	–	–	–
		Nr of cooperatives established; still functional in wards where the CWP is implemented	Registration and formalisation of SMMEs	100 registered cooperatives and SMMEs	Transferred R100 000 to Frances Baard SMME trust to register SMMEs	n/a	n/a	n/a
		LED strategy adopted	Yes	n/a	n/a	n/a	n/a	n/a
Enabling environment for growth and development		LED strategy and plans are aligned with PGDS	Yes	n/a	n/a	n/a	n/a	n/a

CHAPTER 3: OBJECTIVES AND STRATEGIES

3. OBJECTIVES AND STRATEGIES

3.1 BASIC SERVICE DELIVERY

3.1.1 Infrastructure Services

GOAL	OBJECTIVES	OUTCOME	
		Indicator	Target
Improved access to sustainable basic services in the District	Assist with Projects Identification, Review and Prioritization in IDP's	Improved Planning	<ul style="list-style-type: none"> BP's submitted on time 100% Project completion
	To support the provision of potable water to all households in the district by 2014	Access to potable water	100% access
	To support the provision of sanitation facilities to all households in the district by 2014	Access to adequate sanitation	100% access
	To support the provision of electricity to all households in the district by 2014	Universal access to electricity	100% access
	To support the provision of streets and storm water to all households in the district by 2014	Access to streets and storm water control	100% access
	To support the obtaining of Blue Drop Status by all LM's in the district by 2014	Sustainable service provision	Blue Drop Status to all LM's
	To support the obtaining of Green Drop Status by all LM's in the district by 2014	Sustainable service provision	Green Drop Status to all LM's
	To support Operation and Maintenance of infrastructure in the LM's annually	Sustainable service provision	Sustainable service delivery

3.1.2 Housing

GOAL	OBJECTIVES	OUTCOME	
		Indicator	Target
Facilitate the creation of sustainable human settlements	Facilitate the reduction in the housing backlog by 2016	Reduction in the housing backlog	1000 households
	Facilitate the formalization of informal settlements by 2016	Formalized informal settlements	1100 households
	Facilitate the in-situ upgrading of informal settlements by 2016	Access to basic services in informal settlements	1100 households
	Facilitate the provision of affordable rental by 2016	Completed feasibility studies	3
	Facilitate the access to basic services by 2016	Access to basic services for all	1000 households
	Facilitate the identification and acquisition of suitable land for human settlement by 2016	Suitable land for human settlements identified and acquired	40 ha

3.2 LOCAL ECONOMIC DEVELOPMENT

3.2.1 Local Economic Development

GOAL	OBJECTIVES	OUTCOME	
		Indicator	Target
To facilitate growth and diversification of the district economy by optimizing all available resources	Support the diversification of the agricultural and mining sector in the District by 2016	Sector development Increased direct investment	Manufacturing and construction sectors. 10 Fundable projects
	Support SMME development through the implementation of the FBDM SMME support policy by 2016	Sustained and growing SMME.	Closing gap between the 1 st and the 2 nd economy
	Development of incentive policies for LMs by 2016	Packaged incentives for sector and SMME development	3 policies for 3 LMs
	Support the EPWP concept/initiatives in three local municipalities in the District by 2016	Increased employment through EPWP projects	3 Projects
	Coordination and support of structures	Coordination of support to emerging farmers and small miners	Coordination structures

3.2.2 Tourism

GOAL	OBJECTIVES	OUTCOIME	
		Indicator	Target
Ensure the development of vibrant tourism sector that facilitates sustainable economic, environment and social benefits in the district.	Support and promote the development of tourism in the local municipalities by 2016/17 Establish and expand a vibrant and sought after destination brand for FBDM by 2016/17	<ul style="list-style-type: none"> • Improved tourism attractions • Developed tourism products • Functional tourist information centres • Flourishing tourism destination • Improvement in graded establishments 	(4) all locals
	Facilitate strategic partnerships and participation of all FBDM tourism role players by 2016/17	<ul style="list-style-type: none"> • Vibrant destination brand • Increased Market share • Increased visitor numbers and spending (tourist volume) 	2012-16
	Support and promote the development of tourism in the local municipalities by 2016/17	<ul style="list-style-type: none"> • Increased Participation • Number of capacity building/support interventions • Signed Agreements with stakeholders 	2012-16

3.3 MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION

3.3.1 Environmental Management

GOAL	OBJECTIVES	OUTCOIME	
		Indicator	Target
To promote and support sustainable municipal health and environmental planning and management in the District	To improve the rendering of municipal health services by 10% in the District by 2016	Improving the quality of drinking water and waste water	2016
		Improving the status of food premises	2016
	To improve environmental planning and management by 10% in the District by 2016	Approved emissions inventory	2016
		Atmospheric Emissions Licenses	2016
		Specialized air quality officer appointed	2016
		Approved Environmental Impact Assessments	2016
		Implemented waste minimization strategies	2016

3.3.2 Disaster Management

GOAL	OBJECTIVES	OUTCOME	
		Indicator	Target
Promotion and implementation of an effective and efficient Disaster Management and Fire fighting service in the Frances Baard District.	To develop integrated institutional capacity for Disaster Management at three Local Municipalities by 2016	Capacitated local municipalities in disaster management	(3) Magareng, Dikgatlong and Phokwane
	To develop a Response Recovery Strategy for the District	Completed Response Recovery Strategy	Sector Departments, CBOs, NGOs, LMs
	To implement Response and Recovery mechanisms as per DDMF to four Local Municipalities by 2016	Improved Response and recovery to incident in Local municipalities	(3) Magareng, Dikgatlong and Phokwane
	To develop Institutional capacity and acquire resources for fire fighting services for 3 local municipalities in the district by 2016	Increased fire fighting capacity at 3 Local municipalities	Magareng 12/13 Dikgatlong 13/14 Phokwane 14/15
	To safeguard council's assets by continuously enhancing and upgrading physical security systems and accessibility by 2016	Improved and upgraded security systems	FBDM over a three year term 2012-2014

3.3.3 Human Resource Development

GOAL	OBJECTIVES	OUTCOIME	
		Indicator	Target
To provide a fully effective Human Resources Management function to the District and support to local municipalities	To ensure Human Resources Management support to all departments at Frances Baard District Municipality by 2016	Each department managing independently with minimal hands on support	2016
	To ensure Human Resources Management support to all departments at Frances Baard District Municipality by 2016	Each local municipality managing independently and with minimal hands on support	2016

3.3.4 Records Management

GOAL	OBJECTIVES	OUTCOIME	
		Indicator	Target
Provide sound Records, Archival Management and Office Support Services	To ensure 100% compliance to the National Archives Act and related legislation by 2014	Fast track the proper implementation of sound records management as required by legislation	<ul style="list-style-type: none"> • Dikgatlong • Magareng • Phokwane • FBDM
	To render an effective and cost-efficient office support function by 2014	Ensure a viable, efficient and effective office support function	<ul style="list-style-type: none"> • Garden services • Cleaning services
	To ensure 100% maintenance of the building and the management of contractors by 2014	Implementation of sustainable, high standard maintenance of buildings and the management of contractors appointed by FBDM on its premises	FBDM

3.3.5 Information, Communication Technology

GOAL	OBJECTIVES	OUTCOIME	
		Indicator	Target
Render an effective and efficient Information Technology support in the District	To increase and improve ICT infrastructure accessibility by 50 % in three (3) Municipalities by 2016	Improved ICT Infrastructure accessibility	50%
	To implement the Disaster Recovery Plan by ensuring 100% ICT connectivity in three (3) Local Municipalities by 2016	Disaster Recovery Plan implemented	100%

3.3.6 Integrated Development Plan and Performance Management System

3.3.6.1 Integrated Development Plan

GOAL	OBJECTIVES	OUTCOIME
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		Indicator	Target
To attain credible and implementable IDPs in the District	To facilitate IDP processes and compliance with relevant legislation and policies by 2016/17	Minutes of the meetings Aligned and credible IDP	As per the IDP Process plan 5 IDP
	To facilitate and support the review of implementable IDPs in the District by 2016/17	Reviewed IDP	5 (1 x p/LM p/FY until 2016/2017)
	To facilitate and support the development and review of identified sector plans by 2016/17	Reviewed Sector Plans	8

3.3.6.2 Performance Management System

GOAL	OBJECTIVES	OUTCOIME
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		Indicator	Target
<p>To establish and maintain sustainable performance management systems in the district in compliance with legislation.</p> <p>To support FBDM Management in complying with local government legislation and initiatives.</p>	Facilitate the reduction in the housing backlog by 2016	A fully compliant performance management system in the L/M's of the FBDM district. (Higher level of service delivery to communities)	2016/17
	To maintain a functional and compliant institutional performance management system in FBDM up to 2016/17.	Fully compliant performance management system in FBDM. (Higher level of service delivery to local municipalities and other clients of the D/M)	2016/17
	To support FBDM management in complying with local government legislation and initiatives up to 2016/17.	Full compliance with all local government legislation and initiatives. (Higher level of services to other governmental institutions)	2016/17

3.3.7 Town and Regional Planning

GOAL	OBJECTIVES	OUTCOME	
		Indicator	Target
To promote and support sustainable municipal health and environmental planning and management in the District	To facilitate the development of urban areas in accordance with approved spatial plans (zoning schemes)	Development applications	Local municipalities
	To support the implementation and review of Spatial Development Framework	Approved Spatial Development Framework	Local municipalities
	To facilitate the preparation of township establishment in local municipalities	Approved layout plans	Local municipalities

3.3.8 GIS

GOAL	OBJECTIVES	OUTCOIME	
		Indicator	Target
Provision of reliable spatial information as a planning and management tool in order to enhance service delivery in the District	To ensure the creation of integrated GIS shared services in the District by 2016.	Integrated District GIS system	Improved / effective shared services
	To market GIS as an essential management and planning tool in the District by 2016	Implementation of GIS in decision-making	Effective use of spatial data

3.4 GOOD GOVERNANCE AND PUBLIC PARTICIPATION

3.4.1 Communication

GOAL	OBJECTIVES	OUTCOIME
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		Indicator	Target
Create, strengthen and preserve favourable opinion of the district through effective channels of communication	To promote and sustain a positive public opinion on service delivery in the District by 2016	Improved relations between communities and local government in the District	2016
	To facilitate the collaboration of government activities and programmes through effective communication networks by 2016	<ul style="list-style-type: none"> • Collaborated government activities / programmes • Improved “one message” approach 	2016
	To support the improvement and maintenance of morale and staff engagement to successfully implement the goals of the district municipality by 2016	<ul style="list-style-type: none"> • FBDM Ambassadors (Councilors & Officials) • Enhanced staff engagement & understanding • More effective management • Increased staff morale & motivation 	127

3.4.2 Internal Audit

GOAL	OBJECTIVES	OUTCOME	
		Indicator	Target

To facilitate the provision of independent internal audit assessments and risk management in the district.	1. To provide advisory services to the design and implementation of risk management processes in the district yearly through to 2016	Effective and efficient risk management processes.	Reduced risk %.
	2. To evaluate and contribute to the establishment and improvement of governance, risk management and control processes in the district and local municipalities on a quarterly basis through to 2016.	<ul style="list-style-type: none"> • Compliance with laws and regulations. • Reliability and integrity of financial and operational information. • Effectiveness and efficiency of operations. • Safeguarding of assets. 	Quarterly.
	3. To build internal audit capacity in local municipalities intended for the establishment of independent Internal Audit units in 2 other LM by 2016	Established Internal Audit units in all the district's municipalities.	2

3.5 MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT

3.5.1 Budget & Treasury, Revenue & Expenditure and Supply management

GOAL	OBJECTIVES	OUTCOME	
		Indicator	Target
To provide an effective and efficient financial management service in respect of Council's assets, liabilities, revenue and expenditure in a sustained manner to maximize the district municipality's development role.	Ensure Long term financial sustainability	Sound financial management according to best practices	100% Compliance
	Ensure full compliance with all accounting statutory and legislative requirements	Compliance with legislation and related guidelines from NT	100% Compliance
	Ensure effective debt collection and implementation of revenue generating strategies	Maximize debt collection and revenue generation strategies	100% collection rate on grants and other sundry
	Ensure the proper management of cash resources to meet financial liabilities	Effective and efficient management of council's available resources	100% Effectiveness
	Provide financial management support to four local municipalities	Financially sound and self-sustained local municipalities	100% as per need requirements

CHAPTER 4: SECTOR PLANS AND INTEGRATED PROGRAMMES

As part of the IDP Process, Municipalities are required to prepare integrated programmes and sector plans. 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 following integrated plans and sector programmes have been prepared and adopted by Council between 2003 and 2011.

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 the municipal level. Water and sanitation provision at schools is one of the projects implement in the District Management Area which emanated from the WSDP. The Department of Water and Forestry is assisting the district to continually review the plan.

2. Integrated Transport Plan

The National Land Transport Act, Act 5 of 2009 (NLTA), require that District Municipalities compile DITP's.

In 1996, the White Paper on National Transport Policy was introduced to ensure that the National Transport Policy reflects the changes that were brought about by the first democratic elections in 1994. The focus has shifted from infrastructure development for private transport to infrastructure development for public transport. In addition there was also a move from a supply-driven transport to a demand-driven transport system based on transport plans. A revised planning approach was therefore also required.

The NLTA puts emphasis on certain principles that is contained in the Minimum Requirements for the Preparation of Integrated Transport Plans (published in November 2007). It states that the transport plans must be developed to:

- enhance the effective functioning of cities, towns and rural areas through integrated planning of transport infrastructure and facilities, transport operations including freight movement, bulk services and public transport services within the context of those IDP's and LDO's;
- direct employment opportunities and activities, converting mixed land uses and high density residential development into high utilisation public transport corridors interconnected through development nodes;
- give priority to infilling and densification along transport corridors;
- give higher priority to public transport than private transport by ensuring the provision of adequate public transport services and applying travel demand management measures;

- enhance accessibility to public transport services and facilities;
- ensure road infrastructure maintenance and further development to improve travel by road-based modes of transport where appropriate;
- minimise adverse impacts on the environment; and
- Support/stimulate economic growth and development.

FBDM's DITP was last approved in 2003. The District is currently busy updating the DITP which include consultation with different stakeholders. The draft is currently being prepared and will be submitted for council approval in May 2012 after a final round of consultations in April 2012.

3. Human Resource Strategy

The Human Resource Strategy was prepared in 2005. The Strategy applies to the whole organization. It supports a general approach to the strategic management of human resources which is concerned with longer term people issues and macro concerns about structure, quality, professional ethics and values, commitment and matching resource to future needs. It sets out the general direction the Municipality will follow to secure and develop its human resources to deliver a sustainable and successful Municipality.

4. Performance Management System

The Performance Management System was prepared in 2006. 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, including determining the roles of the different role-players. The PMS facilitates accountability, capacity building, alertness of potential risks and awards outstanding performance. The system forms the basis for monitoring, evaluating and improving the implementation of the Integrated Development Plan.

5. Disaster Management Plan

The Disaster Management Plan was prepared in 2003, to implement appropriate disaster risk reduction measures to reduce the vulnerability of communities and infrastructure at risk. The Plan recommends institutional capacity building, training and awareness programme for the public such as the District Response and Recovery Plan, District Management Advisory Forum and District Disaster Management Centre.

6. Spatial Development Framework

The Spatial Development Framework was prepared in 2007, with the purpose of highlighting design patterns of land use, direction for future growth and to show other special development areas. The aim of the Framework is to promote socio-economic integration, urban restructuring and resource conservation. The Framework is a five (5) year plan that is required to be reviewed once the Provincial Spatial Development Framework has been finalized in order to align the District Framework with the Provincial Framework.

7. District Growth and Development Strategy and Implementation Plan

The Implementation Plan of the District Growth and Development Strategy was adopted in 2009 to assist the District in implementing the DGDS which was prepared in 2007. The aim of the DGDS is to achieve growth and development, maintain financial and institutional investment in order to inform planning, ensure service delivery and prioritize decision making within the district through indentifying key focus areas for intervention. These focus areas are the district-wide municipal services, strong linkages with the National Spatial Economy, basic welfare, development of the district and inter-generation economic mobility.

8. LED Strategy: Khulis' Umnotho

The LED Strategy was prepared in 2009 with the purpose of formulating a strategic implementation document which highlights the situational (demographic, socio-economic and economic) trends, intervention programmes to address developmental challenges and emphasizes opportunities available to broaden the economic base of the Frances Baard District Municipality. The Khulis' Umnotho Strategy intends to address the creation of employment opportunities, alleviate poverty and enable the facilitation of a conducive environment for investment and business development which subsequently results in positive spin-off effects that boosts the economy of the FBDM.

9. Tourism Strategy

The Tourism Strategy was prepared in 2009, to optimally co-ordinate, manage and develop the District's tourism sector as a vibrant tourism destination that facilitates sustainable economic growth, environment and social benefit within the district.

In order to position the District as a preferred tourism destination, the implementation framework intends on increasing the market share and tourism volumes through marketing promotion and branding; improving the geographic spread and tourist vacation through product, service and infrastructure development, which are just 2 of the 5 implementation programmes envisioned by 2015.

10. The Investment and Marketing Plan

The Investment and Marketing Plan was prepared in 2009 with the aim of developing an implementation plan with marketing information and investment opportunities for potential investors which can be utilized by Frances Baard District Municipality (DM) and the Local Municipalities (LMs) to entice investors to do business in the area. The plan provides information on the socio-economy, highlights the strategic economic growth sectors and business opportunities, provides information on the support structures and associations, as well as essential contacts for doing business in FBDM.

11. Crisis Communication Plan

The Crisis Communication Plan was prepared in 2010, and is aligned with Disaster Management Plan that focuses on effective and efficient crisis handling and management. The Plan encourages community participation in governance and addresses the role of Frances Baard District Municipality and the identified task team in collecting information and conveying accurate and timely information to all internal and external stakeholders when confronted with an incident or crisis.

12. HIV/Aids Strategic Plan

The District HIV/Aids Programme was prepared in 2010 to support the Frances Baard District through a consultative process of defining local needs and vulnerabilities and channeling resources and energies through the development and implementation of an evidence-based HIV prevention programming at district level. The plan presents a useful opportunity to review existing HIV strategies, including strategies for resource allocation, mobilization and tracking, to ensure that essential HIV preventing measures are funded and implemented where they are most needed in order to slow down the transmission of new HIV-infections and to minimize the drivers of the epidemic in the France Baard District.

13. Integrated Waste Management Plan

The Integrated Waste Management Plan was prepared in 2010 as a review and update of the IWMP completed and adopted in July 2004. The reviewed IWMP reflect on previous status quo and objectives set, as well as current conditions, limitation and challenges currently experienced by the local municipalities. Furthermore the document will reflect on the current legislation, policies and statements that could affect waste management in Frances Baard District Municipality.

The purpose of the IWMP is to optimize waste management in order to maximize efficiency and minimize the associated environmental impacts of waste generation and

financial costs of waste disposal and to improve the quality of life of inhabitants of the District.

14. Environmental Management Framework

The Environmental Management Framework was prepared in 2010 and is incorporated with the Integrated Environment Plan which was adopted in 2004. The EMF was prepared to identify areas of natural resource importance, ecological sensitivity and other biophysical environments within the District, to reveal where specific land uses may best be practiced and to offer performance standards for maintaining appropriate use of such land. The Framework intends to proactively identify areas of potential conflict between development proposals and critical/sensitive environments and to bridge the divide between development planning and environmental considerations by integrating environmental opportunities, constraints and critical resource management issues into land use and development endeavours.

15. Air Quality Management Plan

The Air Quality Management was prepared in 2011. *(See summary)*

16. Communication Strategy

The Communication Strategy was prepared in 2011, to articulate the district vision, priorities, challenges and programme of action over the next five (5) years. The period of the strategy is linked to the electoral cycle, as informed by the Medium Term Strategic Framework (MTSF, 2009 – 2014) as well as the term of office of the District Council. The Strategy is informed by the provincial strategic framework for communication, 2009 and the District Integrated Development Plan (IDP), 2010. The aim of the strategy is to provide awareness about policies and programmes in the District, unlock accessible and clear communication methods in order for the public to empower themselves with the information to actively participate in the decision making process.

17. Public Participation Plan

The Public Participation Plan was prepared in 2011. *(See summary)*

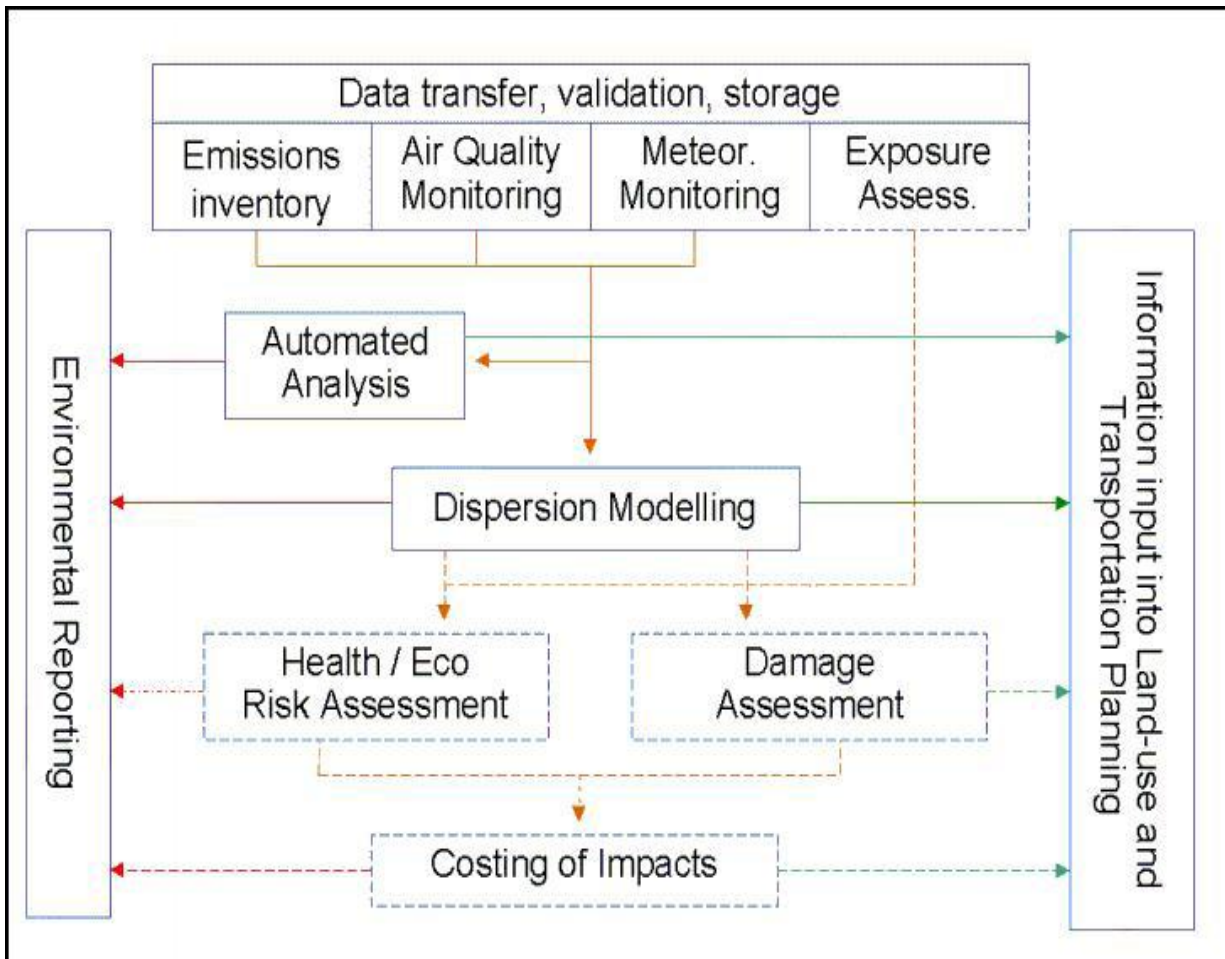
The Bill of Rights in the Constitution states that South Africans have the right to an environment that is not harmful to their health and well-being. The focus of air quality management should be to characterize baseline air quality, and to ensure the management and operation of ambient monitoring networks (if required), the licensing of listed activities, and the development of emission reduction strategies. To fulfill these responsibilities, the District has initiated the development of an Air Quality Management Plan (AQMP) which will form part of their overall Integrated Development Plan for the area. In developing this AQMP the main focus will be to ensure compliance with the National Air Quality Act.

The main objective of the Air Quality Act (AQA) is the protection of the environment and human health, in a sustainable (economic, social and ecological) development framework, through reasonable measures of air pollution control. The rationale for developing the Air Quality Management Plan for the Frances Baard District Municipality (FBDM) is due to the recognition of the growing severity of air pollution caused by domestic, industrial, agricultural and mining operations in South Africa, as well as due to the internal desire of the District to ensure that all is being done to certify that environmental considerations are being addressed within the District.

FBDM will implement an Air Quality Management System (AQMS) in a two phased approach, namely on the short term essential tool which will be acquired to manage air quality, this will be followed by the implementation of health and damage assessments which will inform the cost of air quality impacts and the savings which could be realized with the implementation of intervention strategies.

An integrated air quality management system, which includes components such as an emissions inventory and air quality monitoring and modelling, forms the basis of effective air pollution control and air quality management. The configuration of the management system to be implemented by FBDM is illustrated in Figure 1. System components proposed for implementation in the short-term are indicated by solid lines, with components to be added at a later stage indicated by dashed lines.

Figure 1: Air Quality Management System to be implemented by the Frances Baard District Municipality



The Municipal Systems Act 32 of 2000, Section 16 (1) (a) states that: **“The municipality must develop a culture of municipal governance that complements formal representative government with a system of participatory governance, and must encourage, and create conditions for, the local community to participate in the affairs of the municipality”**. Furthermore Section 17 of the above mentioned Act states mechanisms, processes and procedures for community participation that must be adhered to.

It is against these legislative requirements background that the Public Participation Programme for the Frances Baard District Municipality was prepared. The Programme aims to create opportunities for the political principals to be actively involved in the sharing of information about what government and in particular the district municipality is doing to improve and add to the betterment of the lives of the community. Through public participation greater access to the decision-making processes of the municipality to all its stakeholders is opened up. It implies that members of the general public or representatives of the affected community or the role players are actively involved in the planning process of the district municipality. The foundation of public participation is:

- Values based,
- Decision- orientated, and
- Objectives driven

Public participation refers to a process whereby an individual, group or body participates in the communication process. Often it also refers to the public participating actively in the actual planning process, including the identification of needs, the identification of solutions and the prioritization of projects. It is about having your say, thinking about why you believe in your views, and listening to the views and ideas of others. In working together, decisions may include a range of perspectives.

Consultation is an advisory process, mainly aimed at identifying and evaluating possible solutions to a problem. It also refers to the process of giving people an opportunity to comment before a decision is taken, or obtaining input during discussions that may influence the decision.

Communication refers to the broad process of providing information to the targeted audience, and by providing an opportunity for feedback. (Communication therefore is of a broad nature and encapsulates information dissemination and consultation processes).

GUIDING PRINCIPLES:

This Public Participation Plan is guided by the following principles:

- Communication processes must be clear and known to all members;
- Wherever possible, communication must be purposeful and timely, particularly in relation to consultation and decision-making;
- Wherever possible, communication must be open, honest and frank;
- In general, relevant information will be available on a transparent manner, and only in exceptional cases (e.g. to preserve confidentiality) information is not to be made available;
- Council must communicate effectively within itself and with the community which it serves.

GOAL:

To develop the capacity of communities and stakeholders to assume an increased role, and to promote appropriate involvement of communities in the activities and functions of the Frances Baard District Municipality and the District.

OBJECTIVES:

- To establish a clear means to consider public comments and an effective mechanism to document responses for public review and decision makers' consideration
- To develop multiple citizen-participation approaches to promote and encourage open public discussion among participating groups and individuals

PARTICIPATION PROCESSES

1. Ward meetings

Ward meetings usually accommodates all ordinary people of a town or particular residential area. This gives more people, in particular, women, youth, the physically challenged and the poor a chance to participate. To keep the public informed on a regular basis such meetings should be held not less than once a quarter convened by Councilors living in the area. This platform will be ideal for the district municipality to ensure that areas within local municipalities are informed of the role and functions of the district municipality.

2. Budget Consultation meetings

Annually the FBDM convene a budget consultation meeting with relevant stakeholders, in particular the Category B municipalities in the district. This meeting is intended to give stakeholders the opportunity to inform and influence the decisions taken to finalize the district municipality budget.

3. Integrated Development Planning (IDP)

The IDP is a planning method to help municipalities develop a coherent, long-term plan for the co-ordination of all development and delivery in their area. Stakeholders and target communities are consulted throughout the IDP process to help identify needs, discuss strategies and develop projects.

FRANCES BAARD DISTRICT **MUNICIPALITY**

PROCESS PLAN AND FRAMEWORK FOR **INTEGRATED DEVELOPMENT PLAN** **PROCESS**

July 2011

PROCESS PLAN FOR THE PREPARATION OF THE DISTRICT **IDP REVIEW 2011-2012 AND PLANNING 2012-2013**

MONTH	PHASE	PLANNED ACTIVITIES	TARGET DATE	LEGISLATIVE REQUIREMENTS
July-Sept	Preparation (Analysis Phase)	<ul style="list-style-type: none"> Assessment of the implementation of 2011-2012 IDP projects 	July 2011	
		<ul style="list-style-type: none"> Identify the limitations and shortcomings of the 2011-2012 IDP's 	July 2011	
		<ul style="list-style-type: none"> Undertake an assessment of the implementation of all Sector Plans and Integrated Programmes 	July 2011	
		<ul style="list-style-type: none"> Prepare and present for discussion a draft IDP Process Plan to the District IDP Steering Committee 	July 2011	
		<ul style="list-style-type: none"> Submit the draft IDP Process Plan to Council for adoption 	27 July 2011	Section 28 (1) Municipal Systems Act 2000
		<ul style="list-style-type: none"> Identify all updated and available information for Statistics SA and other stakeholders for all municipalities 	August 2011	
		<ul style="list-style-type: none"> Identify, discuss and adopts proposals from IDP Analysis report, IDP Engagements and Guidelines for preparation of IDP's. 	August 2011	
July-Sept	Consultation (Strategy)	<ul style="list-style-type: none"> Identify all sector plans and Integrated Programmes to be reviewed 	August 2011	
		<ul style="list-style-type: none"> Facilitate and organize local municipalities IDP Rep Forum workshops to discuss priority issues for the financial year (2011/2012) 	September 2011	Section 29(1)(b)-Municipal System Act 2000
		<ul style="list-style-type: none"> Undertake strategic planning workshop for the district municipality 	September 2011	IDP Guidelines
Oct-Dec	Consultation (Projects)	<ul style="list-style-type: none"> Consolidate municipal issues and develop district-wide priority issues and strategies 	October 2011	
		<ul style="list-style-type: none"> Undertake consultation with Sector Departments 	October 2011	

		and other stakeholders		
		• Formulate IDP projects for 2012-2013 financial year	October 2011	
		• Align local municipal IDP projects with Sector Strategic plans/budgets	October 2011	IDP Guidelines
		• Convene District IDP Steering Committee meeting to discuss potential funded IDP projects for 2012-2013 financial year	November 2011	
		• Identify and consolidate district-wide IDP projects	December 2011	
January	Drafting (Integration)	• Prepare and finalize Draft District Integrated Development Plan	January 2012	
		• Present Draft District IDP to IDP Steering Committee, Municipal Managers, HOD's and Managers	January 2012	
February-June	Approval	• Present the Draft District Integrated Development Plan to the District IDP Representative Forum	January/February 2012	Section 29(1)(b)(ii) Municipal Systems Act 2000
		• Present Draft District IDP to Council for adoption	12 March 2012	Section 17 (3)(d) Municipal Finance Management Act 2003
		• Advertise Draft District IDP in local newspaper for scrutiny and comments	March 2012 / April 2012	Section 21A Municipal Systems Amendment Act 2003 Section 15(3)-Municipal Planning and Performance Management Regulation 2001
		• Present final Draft District IDP to Council for adoption	May 2012	Section 24(2)(iv) of the Municipal Finance Management Act 2003
		• Submit copies of approved District IDP to MEC for Local Government	May 2012	Section 32(1)(a) Municipal Systems Act 2000
		• Submit copies of approved District IDP to Provincial Sector Departments, COGHSTA and other stakeholders	May 2012	
		• Post the approved District IDP on the website of the municipality	May 2012/June 2012	Section 21A-Municipal Systems Amendment Act 2003

**INTEGRATED DEVELOPMENT PLAN FRAMEWORK FOR
FRANCES BAARD DISTRICT MUNICIPALITY:**

1. INTRODUCTION:

Municipalities are required by the provisions of Chapter V of the Municipal Systems Act (32) 2000 to prepare and adopt Integrated Development Plan for the areas under their jurisdiction. Thus Section 25 (1) states that: **“Each municipal Council must within a prescribed period after the start of its elected term, adapt a single, inclusive and strategic plan for the development of the municipality...”** Furthermore Section 25 (3) (a) further elaborates that; **“A newly elected municipal council may, within the prescribed period referred to in Subsection (1), adopt the integrated development plan of its predecessor, but before taking a decision it must comply with Section 29 (1)(b)(i), (c) and (d)”**.

However in order to ensure consistency and compliance with legislative requirements, appropriate guidelines for the drafting of integrated development plans need to be adopted. Thus Section 27 (1) of the Municipal Systems Act 2000 provisions that: **“Each district municipality within the prescribed period after the start of its elected term in office and after following a consultative process within its area, must adopt a framework for integrated development planning in the area as a whole...”**. Thus it is on this basis that the following framework has been conceptualized.

2. BINDING PLANS AND PLANNING REQUIREMENTS AT PROVINCIAL AND NATIONAL LEVEL:

The preparation and adoption of an Integrated Development Plan is undertaken within a broadly based legislative framework. The main body of legislation, policies and guidelines that provide the foundation upon which Integrated Development Plan rests may be summarized as follows:

NATIONAL LEGALISATIONS

- 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 (28) of 1998
- National Environmental Management Act (107) of 1998
- EIA-Regulations-2006
- Development Facilitation Act (67) of 1995
- National Land Transport Act (5) of 2009
- Municipal Planning and Performance Management Regulation -2001
- Municipal Finance Management Act (56) of 2003
- Intergovernmental Relations Framework Act (13) of 2005
- The National Housing Act (107) of 1997
- 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
- Land Use Management Bill
- Northern Cape Planning and Development Act (7) of 1998

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 government policies and guidelines which provides an over arching framework namely:-

- National Spatial Development Perspective (NSDP)
- National Growth and Development Strategy (NGDS)
- Guidelines for Credible IDP's
- National Vision 2014
- 5 year Strategic Agenda for Local Government
- Medium Term Strategic Framework 2009-2014
- Delivery agreement: Outcomes 8
- Delivery agreement: Outcomes 9

PROVINCIAL LEGISLATION AND POLICES

- The Northern Cape Provincial Growth and Development Strategy (NCPGDS)
- The Frances Baard District Municipal Growth and Development Strategy (FBDMGDS)

INTERNATIONAL POLICIES

- Agenda 21-UN Conference on Environment and Development (Earth Summit)
- Habitat Agenda-UN Conference on Human Settlement (Habitat II)
- World Summit on Sustainable Development (WSSP) 2000
- Copen 15- World Summit on Climate Change 2009

3. ALIGNMENT OF PLANS AND PLANNING PROCESSES OF DIFFERENT SPHERES OF GOVERNMENT

Alignment may be defined as *“A process entailing structured and systematic dialogue within government with a view to bring about coordinated and integrated action among the spheres of government and between the spheres and other organs of state to achieve common objectives and maximize development impact”*.

On the basis it is critical therefore that the principal component of the Integrated Development Plans of local municipalities is aligned with those of the district integrated development plan. These include but are not limited to the following:-

1. The Council's development priorities and objectives including its local economic development goals and its internal transformation needs.
2. The Council's development strategies which must also be aligned to the national or provincial Sector Plans.
3. The Council's Spatial Development Framework (SDF)
4. The Council's Disaster Management Plan
5. The Council's Integrated Environmental Management Plan
6. The Council's Water Services Development Plan
7. The Council's Integrated Waste Management Plan
8. The Council's Integrated Transport Plan
9. The Council's Local Economic Development Strategy
10. The Council's HIV/ AIDS Strategy
11. The District Growth and Development Strategy

4. MECHANISM AND PROCEDURES FOR PUBLIC PARTICIPATION

Public participation is a fundamental ingredient of the Integrated Development Planning process. This is articulated clearly in Chapter 4 of the Municipal Systems Act (32) 2000. Section 16 (a) (ii) states that municipalities must “”.

Thus in order to ensure participation of all stakeholders, municipalities has to identify all role-players and assign responsibilities to each one of them as summarized below:-

STAKEHOLDERS	ROLES AND RESPONSIBILITIES
LOCAL MUNICIPALITY MUNICIPAL GOVERNMENT	<ol style="list-style-type: none"> 1. To prepare, decide and adopt a Process Plan. 2. Undertake the overall management and coordination of the planning process which includes that : <ol style="list-style-type: none"> i. All relevant actors are properly involved ii. Appropriated mechanisms and procedures for public connection and participation are applied. iii. The planning events are undertaken in accordance with the time schedule. iv. Planning process is related to the real burning

	<p>issues in the municipality that it is strategic and implementation orientated process, and</p> <p>v. The sector planning requirements are satisfied.</p> <p>3. Adopt and approve the IDP.</p> <p>4. Adjust the IDP in accordance with the MEC for Local Government proposals.</p> <p>5. Ensure that the annual business plans, budget and land use management decisions are linked to and based on the IDP.</p>
RESIDENTS, COMMUNITIES AND INTEREST GROUPS (CIVIL SOCIETY INCLUDING TRADITIONAL LEADERS)	<p>6. To represent interest groups and contribute knowledge and ideas in the planning process by:</p> <p>7. Participating in the IDP Representative Forum to:-</p> <p>vi. Inform interest groups, communities and organizations on relevant planning activities and their outcomes.</p> <p>vii. Analyze issues, determine priorities, negotiate and reach consensus.</p> <p>viii. Participate in the designing of project proposals and/or assess them.</p> <p>ix. Discuss and comment on the draft IDP.</p> <p>x. Ensure that annual business plans and budgets are based on and linked to the IDP and,</p> <p>xi. Monitor performance and implementation of the IDP.</p> <p>8. Conduct meetings or workshops with groups, communities or organization to prepare for and follow-up on relevant planning activities.</p>

ⁱ Policy Coordination & Advisory Services- The Presidency