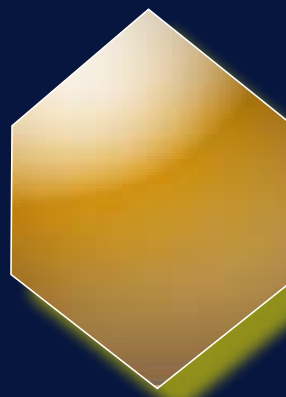


FRANCES BAARD

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



**Integrated Development Plan (IDP)
Review for 2012/13
Planning for 2013/14**

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FOREWORD

The management and leadership of Frances Baard District Municipality were relieved when it received the audit report for the 2011-2012 financial year. There was anxiety and anticipation regarding the audit report because FBDM is an ambassador for Clean Audit and could not afford to perform otherwise. The municipality had regressed in the 2010-2011 financial year obtaining a qualification; and it was imperative that the organisation improves on its performance in order to ensure that its image is not tarnished. Thus the unqualified audit report for 2011-2012 financial year was welcome news for the organization.

However Frances Baard District Municipality cannot celebrate its achievement as long as local municipalities within the district are receiving qualified audit opinion and disclaimers. Our mandate as a district municipality is to ensure that local municipalities are adequately capacitated to discharge their legal responsibilities.

On hindsight though, it is not all doom and gloom within Frances Baard District municipality. Firstly, when one examines the Minister of Finance's Budget speech, it is apparent that the district will receive massive capital injection through the construction of the new University of the Northern Cape in Kimberley. This will generate much needed job opportunities with positive ripple effects in the local economy.

Secondly during the State of the National Address, President Jacob Zuma reiterated that, "Government will now pursue the just and equitable principle for land compensation as set out in the Constitution, instead of the willing buyer, willing seller principle". He emphasized that land claims by the descendants of the Khoi and San will be considered. This will bring much needed relief to the sons and daughters of the Khoi and San in the FBDM region.

Thirdly, Statistics South Africa released the 2011 census report in October 2012. It is evident from the report that FBDM is the strongest district in the Province accounting for 34.27% of the provincial population and 36% of the provincial gross domestic product (GDP). This is a testimony of the competitive advantage of our district, and the lifting of the moratorium on land development in Sol Plaatje municipality provides further catalyst in luring investors to our region.

Last but not least statistics indicate that more than 95% of the households in the district have access to potable water, 84% have access to proper sanitation and 83% have access to electricity.

Thus the future prospects for Frances Baard District Municipality are bright. The district remains the engine for economic growth in the province; and given the unwavering political support and the commitment and dedication of officials, Frances Baard District Municipality will undoubtedly set eyes on the Millennium Development Goal targets by 2015.

Thank you.



MM Moloi
Executive Mayor

CHAPTER 1: BACKGROUND

1.1 INTRODUCTION:

Frances Baard district comprises of four category B municipalities (Sol Plaatje, Dikgatlong, Magareng and Phokwane). The municipality is located in the far eastern portion of the province. It shares its northern borders with the North West province and its eastern border with the Free State province. 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. 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 the Municipal Systems Act, section 27(2) the IDP framework 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. 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. (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.

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
- National Development Plan 2030

iii) Local:

- Northern Cape Spatial Development Framework (NCSDF)
- The Provincial 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 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 district IDP Steering Committee is functional based and is constituted depending on the planning activities needed thereof and when need arises. The committee is chaired by the Municipal Manager's appointee or representative.

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 mayoral Committee or a member of the committee appointed by councillors. It consists of the following representatives:

- Executive Mayor
- Mayoral committee
- Mayors from Local Municipalities
- Municipal Manager of the Local Municipalities
- Member of the Executive Management Committee
- Councillors
- Head of Department and senior officials of all provincial sector departments
- Stakeholder representative of organized group
- Resource persons

1.3 IDP PROJECTS – 2012/2013: 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 2012/2013

PROJECT NAME	BUDGET (R)	PROGRESS				
		COMPLETED	IN PROGRESS	NOT STARTED	%	COMMENTS
SOL PLAATJIE LOCAL MUNICIPALITY						
Electronic Doc & Records Management	550, 000.00			✓	0	Tender specifications have been drafted and approved by the IT Steering Committee – go to Specification Committee in January 2013.
Energy Saving Initiative in KBY (Electricity Demand Side)	6, 000, 000.00			✓	0	Funds gazetted but not received – funding provided by Department of Energy for installation of energy efficient street lights.
Fleet Replacement Programme	14, 200, 000.00		✓		99	Phase 1- vehicles delivered. Phase 2 – Bid Adjudication held on 7 Dec

PROJECT NAME	BUDGET (R)	PROGRESS				
		COMPLETED	IN PROGRESS	NOT STARTED	%	COMMENTS
						2012. Orders placed for various units Bid Adjudication Committee for 2 refuse compactor vehicles to be scheduled for 2013.
SMME Village Galeshewe	3, 000, 000.00		✓		19	SMME Village was completed and launched in November 2012. Interim management service provider has been appointed to manage village. Advert for tenants placed which closed on 31 May 2012.
Landscaping of Greenpoint			✓		85	Project entails patching and resealing of 3 streets in Old Greenpoint - Old Dutch Reformed Morula and Witpad. Project rolled over, maintenance team to complete final works (plumbing, carpentry)
Parks	939, 000.00		✓		42	Maintenance of 18 parks, in terms of irrigation and cutting of trees and lawns in various wards in Galeshewe & Roodepan is ongoing. Theft, dumping and vandalism is a challenge to maintenance of the parks.

PROJECT NAME	BUDGET (R)	PROGRESS				
		COMPLETED	IN PROGRESS	NOT STARTED	%	COMMENTS
Sharepoint Workflow (Building Control)	200, 000.00			✓	0	Tender specifications have been drafted and approved by the IT Steering Committee. Bid Speciation will commence in January 2013.
Upgrade Electrical Cabling Network	12, 900, 000.00			✓	5	Electrical Contractor has been appointed. Contractor will commence installation of cables mid January 2013.
Upgrade Hall Street Substation	15, 000, 000.00			✓	0	In the process of compiling tender document to procure services of and electrical consultant.
Upgrade Production SAN	450, 000.00			✓	10	Tender document prepared – going to Specification Committee. Most of the hardware need to be imported and project cost exceed available budget.
Additional Bulk Electricity (80MVA) and Network Upgrade	16, 600, 000.00		✓		48	The expenditure reflected represents the final payment to Eskom to acquire the additional 80MVA.
Kimberley High Mast Lighting (Proj	1, 500, 000.00		✓		45	Tswelelang high mast- steel cage to be positioned and concrete base

PROJECT NAME	BUDGET (R)	PROGRESS				
		COMPLETED	IN PROGRESS	NOT STARTED	%	COMMENTS
70)						casted. Donkerhoek high mast- high mast pole to be lifted. Witdam high mast- completed. Greenpoint high mast- position of mast to be identified. Appointment of contractor finalized
Upgrade of Substation at Ashburnham	16, 000, 000.00		✓		12	Transformer plinths and replacement of 66kV circuit breakers and current transformer will commence mid September. Transformer 1 is decommissioned. FAT will be done 19 Nov 2012- Portugal. Estimated that transformers will be on site by end January 2013.
Upgrading Silson Road Substation			✓		55	Construction of substation building completed. Currently installing and commissioning 11KV switchgear. Cables will be rerouted and connected once the switchgear is installed and completed.

PROJECT NAME	BUDGET (R)	PROGRESS				
		COMPLETED	IN PROGRESS	NOT STARTED	%	COMMENTS
Ritchie: Freedom Park Water and Sanitation 167 houses			✓		0	Project funded by FBDM. Tender advertised in Dec 2012. Construction expected to start in March 2013 and completion expected September 2013
Electrification of Donkerhoek (521)	2, 423, 152.00		✓		83	Project rolled over from 2011/2012 FY, due to shortage of wooden poles. To date 247 houses have been electrified. 272 houses still to be electrified.
Department of Energy (DoE) Integrated National Electrification Programme (Lerato Park)	5, 000, 000.00			✓		COGHSTA to provide additional information should this project not start on time. Funds could be re-directed to complete Greenpoint during adjustment budget process.
Department of Energy (DoE) Integrated National Electrification	8, 000, 000.00			✓		Preliminary Medium Voltage point of supply from the existing network to supply the development. Approved Stand layout drawings are unavailable or in process of approval.

PROJECT NAME	BUDGET (R)	PROGRESS				
		COMPLETED	IN PROGRESS	NOT STARTED	%	COMMENTS
Programme (Lindene)						
Department of Energy (DoE) Integrated National Electrification Programme	21, 000.00					Not a project – forms part of INEP funding. Gazetted separately.
Kamfersdam Water Reduction	58, 000, 000.00		✓		90	Project will be completed by end Feb 2013. Final payment for work completed to be paid by end of April 2013 and retention will be payable in the next financial year.
Donkerhoek Services	-		✓		86	First hand over took place, waiting for contractor to rectify defects.
Beaconsfield Upgrade Waste Water Treatment Works			✓		100	Project has been commissioned and is under retention. Only additional work to be completed.

PROJECT NAME	BUDGET (R)	PROGRESS				
		COMPLETED	IN PROGRESS	NOT STARTED	%	COMMENTS
Ritchie: Waste Water Treatment Works	6, 042, 000.00		✓		84	First 140m of access road to WWTW in township tarred. Final E&M installation to be completed. VO's for some additional work has been tabled for approval. Project to be completed after construction break.
Promise land (797 erven: water)	11, 702, 000.00		✓		35	All required materials are on site and project is running smoothly. The Labour Based portion of the project is also progressing well. Site to be made safe for construction break.
Riverton Water Purification Works	6, 000, 000.00		✓		91	Low-lift pumps at Riverton to be installed. Task cannot be completed until the water level in the reservoirs at Newton is at operational level. Switchgear completed.
Water Zone Metering (Non Revenue Water Minimization Project)	12, 000, 000.00		✓		73	Project funded by DBSA. Project cost estimated increase to 27 million after completion of final design. Tender advertised in July 2012, closed on 20 August 2012. Construction expected to start in March/April 2013 should adjudication be able to continue

PROJECT NAME	BUDGET (R)	PROGRESS				
		COMPLETED	IN PROGRESS	NOT STARTED	%	COMMENTS
						shortly. Completion expected 2014
Counter funding MIG/NDPG	3, 000, 000.00		✓			Project rolled over
Ritchie Housing (Infill 100 Units)	6, 073, 347.00		✓			Project rolled over
Phutanang (55 Units)	3, 880, 317.00		✓			
Soul City Housing: (Rectification 200 Units)	13, 741, 984.00	✓			100	Project completed
Galeshewe (Infill 50 Units)						
Lerato Park Integrated Housing			✓			
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.

PROJECT NAME	BUDGET (R)	PROGRESS				
		COMPLETED	IN PROGRESS	NOT STARTED	%	COMMENTS
Homevale WWTW Upgrade (15M)	53, 589, 000.00		✓		9	Civil contract has been awarded, physical work to commence in 2013. M&E designs, drawings procurement and manufacture completed but installation dependent on civil contract. Up-front work has been completed by end October 2012 where after the project will seize until installation can be proceeded with.
Replacement programme: IT Hardware	800, 000.00		✓		50	60 PC's have been purchased and installed. A further 30 work stations will be procured towards the end of January 2013 to be installed end February 2013
GIS Hardware Replacement and New Software	525, 000.00			✓	0	
New Cemetery: Detail Planning and Fencing		✓			100	Project is completed

PROJECT NAME	BUDGET (R)	PROGRESS				
		COMPLETED	IN PROGRESS	NOT STARTED	%	COMMENTS
Water Tanker	1, 200, 000.00					Part of Fleet Replacement Programme. Budget to be adjusted
MAGARENG LOCAL MUNICIPALITY						
Maintenance of Waste and Water Treatment Plant	700, 000.00	✓				The Service Provider was appointed to do maintenance on the plant and the project is complete the remaining portion of this budget will be used to pay wages
Maintenance on Electricity Network	350, 000.00		✓			The Service Provider was appointed to erect the devils fork fence around all electricity substation in Warrenton.
Maintenance on Roads and Stormwater	1,500, 000.00		✓			This is the continuous community road project which has emanated from the last FY. 50% of this allocation is mainly for labour wages and the rest will cater for normal operation and maintenance on roads and storm water related interventions, the service provider was appointed for hiring of construction machinery to work on a storm water purposes

PROJECT NAME	BUDGET (R)	PROGRESS				
		COMPLETED	IN PROGRESS	NOT STARTED	%	COMMENTS
Ward Programme (225 EPWP Work Force) including food for waste projects	169, 786.00		✓			Workers who are working on a day to day operation and maintenance ward programme have been appointed and already started with their various respective works, this workers includes a number of hundred working on food for waste project
CWP Project			✓			The project has just started and will be reported as from this month
Renovation of Municipal Office in Warrenton	198, 000.00	✓			100	The project is complete.
Electricity Master Plan	147, 336.94		✓			Consultant has been appointed and project handed over for commencement.
Ikhutseng Upgrading of Internal Roads Network	4, 932, 377.52		✓			Project was divided into two contracts, Contract A is complete and Contract B is ongoing

PROJECT NAME	BUDGET (R)	PROGRESS				
		COMPLETED	IN PROGRESS	NOT STARTED	%	COMMENTS
Provision of Water Reticulation Network for 558 sites	2, 500, 000.00		✓			The Consultants has been appointed to start with the design and go out on tender for construction
Purchasing of Water and Electricity Metering	700. 000.00		✓			Preparation of the Specification, Terms of Reference and the Tender Documentation is anticipated to be finished by 15 February 2012
Upgrading of Electricity Network in Warrenton	4, 500, 000.00			✓		The Department has approved and Eskom will be engaged ASAP.
Electrification of 500 sites in Warrenton	3, 250, 000.00			✓		The Department has approved and consultants will be instructed to commence with works bearing in mind that the funds will only be effective as from 1 April 2013
Non Grid Electrification to both Majeng and	0.00			✓		Request has been given to DOE for funding

PROJECT NAME	BUDGET (R)	PROGRESS				
		COMPLETED	IN PROGRESS	NOT STARTED	%	COMMENTS
Moleko's farm						
Refurbishment of Water Network in Warrenton	2, 000, 000.00		✓			The Consultants has been appointed to start with the design and go out on tender for construction
PHOKWANE LOCAL MUNICIPALITY						
Water and Sanitation for 1450 stands	12, 200, 000.00		✓		74	Water reticulation has been completed, Sanitation is still in progress.
Construction of bulk sewer pipe line for 1450 sites	4, 961, 952.00		✓		99	The contractor is busy with a problem that was encountered, project will be handed over to the municipality after the completion of the problem.
The upgrading of Jan kempdorp waste water treatment plant	2, 897, 349.00		✓		90	Civil works have been completed; Mechanical and Electrical works will commence and the project is expected to be completed end of May 2013
Masakeng 840 sites sewer reticulation				✓		Business plan to be submitted to COGHSTA for financial

PROJECT NAME	BUDGET (R)	PROGRESS				
		COMPLETED	IN PROGRESS	NOT STARTED	%	COMMENTS
network						consideration
Upgrading of streets and storm water Pampierstad	7, 000, 000.00	✓				The project completed
Guldenskat township establishment	-		✓			Finished pegging awaiting finalization of EIA and the town planning process.
Hartswater CBD Revitalization	-	✓				Business plan approved by National Treasury, need to apply for Capital Grant and identification of other funders
Valspan and Pampierstad CBD Revitalization business plan	-		✓			In the process of compiling a business plan
Kingston 604, informal settlement upgrading	-		✓			SG plan and EIA has been approved
Magogong Station	-		✓			Awaiting SG approval of the layout

PROJECT NAME	BUDGET (R)	PROGRESS				
		COMPLETED	IN PROGRESS	NOT STARTED	%	COMMENTS
Township Establishment						and the advertisement of the rezoning and subdivision process
Hartswater Cemetery Extension	-	✓				Completed
South Eastern Development	-					Negotiation stage, with land owners
Electrification project Masakeng 1348	-		✓			1200 connections has been made, the project is still underway
Hartswater new landfill site development	-		✓			Project is underway
Bonita Park 127			✓			EIA is pending
Jan kempdorp 100 sites, settlement planning	-			✓		Negotiation stage
Electrification Project Ganspan			✓			Phase 1 of the Ganspan electrification has been completed

PROJECT NAME	BUDGET (R)	PROGRESS				
		COMPLETED	IN PROGRESS	NOT STARTED	%	COMMENTS
						and handed over to the municipality
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 2012. Plan to go out on tender 23 March 2012	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
Maintenance Water Treatment Works	550, 000.00 (Operation and		✓		40	<ul style="list-style-type: none"> Maintenance of WTW buildings - in process Service & Calibration of

PROJECT NAME	BUDGET (R)	PROGRESS				
		COMPLETED	IN PROGRESS	NOT STARTED	%	COMMENTS
	Maintenance Project)					existing Water Treatment Equipment -in process <ul style="list-style-type: none"> • Manhole & bulk water meter - complete
Maintenance Waste Water Treatment Works	400, 000.00 (Operation and Maintenance Project)		✓		10	<ul style="list-style-type: none"> • By pass line oxidation ponds - to start end March 2012 • Cleaning of waste water treatment works - complete • Repair dosing pumps-in progress • Repair soft starter at Barkley West WTW - in process

PROJECT NAME	BUDGET (R)	PROGRESS				
		COMPLETED	IN PROGRESS	NOT STARTED	%	COMMENTS
Maintenance Water and Sewer Networks Repair PLC Longlands - complete	300, 000.00 (Operation and Maintenance Project)		✓		70	<ul style="list-style-type: none"> • Chemicals for UDS toilets • Procure Faulty Water Meters - in process • Repair PLC Longlands - complete
Maintenance Streets and Stormwater Drainage	700, 000.00 (Operation and Maintenance Project)		✓		35	<ul style="list-style-type: none"> • Blading of roads • Procurement of road signs • Repair & maintenance of paved roads - in process of preparing materials

CONCLUSION:

The above program report confirms the fact further that the provision of basic services predominates in all local 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 councillors 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, Delporthoop 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 2013-2014 are summarized as follows:

PRIORITY ISSUES 2012-2013	PRIORITY ISSUES 2013-2014
1. Roads & Storm water 2. Housing 3. Community Halls 4. Early Childhood Development 5. Taxi ranks 6. Township Development	1. Housing and Land 2. Storm water and roads 3. Water 4. Sanitation 5. LED/Job creation 6. ECD (early childhood development)

7. Electricity & lights	7. Parks and recreation
8. Refuse and waste	8. Multi-purpose community center
9. Agriculture	9. Disaster management
10. Site Development (services)	
11. Parks and open spaces	
12. Sanitation	
13. Cemeteries	
14. Recreational facilities	
15. Public amenities	
16. Clinics	
17. Road signage	
18. Water	
19. 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 Ikhutseng. 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 Hartsvallei 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 2013-2014 are summarized as follows:

PRIORITY ISSUES 2012-2013	PRIORITY ISSUES 2013-2014
<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 	<ol style="list-style-type: none"> 1. Provision of water 2. Stormwater management 3. Unemployment 4. Electricity provision 5. Safety and Security 6. Sanitation Facilities 7. Clinic 8. High masts 9. Early Childhood Development 10. Construction of roads 11. Sports and recreational facilities

1.4.3 Phokwane Municipality

Phokwane Local Municipality is made up of the following areas: Hartswater, Jan Kempdorp, Pampierstad and Ganspan settlements and the farming areas. Economic activities are mainly agricultural, varying from stock farming 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 2013-2014 are summarized as follows:

PRIORITY ISSUES 2012-2013	PRIORITY ISSUES 2013-2014
<ul 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 	<ul style="list-style-type: none"> 1. Land & housing 2. Maintenance 3. Roads 4. Unemployment 5. Electricity 6. Health 7. Waste management 8. Youth Development 9. Water and Sanitation 10. Education 11. Recreational Facilities

1.4.4 Sol Plaatje Municipality

The Sol Plaatje Local Municipality (SPLM) comprises of a large urban node in the form of Kimberley, and villages and farms. Kimberley is the administrative centre of the municipality. The economic activities consist of retailers, industries as well as mining and farming. The SPLM accommodates approximately 247 000 people and is also 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: 2011*).

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 priority issues to produce District Priority Issues strengthens 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 2013-2014 are summarized as follows:

PRIORITY ISSUES 2012-2013	PRIORITY ISSUES 2013-2014
1. Roads and Stormwater 2. Land/Housing 3. Water 4. LED 5. Infrastructure Development 6. Health 7. Recreational Facilities 8. Electricity 9. Education 10. Sanitation 11. Safety and Security 12. Refuse and Waste Management 13. Youth Development 14. Disaster Management 15. Agriculture	1. Housing and Land 2. Roads and Stormwater 3. Unemployment 4. Early Childhood Development 5. Education 6. Water 7. Clinic 8. Refuse and waste management 9. Sanitation facilities 10. Electricity and lights 11. Recreational facilities

CHAPTER 2: SITUATIONAL ANALYSIS

2.1 SITUATIONAL ANALYSIS

Background

The Northern Cape Province is the largest province geographically with a total area of 372,889 square kilometers. The estimated population of the province is 1,114,861 people; which is the smallest share of the South African population (*Statistics SA, 2011*).

Frances Baard is situated in the north-eastern corner of the Northern Cape Province. The district is the most densely populated district with approximately 382, 086 people. It is bordered by 2 provinces namely the Free State in the east, the North West to the north and by two district namely Siyanda to the west and Pixley ka Seme to south.

The district comprises of four local municipalities with the population distribution estimated as follows: Magareng (24 000), Dikgatlong (47 000), Phokwane (63 000) and Sol Plaatje (248 000) (*Statistics SA, 2011*).

2.1.1 Demographic Composition:

The population of Frances Baard is fairly equally distributed with 48.5% males and 51.4% females. The population of the district is similar to that of most developing economies; it is dominated by a young population. Thus a third (31%) of the population is ≤15 year old, about 63% of the population is economically active¹ (16-64 years) and 5.5% of the population are pensioners. The economically active age group has increased from about 203,000 people in 2000 to almost 240,807 people in 2011 (*Statistics 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

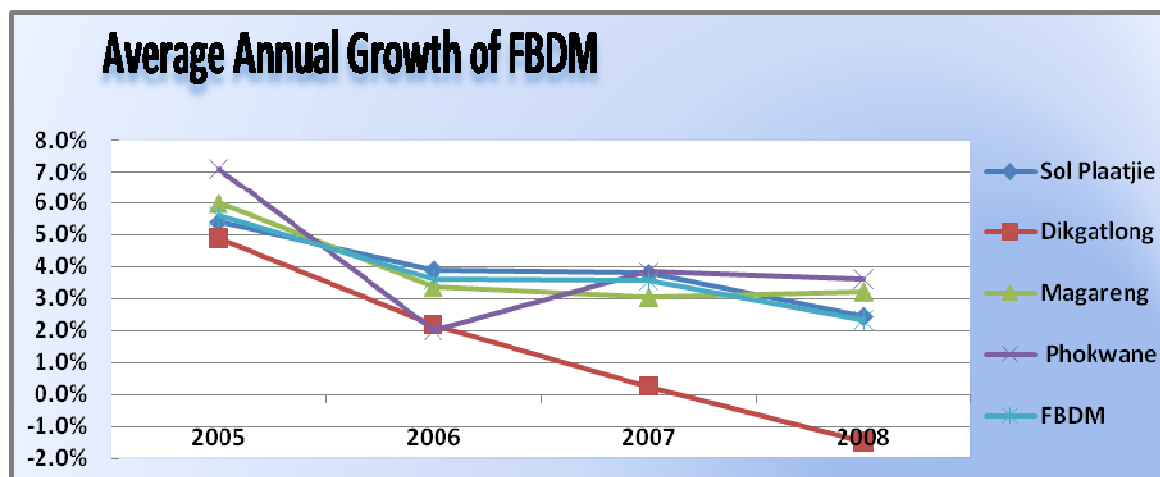
¹ The term economically active means the population that is employed or actively seeking employment.

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 provincial gross domestic product (GDP). The Major contributor to the regional GDP is Sol Plaatje (74,5%), followed by Phokwane (15%), Dikgatlong (8,5%), and Magareng (2%).

GRAPH 1: AVERAGE ANNUAL GROWTH OF FBDM

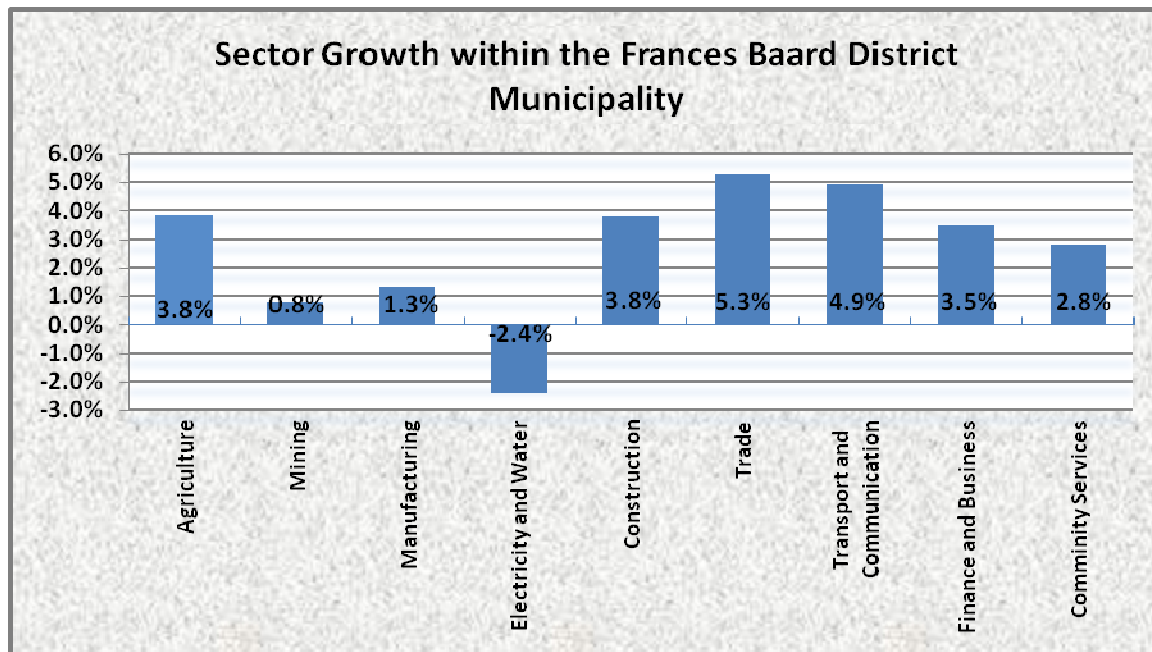


Source: GLOBAL INSIGHT, 2011

In terms of correlation and trend, we see from graph 1 that the only lagging economy is Dikgatlong Local Municipality which has been on a worrying decline since 2005. Other than Dikgatlong Local Municipality, there has been a moderate slowdown 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 negatively low 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.

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*).

TABLE 2: LABOUR FORCE

MUNICIPALITY	EMPLOYED	UNEMPLOYED	DISCOURAGED WORK-SEEKER	OTHER NOT ECONOMICALLY ACTIVE	NOT APPLICABLE	GRAND TOTAL
FRANCES BAARD	87170	44836	13386	102529	134165	382086
SOL PLAATJIE	63049	29514	7474	64250	83754	248041
DIKGATLONG	7841	5164	2041	14510	17286	46841
MAGARENG	3669	2570	1304	7515	9146	24204
PHOKWANE	12611	7589	2568	16254	23979	63000
GRAND TOTAL	174339	89672	26773	205058	268330	764171

Source: STATISTICS SA, 2011

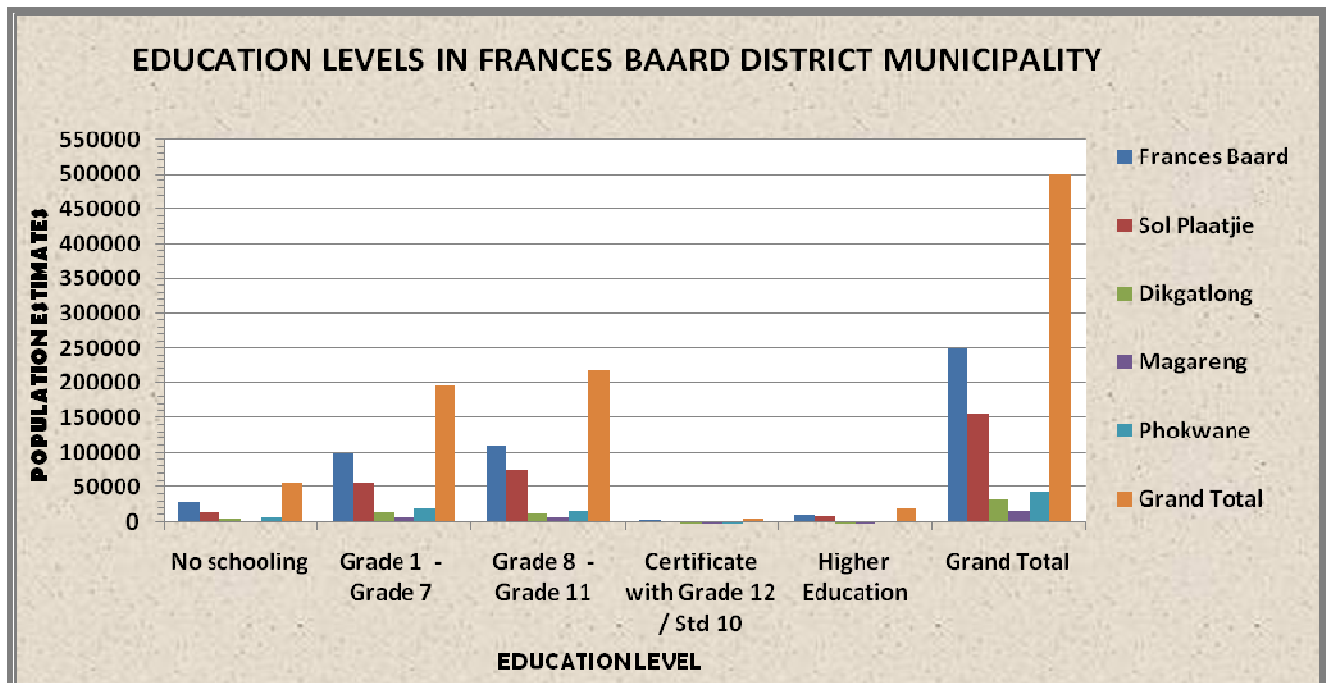
The District has an employable population of 87, 170 people and a total of 102, 529 people that are not economically active. In terms of the distribution of the employed, it is skewed towards Sol Plaatje with 72.3%, while only 4.2% of the employed are in Magareng.

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 (88.8%) of the adult population (population aged 20 years and older) living in Frances Baard 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 (26.3%) 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; with the majority of the population employed in semi and unskilled occupations.

GRAPH 3: LABOUR LEVELS



Source: STATISTICS SA, 2011

This graph shows a desperate situation in terms of levels of education in the District. Almost 42% of the District population only has grade 8 or less and 82% have completed secondary education till Grade 12. The local municipalities within the Frances Baard District show the same trend as the district, however the Sol Plaatje LM has the highest percentage of the adult population with Grade 12 or complete secondary education and higher in the district (26.3%).

2.3 BASIC SERVICE DELIVERY

2.3.1 Infrastructure Services

a) Water and Sanitation:

Access to water is a constitutional right to everyone as stipulated by Section 27 (b) of the Constitution of South Africa 1996. Municipalities are mandated by amongst others the Municipal Structure Act 1998, the Municipal Structures Amendment Act 2000 and the Water Services Act 1999, to provide potable water to households within their areas of jurisdiction.

It is estimated that about 5450 households (5%) in the district have no access to water and about 16,576 households (16%) lack access to proper sanitation. These are administratively and spatially distributed as follows:-

Water: Sol Plaatje – 2285
 Dikgatlong – 851
 Magareng – 630
 Phokwane – 1726

Sanitation: Sol Plaatje – 8417
 Dikgatlong – 2963
 Magareng – 700
 Phokwane – 4238 (STATSSA: Census 2011)

Issues:

- The costs to eradicate backlogs/lack of services are high and are increasing annually. DWA's unit cost for the eradication of water and sanitation backlogs amounts to about R13, 000 per household. It is therefore estimated that it will cost about R71, 396,000 and R212, 121,000 to eradicate water and sanitation backlogs respectively . These estimates exclude the provision of Bulk Services.
- The municipalities in the district depend on grant funding for infrastructure provision.

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 or so community's access to electricity has significantly improved. In accordance with the Census 2011 survey by Statistics SA, over 83% of the households in the district have access to electricity for lighting.

Issues:

- 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 has about 606 km of gravel roads within the municipal areas. The district has purchased a grader and appointed a grader operating team to assist with grading of gravel streets in the category B municipalities. Frances Baard District Municipality's service level agreement with the Department of Roads to maintain provincial gravel roads in the district ended in 2011.

Issues:

There are no road master plans for the different municipalities. Municipalities also do not have sufficient funds to budget adequately for maintenance of streets and storm water. The conditions of provincial gravel roads within the district have deteriorated over the years due to the following reasons:-

- Insufficient funds are allocated for road maintenance.
- Many of the graders and machinery at the Department of Roads are outdated.
- Although most new machinery has been bought, it is not utilized optimally.
- Increased traffic volume – has exacerbated road conditions.

2.3.2 Housing

The Frances Baard District has performed well in terms of housing delivery for the period 2007 to March 2012. Delivery for the period was in excess of 4 400 houses with several still under construction. The Frances Baard District remains the biggest consumer of housing subsidies and the area of highest demand and delivery in the Province.

The availability of bulk infrastructure in terms of water and sanitation is of concern in all areas, though. Local municipalities, with the exception of Sol Plaatje, do not have the necessary capacity and resources to effectively implement the housing mandate as required in terms of the Constitution.

To alleviate this burden and facilitate the housing delivery process, the Frances Baard District Municipality established a housing unit in 2006. Since then, there has been significant improvement in the level of services being rendered in respect of housing delivery in the district. The unit was founded with a vision of accelerating housing delivery and quality within the District. Within a short space of time, the District has been able to achieve great milestones in as far as performance is concerned.

In 2009, the District was assessed for level 1 and 2 accreditation by the Accreditation Compliance and Capacity Assessment Panel, which was successful. Following this, the Minister of Human Settlements and the Northern Cape MEC for Co-operative Governance, Human Settlements and Traditional Affairs delegated level 1 and 2 functions to the District in terms of the Accreditation certificate in May 2011. This was a major accomplishment, not only for the District, but for the Province as a whole as it became one of the only two Districts in the country, at the time, to attain level 2 accreditation.

Since obtaining level 2 accreditation, the District has been able to fulfill its obligation of performing the housing functions as per the accreditation framework and other pieces of legislation including the Constitution of the Republic, Act 108 of 1996, the Housing Act, Act 107 of 1997 and the National Housing Code. These important legal prescripts are the key pillars that inform the District's Constitutional mandate of ensuring that everyone has access to housing.

Furthermore, the legislation and policy framework compels the District to initiate, facilitate and manage the development of sustainable human settlements. To achieve this, the District has developed sound intergovernmental relations with the

Municipalities that are within its jurisdiction. To attest to this, all three Municipalities (Phokwane, Dikgatlong, and Magareng) where the District is facilitating the housing provision process have entered into a service agreement with the District to improve quality and accelerate housing delivery. The capacity support provided by the District has seen a steady rise in the delivery, organization, and the overall performance with regards to housing provision.

In terms of the Service Level agreements, the District is providing the following key functions to the local Municipalities:

FUNCTION	BRIEF DESCRIPTION
Projects initiation, planning and approval	This involves the identification of new projects, conducting feasibility studies, prepare business plans for funding and facilitate the approval process
Project/Program Management and contract administration	Management of the different housing programmes being implemented; monitoring the overall performance against the project plan and cash flow; ensuring that contractual obligations and fulfilled by all parties involved
Subsidy administration	Administration of the Housing Subsidy System on behalf of the Municipalities; provide a list of approved beneficiaries to the contractor; rectify any errors on the system; assist applicants with the completion of subsidy forms; conduct housing consumer education sessions to capacitate and create awareness amongst the communities
Quality Assurance	Enforcement of the National building regulations, norms, and standards in respect of all buildings
Housing backlog identification and quantification	Through the National Housing Needs Register (NHNR), identify and quantify the housing backlog per Municipality
Capacity Development	Provide capacity to communities through the Housing Consumer

	Education programme. Municipal housing officials are also capacitated, more specifically on housing administration and project management
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The above table illustrates that the District has gone beyond simply providing support to Local Municipalities; and facilitating the housing delivery process to the communities. Within a short space of time, the District has achieved the following in respect of housing delivery:

- Housing Sector Plans have been developed for all three Municipalities (Dikgatlong, Magareng, Phokwane), and are being reviewed on an annual basis;
- Project initiation, planning and design, including project management services are being rendered to the local Municipalities on a continuous basis
- Quality assurance on designated projects is being enforced
- Subsidy administration and the capturing and verification of subsidy applications on HSS
- The completion and administration of the National Housing Needs Register (NHNR)

The functions mentioned above are accompanied by different challenges, as each and every Municipality is distinctive in their approach to housing issues. This requires the District to handle housing matters with due care and consideration of the Municipality's processes in order to ensure good working relations with the local Municipalities. Although the available housing staff is dedicated and assists municipalities as far as possible, it has become apparent that the unit needs to expand if it is to continue providing quality services to the municipalities and communities.

The District now has level 3 in sight, and has made numerous submissions and presentations, including to the National Housing Portfolio Committee. The District's ability to handle the housing function has not been a concern for both National and Provincial Human Settlements; however, financial constraints have been the main impediment delaying the District's accreditation to level 3.

For level 3 accreditation, the DM will be required to fulfill the same functions that the Department is currently performing. Also, funding for projects will be transferred directly to the DM and not via the Department as is currently the case. In order to be assessed for level 3 the DM will have to demonstrate its capacity to deliver on the housing mandate as per the Human Settlements Department. This is a challenge the

District has taken head on and with the support of the political principles will undoubtedly succeed in achieving level 3.

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 for economic development. 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's economy. Sol Plaatje local municipality alone is responsible for over 80% (rand value) of the value addition in the district while the secondary sector contributes well under 10%.

There are a lot of activity planned and happening in the District to diversify the economy and some of these initiatives are:

- The establishment of the Cape Malt plant for malt processing in Richie and the positioning of emerging farmers to produce and supply barley to the the plant
- The formalisation of the pebbles trading in Dikgatlong
- The establishment of an oil processing plant in Phokwane
- Training of small and emerging miners
- Formalization of 20 woman contractors
- Support and strengthening of SMMEs
- Exposing and training of graduates on local economic development and entrepreneurship
- Promotion and marketing of unique indigenous products and services

Issues:

- ✓ The district continues to have a high unemployment rate with Dikgatlong and Magareng Local Municipalities exceeding 40% while in total the District has over 13 000 discouraged job seekers.
- ✓ Sol Plaatje accounts for over 70% of the employed people in the District while population wise it accounts for just under 65% of the District population.
- ✓ Inability to identify and market bankable investment opportunities, identification and marketing of 'bankable' investment opportunities.

2.4.2 Tourism

Tourism has been identified in the Frances Baard District as a sector with massive potential of economic growth. Frances Baard District Municipality is the smallest district in the Northern Cape Province, which boasts Kimberley as a major tourist destination within its region. The District remains the most visited destination within the Northern Cape. FBDM has a rich history and natural resources that can promote tourism development in the region. These resources are untapped and are not adequately budgeted for within the District and local municipalities. The District has access to a number of major routes; the **N12** Treasure Route which runs from Johannesburg to Cape Town and **N8** from Bloemfontein to Upington leading up to the **N10** towards Namibia.

The district offers an array of tourism experiences ranging from wildlife, adventure activities, historical buildings, icons and sites, township tourism, the San Cultural & ancient rock art experience, Agri-tourism, mining tourism and heritage, Anglo-Boer war sites and the Mighty Vaal and Orange River running through the District.

TOURISM - SITUATIONAL ANALYSIS

a) Tourist information provision

Tourist information centres provide comprehensive tourist information about the destination, tourism attractions, accommodation, activities and services within the locality. It is essential that tourists have easy access to information on tourism products within the District; in this case tourist should be able to find information from readily available sources such as tourism offices, information boards, maps and brochures.

Therefore; the district will facilitate the development and operation of information offices in local municipalities.

b) Tourism product development

Local government has an important role to play in the facilitation of new tourism products within its geographical area. As such, local government should not own tourism products, but play an enabling role through the facilitation and stimulation of tourism product development.

The traditional tourism market for FBDM is tourists coming to the district to take advantage of the heritage and mining history attractions on offer in the district. However the district is home to a diverse range of potential products, which have yet to be realized. In particular, the hinterland areas of the district can be incorporated into the tourism market through the use of the adventure, Agri-tourism and natural advantages. These strengths that the district holds should be intensified through the development of new tourism products in the hinterland areas.

c) Tourism destination brand

The marketing of the FBDM tourism brand is the essential component of the success of the industry. Brand marketing has the ability to grow the visitor number, increase their length of stay for the benefit of the destination. Currently the FBDM Tourism brand and its associated products are being marketed through exhibitions, travel brochure, tourism website and placement of adverts; however the region should engage in more effective marketing mechanisms including media and web based marketing.

d) Tourism capacity building

Tourism is a service industry; therefore constant training should be performed to encourage service excellence amongst product owners. There is currently limited training offered by the district to product owners but information sessions are conducted through hosting of tourism forum meetings on an annual basis. Training of personnel offering service to visitors and educating them about importance of tourism plays a vital role in promoting our region.

e) Community involvement

Currently there are few local entrepreneurs involved in tourism businesses. Tourism must involve the local communities; through ownership and participation of tourism businesses for the economic benefits and job creation. FBDM needs to facilitate the entrance of new tourism entrepreneurs into the market. Education, information provision and awareness should be conducted on advising communities on avenues which are open to them on how to enter the market and succeed.

f) Local tourism associations

Tourism development, marketing and management within the local municipalities currently takes place in a largely uncoordinated manner. There are a number of tourism stakeholders operating within the district, (at local municipalities) including private sector stakeholders, SAPS and the provincial tourism authority.

Currently, there is little interaction between these stakeholders resulting in duplication of efforts as well as missed opportunities to grow the sector. Furthermore, better management of the sector through local government interventions can result in a coordinated approach to raising awareness of the benefits of the sector and benchmarking the sector's growth. As a result; local municipalities needs to develop local tourism associations to coordinate tourism, co-operation and partnerships amongst key stakeholders of the tourism sector.

g) Packaged tourism experiences (Route Development)

Route development represents a significant opportunity for the region. Routes play a strategic role in linking different regions and products and can facilitate movement of tourists through a region. Frances Baard District has a shortage of packaged products and experiences due to unformalized tourist routes; therefore there is a vast need for route development in order to facilitate tourism growth in the region.

h) Tourism database

Tourism database is a program that provides efficient data pertaining to tourism attractions, facilities, services and activities to different users. An essential tool utilised by tourism officials to disseminate information, to tourists.

FBDM requires a database with accurate information of all tourism businesses operating within the District; as a result of unavailable resources. The development of

an accurate tourism database will assist in strengthening the market positioning of the region as a destination of choice.

2.5 MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION

2.5.1 Environmental Management

Municipal Health Services

Municipal Health Services (MHS) have been devolved to Metropolitan and District Municipalities in terms of the National Health Act, 2003. Sol Plaatje and Phokwane municipalities are currently rendering the services in their own municipalities. Due to inadequate funding, the function has not yet been devolved to FBDM.

Challenge:

The Frances baard district municipality does not have the capacity (office space, resources, etc.) to accommodate all the health personnel from the local municipalities and the alternative is to enter into a service level agreement with the local municipalities to render the function on behalf of the Municipality.

a) Waste Management

In terms of the National Environmental Management: Waste Management Plan, 2008, local municipalities are responsible for the operation and management of landfill sites in their municipal areas. The operation and management of these sites remains a challenge for local municipalities due to inadequate budgets and a lack of equipment. The challenges for each municipality are as follows:

1. Sol Plaatje

There is no access control at the site and waste is dumped randomly on the site. Scavengers have access to the site and set the waste alight which causes air pollution.

Recycling is well on track in Kimberley with several waste recycling operators operating in town by collecting recyclables from most businesses in town. The public can also sell their recyclables to established operators. Majority of the recyclable waste lands on the landfill site. The communities must be educated and encouraged to separate the recyclables from waste at household level

2. Dikgatlong

The landfill site in Barkley West is fenced with entrance control facilities on the site. However, there are no personnel responsible for access control and scavengers are found on-site. The waste is not covered and is set alight causing air pollution in the area. The challenge to the municipality is to budget adequately for the operation and maintenance of the site. The landfill sites in Windsorton and Delportshoop are also in poor state with vandalized fences and no access control. The site in Koopmansfontein is fenced and the waste is covered with red soil.

FBDM in cooperation with the Department of Environment and Nature Conservation and Dikgatlong Municipality have constructed a waste buy-back centre in Barkly West. The daily operations of the centre are managed by a local recycling cooperative. The communities will be able to sell their recyclables for cash at the centre where the cooperative will bale it and sell it to recycling companies.

3. Phokwane

A new landfill site was developed in Hartswater with funds availed by the National Department of Environmental Affairs. The municipality is currently applying for permission to rehabilitate the old landfill site. Illegal dumping of waste still occurs at Ganspan and Valspan. The landfill sites in Jan Kempdorp and Pampierstad are not managed adequately and the burning of waste still takes place on these sites. No formal recycling is taking place in the municipal area. The municipality is busy developing a business plan for the establishment of a buy-back centre at the new landfill site.

4. Magareng

The landfill site is not fenced meaning that there is no form of access control. Thus animals and scavengers have free access to the site. The waste is set-alight which causes air pollution. Recycling is facilitated by various individuals.

b) Water Quality

Most communities and schools especially in rural areas are dependent on boreholes for water. In many instances the water does not conform to the standards (SANS, 241 of 2011). Failures are communicated through to the local municipalities and the FBDM's Technical Unit for intervention. The Department of Education is busy installing treatment equipment at these schools

c) Air Quality Management

Frances Baard District Municipality is the Atmospheric Emissions Licensing Authority. Four applications have been received and reviewed. Smoke from households remains a main cause of air pollution. More awareness campaigns on the causes and effects of air pollution must be conducted to sensitize the communities on air pollution.

Challenge:

Capacity is still a challenge and FBDM is currently busy to capacitate the Environmental Health Practitioners (EHPs) on Air Quality Management.

d) Municipal and Environmental Health By-laws

Many local municipalities do not have environmental by-laws in place to protect the communities against health hazards and nuisances and to protect the environment against degradation. FBDM has developed a set of municipal and environmental health by-laws to act against perpetrators causing these hazards of nuisances. These by-laws have been approved by Council and will be gazetted.

Challenge:

EHPs will enforce legislation at identified premises as soon as they are trained as law enforcement officers' by-laws.

e) Food premises

Many food premises do not comply with requirements due to language barriers and the absence of by-laws. By-laws and legislation will be enforced at these premises as soon as the EHPs are trained as law enforcement officers.

2.5.2 Disaster Management

The Disaster Management Act (Act 57 of 2002) places the responsibility of Disaster Risk 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.

Local municipalities do not have the budget or financial muscle to handle disasters or incidents that constitute of disaster 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) in the event of a disaster.

Disasters can have a negative 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/incident in the newly established developments and projects. This will ensure that the local municipal disaster management plan is updated as new developments and projects unfold.

The absence of a Response and Recovery Strategy is causing delays when different role-players had to respond to any disaster/incident. Role players need to provide inputs and show commitment in 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 and it is the responsibility of the district municipality to procure and maintain its own new communication system.

There is a lack of fire fighting facilities, equipment and human capital in the Frances Baard District Municipal area. Currently Fire and Emergency Services only exist in the Sol Plaatje local municipal area. FDBM is utilising the services of Fire Protection Associations (FPA's) and "Working on Fire" teams which are established at FPA level to extinguish veldfires. There are currently three "Working on Fire" teams in the Frances Baard area. These teams are located in Phokwane (Hartswater), Dikgatlong (Delpoortshoop and Windsorton). Poor access roads to rural communities are causing delays when responding to reported incidents in rural areas.

There is also lack of funding for fire fighting and communication projects. FDBM received Conditional grants for the previous financial years. These grants were utilised to assist local municipalities to build capacity with regards to fire fighting and to cover the operational costs for the control room. These grants were stopped during the 2011/2012 financial year. This will have a negative impact on risk reduction for the district as whole.

The establishment of the District Disaster Management Centre (DDMC) is still outstanding due to the non-availability of funds. A survey was done in 2009/2010 financial year to determine where the DDMC must be situated. This survey also included cost estimation for the development of the DDMC by a quantity surveyor.

The existing security system is outdated and needs to be replaced and upgraded.

2.5.3 Human Resources Development

In Human Resources Development, 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 Management 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 obligated to abide by those time frames. The Employment Equity Act, Act (55 of 1998) 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 was viewed as a center of excellence, with a healthy workforce. To ensure the latter the Employee Assistance Programme is available to employees of the District to assist in handling personal or work related problems that might adversely affect the well-being, health and performance in the workplace.

The Department of Labour and the Occupational Health and Safety Act, enforces employers to establish Health and Safety committees. FBDM has acceded to this call and has committees and safety representatives that are fully functional

2.5.4 Records Management and Office Support

A temporary facility has been identified at Frances Baard District Municipality in order to alleviate the storage 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 the storage and appraisal of A20 records on Municipalities.

Institutional capacity in the district is facilitated through the following:

- The process must be initiated with Records Management inspections at the Local Municipalities as to identify the needs of Municipalities; with regard to resources, critical tools development, infrastructure and capacity building.
- Training opportunities offered by Provincial Archives to be communicated to the Local Municipalities as to capacitate all Registry staff at Local Municipalities.
- Establishment of a District Records Management Forum for Local Municipalities

The vetting of Registry officials to be done through the National Intelligence Agency to ensure the confidentiality of the information created in pursuance of activities of Frances Baard District Municipality is managed accordingly.

Implementation of an Electronic Records Management System for the Frances Baard District Municipality as to simplify the administration functions of the municipal official. The scanning of documents and the electronic distribution thereof is supported. Such a system addresses problems at operational level, where most communication problems occur.

2.5.5 Information, Communication Technology

Frances Baard District Municipality conducted an Information Technology (IT) environmental scan for three Local Municipalities (Magareng, Phokwane & Dikgatlong). The aim of the scan/ assessment was to identify key IT challenges and the report has yielded the following challenges:

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

Absence of the ICT Governance Framework in the four Local Municipalities (Sol Plaatje Local Municipality, Dikgatlong Local Municipality, Magareng Local Municipality and Phokwane Local Municipality) has placed huge burden on ICT operations and strategy objectives of the Municipalities. ICT Governance is the responsibility of senior Management and Council and consists of leadership, organisational structures and processes that ensure that the Municipality's ICT sustain and extend the organisation's strategies and objectives.

The Frances Baard District Municipality has currently developed the ICT Governance Framework and the implementation phase will commence in the third quarter of 2011/2012 financial year. In the next financial year (2012/2013) the Frances Baard District Municipality foresee to assist all four local Municipalities within the District. The following benefits are realized when the ICT Governance is developed and implemented within any organisation:

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 IT risks.

2.5.6 Performance Management System

Chapter 6 of the Municipal Systems Act of 2000 and the Municipal Performance 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.

1.1 Current Status

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 layer 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.

1.2 Spatial Distribution and Geographical Location

The current spatial status of the PMS in the municipality is been limited to the District Municipality itself. However, a new and more outward approach will be followed for future development and will include support and assistance to some of the local municipalities where the need for such initiatives exist. The aim is to establish a strong and well capacitated performance management unit which would be able to support and assist the smaller local municipalities in identified and/or requested aspects of performance management.

2. Achievements and Challenges:

2.1 Achievements

- The establishment of a well- functioning performance management system within the district municipality.
- The implementation of an improved assessment toolkit which operates within the parameters of the Systems Act and the Performance Regulations of 2006.
- The implementation of an acceptable and workable performance reporting system which clearly indicates the institutional performance of the municipality.

2.2 Challenges

- To build more 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.

Integrated 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”*.

The District municipality has completed the preparation of Dikgatlong Integrated Zoning scheme. The preparation of Phokwane and Magareng Integrated Zoning is currently in progress.

Spatial Development Framework

The Spatial Development Framework (SDF) is a strategic 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 Northern Cape Department of Rural Development and Land Reform has completed the preparation of the Provincial Spatial Development Framework (PSDF). This provides guidance in terms of the contents and preparation of the district

municipality SDF. Frances Baard District Municipality is reviewing the District Spatial Development Framework which will be followed by the reviewing of the SDFs for local municipalities.

Challenges

Some of the salient challenges are:

- Limited institutional planning capacity
- Poor economic base to support urban growth
- Dominance of apartheid settlement patterns
- Lack of resources to implement approved plans e.g. CBD renewal plan

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.

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 as 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. 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.

2.6 GOOD GOVERNANCE AND PUBLIC PARTICIPATION

2.6.1 Communication

Along with a wide range of services and developmental responsibilities, local government is tasked with the responsibility of effective communication with communities towards their active involvement in processes of local governance. Communication is seen as a strategic function to enhance democracy and promote a better life for citizens.

In the Frances Baard District communication is still handled on an ad hoc basis by municipalities and the approach is still reactive rather than proactive.

Challenges:

- Recognition that service delivery issues go hand-in-hand with effective communication and participation programmes
- The promotion of public participation
- Insufficient staff in communication units in most municipalities in the district
- Poor planning and budgeting

External Communications

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 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

Internal Communications

The importance of effective internal communications is often underestimated. Yet without effective internal communications, the crisis of confidence in businesses and corporate leadership could hurt sincere efforts to build a positive corporate culture and to enhance employee morale and productivity, and devastate the overall image of an organization.

The district municipality is in the process of developing its internal communication strategy. Current processes are weak and need to be addressed to ensure the

improvement and maintenance of morale and staff engagement to successfully implement the goals of the municipality.

2.6.2 Internal Audit

a) Risk Management

Three out of five municipalities, namely Sol Plaatje; Dikgatlong and Magareng, have operational Risk Management processes in the district. A shortcoming on the other two municipalities in the district is as a result of limited human capital in this specialty area.

b) Audit Report

Local municipalities have perpetually received qualified audit reports and disclaimers over the years. Frances Baard District Municipality achieved an unqualified audit report with matters for the financial year ended 30 June 2012. The critical matters raised in the AG report were in relation to failure to conduct IDP/ Performance objectives internal audit engagements for all four (4) quarters of the financial year. One other matter reflected on inadequate compliance procedures in the Supply Chain Management unit.

c) Functional In-house Internal Audit units

Two out of four of the local municipalities, namely Dikgatlong and Magareng Local municipality, 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.

- 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

The National Strategic Plan (NSP) for HIV, Aids and STI's 2012-2016 forms part of Government's aim to address social and structural barriers to HIV, Sexually transmitted infections (STI) and TB preventions. It further aims to prevent new STIs and TB infections as well as to sustain health and wellness, and increase protection of human rights and improve access to justice.

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. 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 rate 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.

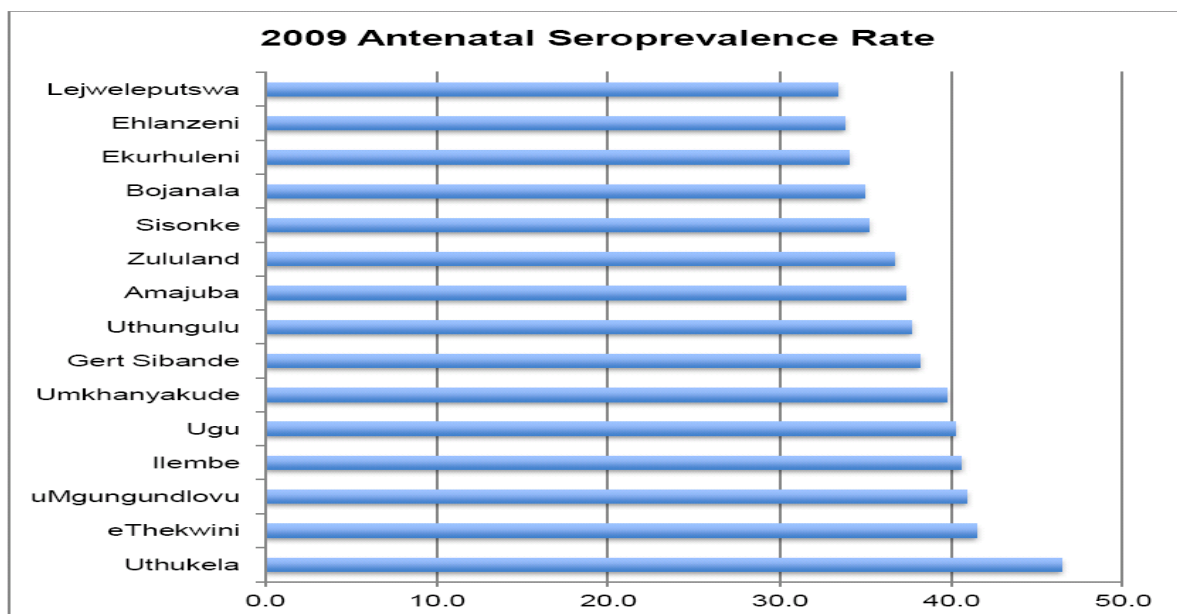
However the prevalence rate for the young population (15-19 years) is estimated at 16.7%. There has been a significant improvement due to the provision of antiretroviral therapy- which has increased the life expectancy from 50.9 years to 54.9 years for man and from 54.9 years to 59.1 years for woman 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 rate in Namaqua District 10% and the highest rates $\geq 40\%$ in UThukela, eThekweni, ILembe and uMgungundlovu district in Kwazulu Natal. (See Graph 1 and 2 Below)

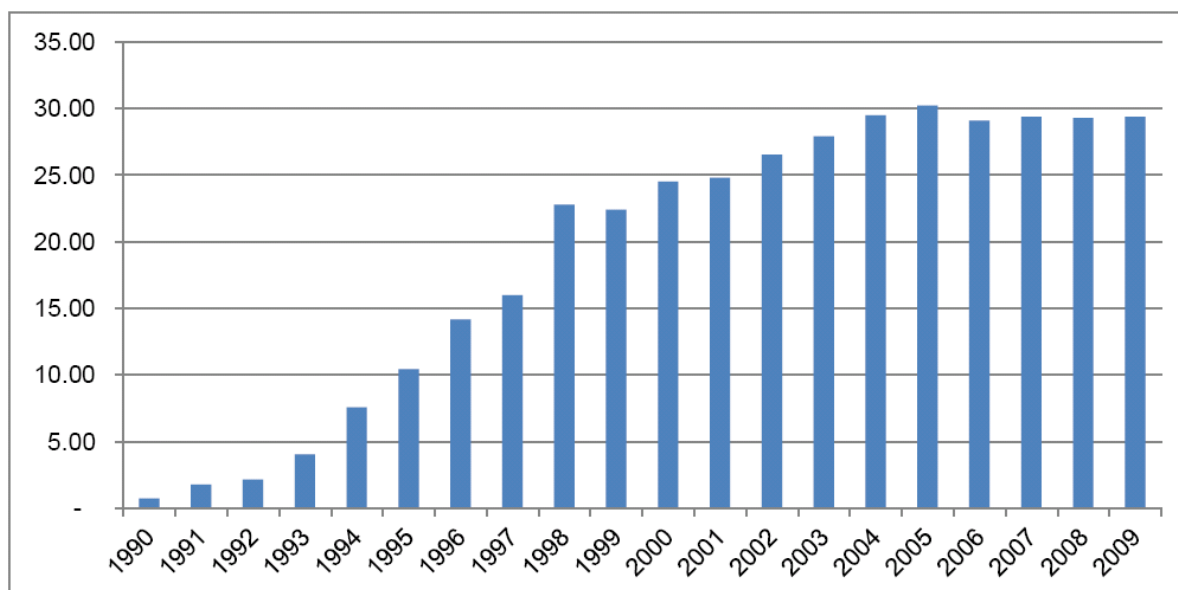
In accordance with the HSRC surveys (South Africa National HIV Prevalence, Incidence, Behaviour and Communication survey 2002, 2005 and 2008) the survey suggests that, the national prevalence (for those aged 2 years or older) in 2002, 2005 and 2008 was 11.4%, 10.8% and 10.9% respectively. Furthermore 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 4: 2009 ANTENATAL SEROPREVALENCE RATES IN 15 DISTRICTS WITH HIGHEST RATES



GRAPH 5: 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

	Method of Payment	Child Support Grant	Old Age Grant	War Veterans Grant	Disability Grant	Foster Care Grant	Grant -In-Aid	Care Dependency Grant	Total	A:C %
January 2012	BANK	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%
Month End Total		45,302	23,915	15	20,957	2,881	312	2,153	95,535	100%
February 2012	BANK	15,037	9,528	10	7,267	1,110	158	943	34,053	36%
	CASH	30,174	14,408	5	13,430	1,823	158	1,189	61,187	64%
Month End Total		45,211	23,936	15	20,697	2,933	316	2,132	95,240	100%
March 2013	BANK	15,500	9,684	10	7,235	1,151	162	953	34,695	36%
	CASH	30,318	14,428	5	12,930	1,864	161	1,186	60,892	64%
Month End Total		45,818	24,112	15	20,165	3,015	323	2,139	95,587	100%
April 2012	BANK	15,500	9,684	10	7,235	1,151	162	953	34,695	36%
	CASH	30,394	14,479	5	12,314	1,899	161	1,161	60,413	64%
Month End Total		45,894	24,163	15	19,549	3,050	323	2,114	95,108	100%
May 2012	BANK	16,019	9,851	9	7,058	1,226	169	959	35,291	37%
	CASH	30,612	14,558	5	12,735	1,941	166	1,166	61,183	63%
Month End Total		46,631	24,409	14	19,793	3,167	335	2,125	96,474	100%
June 2012	BANK	16,122	9,874	9	7,135	1,247	170	966	35,523	37%
	CASH	30,677	14,553	4	13,050	1,950	173	1,183	61,590	63%
Month End Total		46,799	24,427	13	20,185	3,197	343	2,149	97,113	100%
July 2012	BANK	16,205	9,921	8	7,230	1,265	170	982	35,781	36%
	CASH	30,791	14,612	3	13,866	1,960	177	1,204	62,613	64%
Month End Total		46,996	24,533	11	21,096	3,225	347	2,186	98,394	100%
August 2012	BANK	16,264	9,942	8	7,310	1,273	175	984	35,956	36%

	CASH	30,886	14,659	4	14,177	1,990	172	1,205	63,093	64%
Month End Total		47,150	24,601	12	21,487	3,263	347	2,189	99,049	100%
September 2012	BANK	16,350	9,981	8	7,305	1,285	177	989	36,095	36%
	CASH	30,940	14,700	3	14,253	2,006	176	1,199	63,277	64%
Month End Total		47,290	24,681	11	21,558	3,291	353	2,188	99,372	100%
October 2012	BANK	16,339	10,014	8	7,180	1,293	178	992	36,004	36%
	CASH	31,132	14,783	3	14,144	2,013	183	1,195	63,453	64%
Month End Total		47,471	24,797	11	21,324	3,306	361	2,187	99,457	100%
November 2012	BANK	13,230	9,145	6	6,296	1,120	160	847	30,804	31%
	CASH	34,318	15,745	3	15,067	2,204	201	1,347	68,885	69%
Month End Total		47,548	24,890	9	21,363	3,324	361	2,194	99,689	100%
December 2012	BANK	12,539	9,019	6	6,119	930	153	837	29,603	30%
	CASH	35,034	15,929	3	15,021	1,918	190	1,378	69,473	70%
Month End Total		47,573	24,948	9	21,140	2,848	343	2,215	99,076	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):**

It is a monthly payment of R1000-00; paid out to women and men who are over 60years and 63years respectively. About 24,948 people in Frances Baard District Municipality were receiving old age grant In December 2012.

- **War Veterans (WVG):**

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 beneficiaries 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 (DG):**

A disability grant is a social grant intended to provide for the basic needs of adults (people who are over 18 years) who are unfit to work due to mental or physical disability. The applicant should not have refused to do work that they 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. There were 21, 140 recipients of the disability grant in the district in December 2012.

- **Foster Care (FCG):**

It is a grant for children who are looked after by foster parents. About 2 848 people in Frances Baard District Municipality were receiving Foster Grant in December 2012.

- **Care dependency grant (CDG):**

It is a grant dedicated to those children between the ages of 1 and 18 years old who are either mentally or physically disabled and need permanent home care. There were about 2,215 recipients of this grant in the district by December 2012.

- **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 47,573 recipients in the district by December 2012.

2.9 LAND

2.9.1 Land reform and land restitution:

With South Africa set to mark the centenary of the notorious 1913 Land Act this year, the government is taking a number of steps to speed up land reform. This include a shift from the "willing buyer, willing seller" to the "just and equitable" principle for compensation for land acquired by the state.

In the State of the Nation Address to Parliament in February , President Jacob Zuma announced that government would now pursue the "just and equitable" principle set out in the Constitution, instead of the "willing buyer, willing seller" principle which forces the state to pay more for land than its actual value.

The President also announced proposed amendments to the Restitution of Land Rights Act to provide for the re-opening of the lodgment of restitution claims by people who missed the 31 December 1998 deadline.

"Also to be explored are exceptions to the June 1913 cut-off date [i.e., claims for land confiscated before 1913] to accommodate claims by the descendants of the Khoi and San as well as heritage sites and historical landmarks."

The President said the government would also need to provide better incentives for commercial farmers that were willing to mentor smallholder farmers.

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

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.

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 built upon the following:

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

2.1.0.2 The New Growth Path

The New Growth Path is an important instrument to promote employment and growth in the economy. **It identifies five other priority areas as part of the programme to create jobs, through a series of partnerships between the State and the private sector.**

Green economy: expansions in construction and the production of technologies for solar, wind and biofuels is supported by the draft Energy on Integrated Resource Plan. Clean manufacturing and environmental services are projected to create 300 000 jobs over the next decade.

Agriculture: jobs will be created by addressing the high input costs and up scaling processing and export marketing. Support for small holders will include access to key inputs. Government will explore ways to improve working and living conditions for the country's 660 000 farm workers. The growth path also commits the Government to unblocking stalled land transfers, which constrain new investment.

Mining: calls for increased mineral extraction and improving infrastructure and skills development. It focuses support for beneficiation on the final manufacture of consumer and capital goods, which can create large-scale employment. It foresees the establishment of a state mining company concentrating on beneficiation and enhanced resource exploitation in competition with a strong private mining sector.

Manufacturing: calls for re-industrialization in the South African economy based on improving performance through innovation, skills development and reduced input costs in the economy. The document targets a doubling of South Africa's research and development investment to 2% of gross domestic product by 2018.

Tourism and other high-level services: hold employment potential and the framework calls for South Africa to position itself as the higher education hub of the African continent.

Smarter coordination between government and stronger partnerships with the private sector and organized labour will galvanize our resources in achieving the aims of the New Growth Path.

Government calls on every South African to contribute to building our nation over the coming 20 years to ensure a collective effort, creativity and solidarity. Good leadership and strong governance are critical in ensuring that South Africa takes charge of the new opportunities. Government commits to cut wasteful spending, tackle corruption and align the allocation of public money with developmental priorities.

Government recognizes that job targets can only be achieved if the State performs better and if the private sector grows in labour-absorbing parts of the economy. The New Growth Path identifies measures to strengthen the capacity of the state and enhance the performance of the private sector to achieve employment and growth goals.

It further proposes major improvements in government, with a call for slashing unnecessary red tape, improving competition in the economy and stepping up skills development.

The role of government departments and agencies in meeting set targets for scarce and key skills is critical. This emphasis on skills applies across the economy and will be a centre piece of partnership with business and labour.

Key targets include the aim to produce 30 000 engineers by 2014, with a focus on Mathematics and Science as well as changes to university funding formulae to achieve this, and 50 000 artisans by 2015, with annual targets for Eskom and Transnet and for individual Sector Education and Training Authority institutions to achieve this.

The document calls for greater focus on workplace training, targeting on-the-job training and refresher programmes for 10% of the workforce every year. It also calls for measures to make it easier to import scarce skills by streamlining the work permit and visa system. This will be accompanied by a skills transfer programme to ensure that local skills development is enhanced.

2.10.3. National Development Plan 2030

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

According to the plan, South Africa can realise these goals by drawing on the energies of its people, growing an inclusive economy, to improve their lives through education and skills development, health care, better access to public transport, jobs, social protection, rising income, housing and basic services, and safety building capabilities, enhancing the capacity of the state, and promoting leadership and partnerships throughout society.

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

1. Creating jobs and improving livelihoods
2. Expanding infrastructure
3. Transition to a low-carbon economy
4. Transforming urban and rural spaces
5. Improving education and training
6. Providing quality health care
7. Fighting corruption and enhancing accountability
8. Transforming society and uniting the nation

The core of the Plan is to eliminate poverty and reduce inequality especially the promotion gender equity and addressing the pressing needs of youth. It is of importance that Frances Baard District takes these issues into account when planning for development of its area of Jurisdiction.

The National Development Plan makes a firm commitment to achieving a minimum standard of living which can be progressively realised through a multi-pronged strategy. In the plan, we do not define that minimum standard of living but we do provide a framework for the adoption of a minimum standard of living by society.

2.10.4 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. 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 Medium Term Strategic Framework 2009-2014

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

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 NCPGDS gave consideration to development targets set by national government, the Millennium Development Goals (MDG) and the World Summit on Sustainable

³ NSDP

⁴ National Spatial Development Perspective (NSDP)

Development (WSSD) resolutions. As a consequence, targets were developed for the Province that is quantifiable, measurable and achievable. These include the following:

1. To maintain an average annual economic growth rate of between 3% to 4, 5%;
 2. To create in excess of 16000 jobs p.a. by 2014;
 3. To reduce the number of households living in absolute poverty by 5% per annum;
 4. To improve the literacy rate by 50% by 2014;
 5. To reduce child mortality by two-thirds by 2014;
 6. To reduce maternal mortality by two-third by 2014;
 7. To provide shelter for all by 2014;
 8. To provide clean drinking water to all in the province by 2014;
 9. To eliminate sanitation backlog in the Province by 2014;
 10. To reduce crime by 10% by 2014;
 11. To reduce new transmission of HIV and STI's by 50% by 2014.
 12. To achieve 85% TB cure rate by 2014;
 13. To redistribute 30% of productive agricultural land to PDI's by 2014;
 14. To conserve and protect 6,5% of our valuable biodiversity by 2014;
 15. To reduce the infrastructure backlog for economic growth and development by 2014;
- and
16. Vibrant and sustainable rural communities with access to economic infrastructure and basic services by 2014.

The rationale for the targets, which provides an explanation of the baseline, is provided in the table below. It provides a more detailed analysis of development province in the province since PGDS 2004:

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

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 MUNICIPALITY TURN-AROUND STRATEGY

No.	Priority Turn Around Focal Areas	Questions relating to challenges identified ⁵	Response to questions (Current situation / Baseline as at Dec 2012)	(a)Detailed explanation of the challenge experienced and (b) municipal actions taken to address the challenge	Proposed solution or intervention to address challenges experienced (including unblocking action needed from municipal and other Spheres and Agencies)
1.1	Access to water	a) No of households out of total no of households in municipality with access and percentage of access	<ul style="list-style-type: none"> • 90026 • 95% 	<p>A:</p> <ul style="list-style-type: none"> • Not filling of Tech Manager Posts. • Lack of skills. • Insufficient budgets/ revenue. • Growing / Dynamic needs. • Cost to eradicate backlogs are high • Need to upgrade Bulk Infrastructure to accommodate more households. 	<ul style="list-style-type: none"> • Filling of Tech Manager posts. • Training. • Participating in workshops of Government. • Improved support from Government departments. • Increased allocations to Municipalities based on needs and not population. • Improved revenue collection.
		b) Is the extent of backlogs with regard to water determined?	<ul style="list-style-type: none"> • Yes (STATSSA 2011) 		
		c) If yes, what are the backlogs relating to water?	<ul style="list-style-type: none"> • 5902 • 5% 		
		d) If no, what support does the municipality need in this regard?	N/A		
		e) Are the projects and costs to eliminate the backlogs determined?	<ul style="list-style-type: none"> • Yes (Using DWA figures) 		
		f) Identify challenges being experienced with	<ul style="list-style-type: none"> • O&M Management • Need to upgrade bulk 	<p>B:</p> <ul style="list-style-type: none"> • Improving O&M through 	

⁵ Questions relating to the challenges identified for the 5 priority areas have been identified as well as other important questions that should be considered to inform the LGTAS Assessment.

		regard to operations and maintenance of water infrastructure?	Infrastructure <ul style="list-style-type: none"> • Cost high (for both bulk and internal) • Insufficient Funding 	participation in GD. <ul style="list-style-type: none"> • Master planning. • Skills development. • Soliciting Funding from Government, Donors. 	
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No.	Priority Turn Around Focal Areas	Questions relating to challenges identified ⁶	Response to questions (Current situation / Baseline as at Dec 2012)	(a)Detailed explanation of the challenge experienced and (b) municipal actions taken to address the challenge	Proposed solution or intervention to address challenges experienced (including unblocking action needed from municipal and other Spheres and Agencies)
1.2	Access to sanitation	a) No of households out of total no of households in municipality with access and percentage of access?	<ul style="list-style-type: none"> • 79751 • 84% 	A: <ul style="list-style-type: none"> • Not filling of Tech Manager Posts. • Lack of skills. • Insufficient budgets/ revenue. • Growing / Dynamic needs. • Cost to eradicate backlogs are high • Need to upgrade Bulk Infrastructure to accommodate more households. 	<ul style="list-style-type: none"> • Filling of Tech Manager Posts. • Training. • Participating in workshops of Government. • Improved support from Government departments. • Increased allocations to Municipalities based on needs and not population. • Improved revenue collection.
		b) Is the extent of backlogs with regard to sanitation determined?	<ul style="list-style-type: none"> • Yes (STATSSA 2011) 		
		c) If yes, what are the backlogs relating to sanitation?	<ul style="list-style-type: none"> • 16576 • 16% 		
		d) If no, what support does the municipality need in	N/A		

⁶ Questions relating to the challenges identified for the 5 priority areas have been identified as well as other important questions that should be considered to inform the LGTAS Assessment.

		this regard?			
		e) Are the projects and costs to eliminate the backlogs determined?	<ul style="list-style-type: none"> • Yes (Using DWA figures) 		
		f) Have all buckets been eradicated in the municipal area? If not what are the reasons and how many remain?	<ul style="list-style-type: none"> • No • Informal Settlements • 3959 		
		g) Identify challenges being experienced with regard to operations and maintenance of water infrastructure?	<ul style="list-style-type: none"> • O&M Management • Cost high (for both bulk and internal) • Insufficient Funding 	B: <ul style="list-style-type: none"> • Improving O&M through participation in GD. • Master planning. • Skills development. • Soliciting Funding from Government, Donors. 	
1.3	Access to electricity	a) No of households out of total no of households in municipality with access and percentage of access.	<ul style="list-style-type: none"> • 81215 • 85% • (Electricity for Lighting) 	A: <ul style="list-style-type: none"> • Not filling of Tech Manager Posts. • Lack of skills. • Insufficient budgets/ revenue. • Growing / Dynamic needs. • Cost to eradicate backlogs are high • Need to upgrade Bulk Infrastructure to accommodate more households. 	<ul style="list-style-type: none"> • Filling of Tech Manager Posts. • Training. • Participating in workshops of Government. • Improved support from Government departments. • Increased allocations to Municipalities based on needs and not population. • Improved revenue collection.
		b) Is the extent of backlogs with regard to electricity determined?	<ul style="list-style-type: none"> • Yes (STATSSA 2011) 		
		c) If yes, what are the backlogs relating to electricity?	<ul style="list-style-type: none"> • 14713 • 15% • (Electricity for Lighting) 		

		d) If no, what support does the municipality need in this regard?	N/A		
		e) Are the projects and costs to eliminate the backlogs determined?	<ul style="list-style-type: none"> No, Busy with Electricity master plans for Magareng and Phokwane 		
		f) Identify challenges being experienced with regard to operations and maintenance of water infrastructure?	<ul style="list-style-type: none"> O&M Management Cost high (for both bulk and internal) Insufficient Funding 	B: <ul style="list-style-type: none"> Improving O&M through participation in GD. Master planning. Skills development. Soliciting Funding from Government, Donors. 	
1.4	Refuse removal and solid waste disposal	a) No. of households having access ⁷ out of total no of households in municipality and percentage of access?	N/A. Service delivered only by the local municipalities in the district.	N/A	N/A
		b) Are all landfill sites licensed?	N/A. Only within local municipalities in the district.	N/A	N/A
1.5	Access to municipal roads	What is the current situation with regard to municipal roads?	N/A. Only applicable to local municipalities in the district.	N/A	N/A
1.6	Formalization of informal settlements	a) Is your municipality targeted in the National	A) No. The DM is not part of the NUSP, but	A) The period taken for the programme to roll-out,	A simpler format is required for the programme to ensure

a) ⁷ Residents having access to at least a basic collection/removal service at least one a week?

b)

		<p>Upgrading Support Programme (NUSP)?</p> <p>b) Are you receiving any additional grants from National Treasury to assist with providing services to informal settlements?</p> <p>c) Does your SDF / IDP plan provide for any formalization processes for informal settlements in you municipal area?</p>	<p>two local municipalities in the district, namely Sol Plaatje and Phokwane is part of the programme. The DM provides support to local municipalities and is part of the NUSP Forum.</p> <p>B) None C) Yes.</p>	<p>taking into consideration the 2014 target ito Outcome 8. The NUSP has done no physical work in municipalities since its inception, other than preparatory work.</p> <p>B) DM has service level agreements in place with the local municipalities to assist them with housing.</p>	<p>rapid deployment and implementation, as well as a more direct approach is required to ensure that the targeted municipalities play their required role into the programme.</p>
1.6	Formalization of informal settlements	<p>d) Is your municipality targeted in the National Upgrading Support Programme (NUSP)?</p> <p>e) Are you receiving any additional grants from National Treasury to assist with providing services to informal settlements?</p> <p>f) Does your SDF / IDP plan provide for any formalization processes for informal settlements in you municipal area?</p>	<p>No.</p> <p>No.</p> <p>No.</p>	<p>N/A</p> <p>N/A</p> <p>N/A</p>	<p>N/A</p> <p>N/A</p> <p>N/A</p>

1.7	Indigent policy and register	a) Does the municipality have an Indigent Policy?	Yes.	N/A	N/A
		b) Is the indigent register updated?	Yes.	N/A	N/A
1.8	Planning	a) Did the municipality adopt the process plan to guide the development of the IDP?	Yes	N/A	N/A
		b) Has the IDP been posted on the municipal website?	Yes	N/A	N/A
		c) Does the municipality adheres to the IDP processes or not?	Yes	N/A	N/A
		e) Are priority programmes for service delivery talking to the priorities identified by the people in your wards?	N/A - Only within the local municipalities of the district.	N/A	N/A
		f) Is the SDBIP and the budget aligned to the IDP?	Yes	N/A	N/A
		g) Is the IDP aligned to the district, provincial and national priorities to ensure integrated	Yes	N/A	N/A

		development and service delivery?			
1.9	Execution	a) Is the municipality in a position to execute the plans as developed and contained in the IDP? If not, why not?	Yes	N/A	N/A
		b) Has a public satisfaction survey been conducted by your municipality and what did it indicate with regard to the delivery of programmes?	No	N/A	N/A
		c) Do you have any mechanisms to obtain feedback on the IDP based on performance of the municipality?	Yes. "Council meets the people programmes.	N/A	N/A
1.10	Multi stakeholder Coordination	a) Does your municipality demonstrate the ability to pull other stakeholders and sector departments together to deal with questions of service delivery?	Yes	N/A	N/A
		b) If yes, how?	Through co-ordinated sectoral forum meetings.	N/A	N/A
		c) If no, what support does			

		your municipality require?	N/A	N/A	N/A
1.11	Legislation impeding service delivery	a) Which pieces of legislation are impeding service delivery in your municipal area?	None.	N/A	N/A
		b) How are these pieces of legislation impeding service delivery?	N/A	N/A	N/A

1. ENHANCING GOOD GOVERNANCE

CHALLENGES (AS IDENTIFIED IN THE 108 LGTAS MUNICIPALITIES):

1. Vacant posts/delays in filling critical vacant posts
2. Lack of capacity to review by-laws
3. Slow progress in establishing performance management systems/poor or no performance management
4. Municipalities need to be assisted in reviewing their organograms and ensure it is in line with the IDP.
5. Intergovernmental relations in some municipalities not effective.
6. Little or no effective Corporate Governance of ICTs.
7. In some municipalities no proper communication and role clarification between traditional leaders and municipalities.

No.	Priority Turn Around Focal Areas	Questions relating to challenges identified ⁸	Response to questions (Current situation / Baseline as at Dec 2012)	(a)Detailed explanation of the challenge experienced and (b) municipal actions taken to address the challenge	Proposed solution or intervention to address challenges experienced (i.e. unblocking action needed from other Spheres and Agencies
2.1	Public Participation				
2.1.1	Functionality of Ward Committees	a) Are all ward committees established and meet regularly? b) Have participatory ward operational plans / ward level service improvement plans been developed for each ward?	N/A. Only within the local municipalities of the district. N/A	N/A N/A	N/A N/A

⁸ Questions relating to the challenges identified for the 5 priority areas have been identified as well as other important questions that should be considered to inform the LGTAS Assessment.

No.	Priority Turn Around Focal Areas	Questions relating to challenges identified ⁹	Response to questions (Current situation / Baseline as at Dec 2012)	(a)Detailed explanation of the challenge experienced and (b) municipal actions taken to address the challenge	Proposed solution or intervention to address challenges experienced (i.e. unblocking action needed from other Spheres and Agencies
		c) Is there a dedicated budget to support ward committee operations? d) Have all ward committee members been trained? e) Are there any plans in place for the training of ward committee members?	N/A. Only within local municipalities. N/A N/A	N/A N/A N/A	N/A N/A N/A
2.1.2	Broader public participation policies and plans	a) Is there a public participation policy in place? b) What initiatives does the municipality have / plan in this regard?	Yes Forum meetings and “Council meets the people” programmes.	N/A N/A	N/A N/A
2.1.3	Public Communication Mechanisms	a) What mechanisms are in place to give feedback and communicate with	<ul style="list-style-type: none"> Representative Forums. 	N/A	N/A

⁹ Questions relating to the challenges identified for the 5 priority areas have been identified as well as other important questions that should be considered to inform the LGTAS Assessment.

		<p>the public?</p> <p>b) If no public communication mechanisms are in place what support is required in this regard?</p> <p>c) How does your municipality deal with petitions?</p> <p>d) How many petitions have not been dealt with for a year or longer?</p>	<ul style="list-style-type: none"> News letters. <p>N/A</p> <p>No petitions received to date.</p> <p>None</p>	<p>N/A</p> <p>N/A</p> <p>N/A</p>	<p>N/A</p> <p>N/A</p> <p>N/A</p>
2.1.4	Complaints Management System	<p>a) Has the municipality developed service standards?</p> <p>b) Has the municipality communicated the service standards to the community?</p> <p>c) Is a citizen services and complaints register in place?</p>	<p>Yes</p> <p>Yes</p> <p>Yes</p>	<p>N/A</p> <p>N/A</p> <p>N/A</p>	<p>N/A</p> <p>N/A</p> <p>N/A</p>
2.1.5	Front Desk Interface	<p>a) Does the municipality have capacity to provide Front Desk Interface?</p>	<p>Yes</p>	<p>N/A</p>	<p>N/A</p>

		b) If no, what support is needed by your municipality in this regard?			
2.1.6	Appointment of CDWs vs. number of wards	a) How many CDWs appointed vis-à-vis the number of wards? b) Is there a municipal mechanism through which CDW work is reported to the municipality?	N/A N/A	N/A N/A	N/A N/A
2.2	Governance				
	Political Management and Oversight				
2.2.1	Stability of Councils	Are you satisfied with the degree of compliance with the relevant legislation governing the conduct of councils?	Yes.	N/A	N/A
2.2.2	Political and administrative interface	a) What areas of leadership need to be strengthened in your municipality to attain the objectives and key IDP priorities of the municipality?	N/A	N/A	N/A

		<p>fixed term posts?</p> <p>c) If yes, provide details of the approved senior manager posts (permanent and fixed posts)?</p> <p>d) Was the staff establishment consulted with the MEC before approval by council?</p> <p>e) Were the recommendations of the MEC incorporated into the approved structure?</p>	<p>permanent</p> <p>d) No, it was consulted with labour & that was in 2010</p> <p>e) No, the last review was on 2010, before the amendments of the Systems Act</p>	<p>N/A</p> <p>N/A</p>	N/A
2.3.2	Recruitment, selection and suspension of employees	<p>a) Is an approved Human Resource (HR) Plan (recruitment strategy) in place?</p> <p>b) Is there a retention practice/policy in the municipality that ensures deployment stability in the filling of posts?</p> <p>c) What was the percentage turnover in staff: section 57 Managers and other</p>	<p>a) Yes there is a recruitment & selection policy in place</p> <p>b) Yes, there is staff retention policy in place</p> <p>c) At the section 57 managers level is 0% and 4,3% at other levels below</p>	There are no challenges faced	None

		staff?			
2.3.3	Vacancies – critical posts¹⁰	<p>a) Are the Municipal Manager and all section 57 posts filled?</p> <p>b) Were the above posts filled in compliance with competency requirements? (MSA Amendment Act of 2011 & MFMA regulations)</p> <p>c) Are there critical skills gaps and vacancies for professional and technical positions (engineers, technicians, registered planners, chartered accountants, technologists)? Please be specific.</p>	<p>a) Yes, they are all filled</p> <p>b) Yes.</p> <p>c) No.</p>	<p>No challenges in filling critical positions.</p> <p>N/A</p> <p>N/A</p>	<p>None</p> <p>N/A</p> <p>N/A</p>
2.3.4	Vacancies in other levels	What is the overall vacancy rate (number and %) out of the total number of posts in the municipality.	It is less than 5%	There is not much on labour turnover	None
2.3.5	Performance Agreements	Has the senior managers (section 57 manager) concluded the performance	Yes.	N/A	N/A

¹⁰ MM, Corporate Services, Engineering Services, Financial Services, Development and Town Planning Services and Community Services.

		agreement within the stipulated timeframe?			
2.3.6	Organizational Performance Management System	Has an Organizational Performance Management System been developed and approved? If not, why not?	Yes.	N/A	N/A
2.3.7	IDP adopted by Council	Is the IDP adopted by Council? If not, why not?	Yes.	N/A	N/A
2.3.8	SDBIP adopted by Council	Is the SDBIP adopted by Council? If not, why not?	Yes.	N/A	N/A
2.3.9	Section 46 report for 2011/12	Has the section 46 report for 2011/12 been adopted by Council? If not, why not?	Yes	N/A	N/A
2.3.10	Mid-year assessment report for 2012/13 adopted by Council	Is the mid-year assessment report being developed for adoption by Council as required by section 72 of the MFMA?	Yes.	N/A	N/A
2.3.11	Skills Audit conducted for all employees	Have Personal Development Plans been updated for all employees on GAPSKILL or a related system in 2012/2013?	Yes, It is part of the Workplace Skills Plan submitted to LGseta	No challenges experienced	None
2.3.12	Skills development for employees	<p>a) Is there a budget earmarked for skills development and in line with legislation?</p> <p>b) Do LGSETA grants get used for skills development?</p>	<p>a) Yes there is budget</p> <p>b) Yes, the submission grant is added on the training vote</p> <p>c) Yes, there is a training committee in place</p>	No challenges experienced	None

		c) Is there a committee consolidating / ensuring integration between all individual, institutional and environmental capacity initiatives provided to the municipality?			
2.4	Labour relations				
2.4.1	LLF established (equity in representation)	Is the LLF established and is there equity in representation? If not, why not?	Yes, LLF was established & there is equity in representation	No challenges experienced	None
2.4.2	Functionality of LLF	Is the LLF functional (i.e. does it meet regularly, are matters quickly resolved?	Yes.	N/A	N/A
2.5	Functionality of oversight structures	<p>a) Has the MPAC been established and duly capacitated to execute its mandate effectively?</p> <p>b) What is required to capacitate the MPAC?</p> <p>c) Does the MPAC meets as scheduled at least once per quarter?</p> <p>d) Is the Audit Committee constituted by relevant/skilled people and meets as scheduled</p>	<p>Yes.</p> <p>Some more training.</p> <p>Yes.</p> <p>Yes.</p> <p>Yes. As required.</p>	<p>N/A</p> <p>Municipality provided basic training. N/A</p> <p>N/A</p> <p>N/A</p>	<p>N/A</p> <p>More advanced training needed. N/A</p> <p>N/A</p> <p>N/A</p>

		<p>at least once per quarter?</p> <p>e) Is the internal Audit unit with suitably qualified staff (and how many) in place and meets as scheduled? If not, why not and what support is required?</p> <p>f) What is required to capacitate the Audit Committee if it is indeed composed of relevant/skilled people?</p>	N/A	N/A	N/A
2.6	Compliance with legislation	<p>a) Is there non-compliance with sections 75 read with section 13 (tariff policy) of the Municipal Systems Ac?</p> <p>b) Is there non-compliance with sections 6 (rates policy) and 14(2) (resolution for levying rates) of the Municipal Property Rates Act?</p> <p>c) Which by-laws are</p>	<p>No.</p> <p>No.</p> <p>N/A</p> <p>N/A</p>	<p>N/A</p> <p>N/A</p> <p>N/A</p> <p>N/A</p>	<p>N/A</p> <p>N/A</p> <p>N/A</p> <p>N/A</p>

		<p>supposed to be passed by all municipalities?</p> <p>d) Have your municipality developed and adopted draft by laws?</p> <p>e) If yes, specify which by-laws have been developed and adopted by your municipality?</p> <p>f) Has your municipality conducted public participation before adoption of by-laws by councils?</p>	N/A	N/A	N/A
2.7	Monitoring and Evaluation	Is a Monitoring and Evaluation System/Tool in place in the municipality?	Yes.	N/A	N/A
2.8	IGR	<p>a) Is the District IGR Forum functional and well attended by municipalities?</p> <p>b) What kind of support do District Forums require from national and provincial government?</p>	<p>Yes.</p> <p>N/A</p>	<p>N/A</p> <p>N/A</p>	<p>N/A</p> <p>N/A</p>

2. PROMOTING SOUND FINANCIAL MANAGEMENT

CHALLENGES:

1. Poor SCM compliance/have flawed SCM policies
2. Lack of capacity to implement GRAP/not compliant with GRAP 17 leading to negative audit opinions
3. Low revenue generation in municipalities.
4. In some municipalities there are no Internal Audit Units and audit committees and Risk Management Controls.
5. Poor audit opinions in municipalities
6. Poor MIG expenditure

No.	Priority Turn Around Focal Areas	Questions relating to challenges identified ¹¹	Response to questions (Current situation / Baseline as at Dec 2012)	(a)Detailed explanation of the challenge experienced and (b) municipal actions taken to address the challenge	Proposed solution or intervention to address challenges experienced (i.e. unblocking action needed from other Spheres and Agencies
3.1	Revenue Enhancement	a) Are the current debtors (30 days) as proportion of own revenue 12% and less? If not, why not and what support is needed?	20,40%	Bulk of the debt is due by the Dept Public Works and Roads not paying its debt regarding Post Service Medical Aid / Pension	Provincial Treasury should intervene in order to assist the district municipality to recover outstanding debt as per stipulation in the service level agreement
		b) Is the average monthly collection on billing (excluding arrears) at 90% and above? If not,	N/A	N/A	N/A

¹¹ Questions relating to the challenges identified for the 5 priority areas have been identified as well as other important questions that should be considered to inform the LGTAS Assessment.

		why not and what support is needed?			
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No.	Priority Turn Around Focal Areas	Questions relating to challenges identified ¹²	Response to questions (Current situation / Baseline as at Dec 2012)	(a)Detailed explanation of the challenge experienced and (b) municipal actions taken to address the challenge	Proposed solution or intervention to address challenges experienced (i.e. unblocking action needed from other Spheres and Agencies
		c) Has a revenue enhancement strategy been approved by Council? If not, why not and what support is needed?	No	Not relevant due to the nature of the district municipality's delegated powers and / or responsibilities. Most reliant on Government Grants.	N/A
3.2	Debtors Management	Is the municipality in a position to settle its debt with bulk service providers (such as Water Boards and Eskom) and other service providers?	N/A	N/A	N/A

¹² Questions relating to the challenges identified for the 5 priority areas have been identified as well as other important questions that should be considered to inform the LGTAS Assessment.

		If not, why not?			
3.3	Clean Audit	a) Are the audited financial statements tabled on time and do they comply with AG requirements? If not, what plans are in place and what support is required?	Yes	N/A	N/A
		b) Has an audit remedial plan been developed to address the 2010/11 and 2011/12 audit outcomes? If not what plans are in place and what support is required?	Yes	Require pro-active engagement by National Treasury in assisting the municipalities through regular communication workshops to discuss the audit framework as agreed upon between the ASB / AG's office and also assist on how to address common issues raised by the office of the AG in order to improve on the audit outcomes.	National Treasury – Office of the Accounting General is not providing sufficient hands-on guidance to assist municipalities to achieve clean audit by 2014.
3.4	Asset management,	Are appropriate policies and processes on asset management, in	Yes	N/A	N/A

		place and implemented accordingly? If not, why not and what support is required?			
3.5	Supply Chain Management and procurement	Are appropriate policies and processes on Supply Chain Management and procurement in place and implemented accordingly? If not, why not and what support is required?	Yes	SCM policy needs to be reviewed and updated in terms of the latest legislative amendments / developments	Assistance from the office of Provincial Treasury (SCM) is required
3.6	CFO	Is the CFO post filled according to competency requirements (MFMA regulations)? If not why not?	Yes	Exemption has been requested for the CFO to complete module 8 in terms of the Wits CPMD Course	Final approval for exemption from National Treasury is still awaiting
3.7	Financial delegations	Are appropriate financial delegations in place?	Yes	N/A	N/A
3.8	Budgeting and cash management	a) Are the budgets prepared and	Yes	Require further training in respect of Analyzing / interpreting and	National Treasury to conduct ongoing workshops / training to improve on the standard of budgets

		<p>approved according to MFMA prescripts?</p> <p>b) Are the cash balances positive?</p> <p>c) Is the cash coverage at least 3 months and cash as % of operating revenue conforms to National Treasury guidelines?</p>		<p>understanding the new budget formats / developments</p>	
3.9	Expenditure management:	<p>Does expenditure management comply with the provisions as set out in the MFMA where:</p> <p>a) Overspending on operational expenditure is in line with National Treasury norm which is not</p>	Yes	<p>Experiencing under / over expenditure but to a large extent within the framework as provided. However the district municipality can still improve on the efficiency rate i.r.o. of capital expenditure which is higher than the set percentage of 10%. Salaries reflected a 36,20% versus the total expenditure.</p>	<p>Budget committee of the district municipality to assist and be more involved during the budget preparation process according to National Treasury guidelines.</p>

		<p>more than 5%?</p> <p>b) Under-spending on capital expenditure is in line with National Treasury norms which is less than 10%?</p> <p>c) What was the % of expenditure on salaries and wages as a proportion of the operating budget?</p>			
3.10	Repairs and maintenance provision	Is spending on repairs and maintenance as a proportion of operational expenditure in line with percentage prescribed by NT (which is 10%)?	No	Not relevant due to the nature and existence of district municipalities. The district municipality currently reflecting just over 2%.	N/A
3.11	Local Economic Development				
		Is an LED Strategy	Yes.	N/A	N/A

		adopted by Council?			
		Is the LED Plan aligned to the PGDS and adopted by Council?	Yes.	N/A	N/A
		Is a LED Manager appointed?	Yes.	N/A	N/A
3.12	Governance of information communication technology	a) Are there relevant IT policies in place?	Yes.	N/A	N/A
			Yes.	N/A	N/A
		b) Are user access monitored regularly?	Yes.	N/A	N/A
			Yes.	N/A	N/A
		c) Has the segregation of duties been documented as required in terms of the Auditor-General recommendations?			
		d) Does the municipality have a disaster			

		recovery and business continuity plan?			
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No.	Priority Turn Around Focal Areas	Questions relating to challenges identified ¹³	Response to questions (Current situation / Baseline as at Dec 2012)	(a)Detailed explanation of the challenge experienced and (b) municipal actions taken to address the challenge
4.1	Fighting Corruption	Are there outstanding investigations on allegations of corruption as well as proclamations for the State Investigating Unit that are still pending in the municipality?	No.	N/A
4.2	Anti-corruption tools	Are Codes of Conducts used as anti-corruption tool?	Yes.	N/A

¹³ Questions relating to the challenges identified for the 5 priority areas have been identified as well as other important questions that should be considered to inform the LGTAS Assessment.

No.	Priority Turn Around Focal Areas	Questions relating to challenges identified ¹⁴	Response to questions (Current situation / Baseline as at Dec 2012)	(a)Detailed explanation of the challenge experienced and (b) municipal actions taken to address the challenge	Proposed solution or intervention to address challenges experienced (i.e. unblocking action needed from other Spheres and Agencies
4.2	Anti-corruption Strategies	Has an Anti-corruption Strategy been approved by Council? If not when will it be developed and tabled?	Yes.	N/A	N/A
4.3	Anti-corruption Units	Has an anti-corruption Unit been established in your municipality? If not what are the plans to establish it?	No. Strategy will be implemented during 2013.	N/A	N/A
4.4	Fraud Prevention Plans	Has a Fraud Prevention Plan been developed by your Municipality? If no, when will it be developed and implemented?	Plan will be implemented during 2013.	Municipality will partake in the provincial initiatives.	N/A

¹⁴ Questions relating to the challenges identified for the 5 priority areas have been identified as well as other important questions that should be considered to inform the LGTAS Assessment.

3. FACILITATING SUSTAINABLE INFRASTRUCTURE DEVELOPMENT

CHALLENGES:

1. The water, sanitation and electricity infrastructure being old and decaying.
2. A lack of funding for operations and maintenance of infrastructure.
3. A severe lack of technical skills especially at engineering level (to develop, implement and monitor operations and maintenance plans).
4. A lack of bulk water and bulk electricity supply infrastructure and municipalities need funding for bulk water infrastructure projects.

No.	Priority Turn Around Focal Areas	Questions relating to challenges identified ¹⁵	Response to questions (Current situation / Baseline as at Dec 2012)	(a)Detailed explanation of the challenge experienced and (b) municipal actions taken to address the challenge	Proposed solution or intervention to address challenges experienced (i.e. unblocking action needed from other Spheres and Agencies
5.1	MISA	What technical support is being provided to your municipality by MISA?	None to the district. Only for Magareng local municipality.	N/A	N/A
5.2		If your municipality is targeted for MISA support has the Integrated Support Plan been approved by Council? If no, when will it be completed and tabled?	N/A. Only for Magareng local municipality.	N/A	N/A

¹⁵ Questions relating to the challenges identified for the 5 priority areas have been identified as well as other important questions that should be considered to inform the LGTAS Assessment.

No.	Priority Turn Around Focal Areas	Questions relating to challenges identified ¹⁶	Response to questions (Current situation / Baseline as at Dec 2012)	(a)Detailed explanation of the challenge experienced and (b) municipal actions taken to address the challenge	Proposed solution or intervention to address challenges experienced (i.e. unblocking action needed from other Spheres and Agencies
5.3		a) How ready is your municipality to spend the 2013/14 MIG allocations – if not ready what support is required?	No MIG allocations for District Municipality.	N/A	N/A
		b) Have the relevant sector technical reports and project registrations in respect of the 2013/14 projects been done?	N/A	N/A	N/A
		c) Has planning and supply chain management processes in respect of the 2013/14 projects been finalized?	N/A	N/A	N/A

¹⁶ Questions relating to the challenges identified for the 5 priority areas have been identified as well as other important questions that should be considered to inform the LGTAS Assessment.

CHAPTER 3: OBJECTIVES AND STRATEGIES

3. OBJECTIVES AND STRATEGIES

3.1 BASIC SERVICE DELIVERY

3.1.1 Infrastructure Services

OUTCOME			
GOAL	OBJECTIVES	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

OUTCOME			
GOAL	OBJECTIVES	INDICATOR	TARGET
Facilitate the creation of sustainable human settlements	Facilitate the reduction in the Housing backlog by 2014	Reduction in the housing backlog	1376 Households
	Facilitate the access to Basic Services by 2014	Access to basic services by all.	1376 Households
	Facilitate the identification and acquisition suitable Land for HS by 2014	Suitable land for Human Settlements identified and acquired	16 Ha.

3.2 LOCAL ECONOMIC DEVELOPMENT

3.2.1 Local Economic Development

OUTCOME			
GOAL	OBJECTIVES	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	Increased employment through	3 Projects

	concept/initiatives in three local municipalities in the District by 2016	EPWP projects	
	Coordination and support of LED structures	Coordination of support to emerging farmers and mining sector	Coordination structures

3.2.2 Tourism

OUTCOME			
GOAL	OBJECTIVES	INDICATOR	TARGET
Ensure the development of a	Support and promote the development of tourism in the local municipalities by 2013/14.	Developed tourist routes	<ul style="list-style-type: none"> 1 per LM per annum (4 in total)
		Number of new products developed	<ul style="list-style-type: none"> At least 1 viable projects
		Developed and updated tourism database	<ul style="list-style-type: none"> 1 district database inclusive of all 4 locals

vibrant tourism sector that facilitates sustainable economic, environmental and social benefits in the district		Awareness programmes conducted	<ul style="list-style-type: none"> • 1 event per annum
	Establish and expand a vibrant and sought after destination brand for FBDM by 2013/14	Number of brand marketing activities	<ul style="list-style-type: none"> • 4 per annum (1 per quarter)
		Number of functional information centres	<ul style="list-style-type: none"> • 1 per LM per annum
	Facilitate strategic partnership and participation of all FBDM tourism role players by 2013/14.	Established local tourism associations	<ul style="list-style-type: none"> • 2 per annum
		Number of capacity building interventions	<ul style="list-style-type: none"> • 2 per annum

3.3 MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION

3.3.1 Environmental Management

OUTCOME			
GOAL	OBJECTIVES	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 in the District	Improved quality of drinking and waste water	Magareng and Dikgatlong
		Improved status of food and non-food premises	Magareng and Dikgatlong
		Municipal health (HIV/ Aids and sanitation) awareness campaigns conducted	Magareng and Dikgatlong
		Devolved Municipal Health Services	FBDM
	To improve environmental management and planning in the District	Reviewed Atmospheric Emissions License applications	FBDM
		Updated emissions inventory	FBDM

		Reviewed Environmental Impact Assessments	FBDM
		Licensed landfill sites	Magareng and Dikgatlong
		Implemented waste minimization strategies	FBDM
		Implemented Municipal and Environmental Health by-laws	FBDM
		Capacitated EHPs on law-enforcement	FBDM
		Environmental Management awareness campaigns conducted	FBDM

3.3.2 Disaster Management

OUTCOME			
GOAL	OBJECTIVES	INDICATOR	TARGET
Promotion and implementation of an effective and efficient Disaster Management and Firefighting 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) Municipalities Magareng, Dikgatlong and Phokwane
	To develop a Response Recovery Strategy for the District by 2016.	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) Municipalities Magareng, Dikgatlong and Phokwane
	To develop Institutional capacity and acquire resources for firefighting services for 3 local municipalities in the district by 2016.	Increased firefighting capacity at 3 Local municipalities.	Magareng 12/13 Dikgatlong 13/14 Phokwane 14/15

To safeguard Council's property assets and to ensure a safe, healthy working environment.	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
	To ensure that regular inspections are done as per the OH&S Act.	Regular health and Safety inspections	The execution of 4 inspections per annum and report back on a quarterly basis to the Safety, Health and Environmental Protection Committee.

3.3.3 Human Resource Development

OUTCOME			
GOAL	OBJECTIVES	INDICATOR	TARGET
To provide a fully effective Human Resources Management function to the District and support to local municipalities	To ensure Human Resource Management support to all departments at Frances Baard District Municipality by 2014	Each department requesting support only on complex and technical issues	2014
	To provide assistance and support on Human Resources Management to three local municipalities (Magareng, Phokwane and Dikgatlong) by 2014	Each municipality requesting support only on complex and technical issues	2014

3.3.4 Records Management

OUTCOME			
GOAL	OBJECTIVES	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 • Reception • Reprography • Messenger
	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

OUTCOME			
GOAL	OBJECTIVES	INDICATOR	TARGET
To render an effective and efficient Information Technology support in the District by 2016	To increase and improve ICT infrastructure accessibility by 100 % in three (3) Municipalities by 2016	Improved ICT Infrastructure accessibility	• 100%
	To implement the Disaster Recovery Plan by ensuring 100% ICT connectivity in three (3) Local Municipalities by 2016	Disaster Recovery Plan implemented	• 100%
	To align IT Governance principles with the performance and sustainability objectives of the Municipality	Develop the IT Governance Framework	• 100%

3.3.6 Integrated Development Plan and Performance Management System

3.3.6.1 Integrated Development Plan

OUTCOME			
GOAL	OBJECTIVES	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

OUTCOME			
GOAL	OBJECTIVES	INDICATOR	TARGET
To establish and maintain sustainable performance management systems in the district in compliance with legislation.	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

	To align IT Governance principles with the performance and sustainability objectives of the Municipality	A fully compliant performance management system in the L/M's of the FBDM district. (Higher level of service delivery to communities)	2016/17
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3.3.7 Town and Regional Planning

OUTCOME			
GOAL	OBJECTIVES	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	Three(3)Local municipalities
	To support the implementation and review of Spatial Development Framework	Approved Spatial Development Framework	Three(3)Local municipalities
	To facilitate the preparation of township establishment in local municipalities	Approved layout plans	Three(3)Local municipalities

3.3.8 GIS

OUTCOME			
GOAL	OBJECTIVES	INDICATOR	TARGET
Provision of reliable spatial information as a planning and management tool in order to enhance service delivery in the District 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

OUTCOME			
GOAL	OBJECTIVES	INDICATOR	TARGET
Create, strengthen and preserve favorable 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	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	154

3.4.2 Internal Audit

OUTCOME			
GOAL	OBJECTIVES	INDICATOR	TARGET
To facilitate the provision of independent internal audit assessments and risk management in the district.	To provide advisory services to the design and implementation of risk management processes in the district yearly through to 2016	<ul style="list-style-type: none"> • Effective and efficient risk management processes. 	Reduced risk %.
	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 	Quarterly assessments.

		assets.	
	To build capacity and support the rendering of continued internal audit services in 2 other LM through to 2016	<ul style="list-style-type: none"> • Sustained Internal Audit functions in both the district and local municipalities. 	<ul style="list-style-type: none"> • 2 IA functions

3.5 MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT

3.5.1 Budget & Treasury, Revenue & Expenditure and Supply management

OUTCOME			
GOAL	OBJECTIVES	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 maximised the district municipality's developmental 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	Maximise debt collection and revenue generating strategies	100% Collection rate on grants & other sundry

	Ensure the proper management of cash resources to meet financial liabilities	Efficient and effective management of council's available resources	100% Effectiveness
	Ensure the implementation and maintenance of a fully compliant supply chain management system and store facility	Efficient and effective supply chain management system in compliance with legislation and which is fair, equitable, transparent, competitive and cost effective	100% Effectiveness
	Provide financial management support to four local municipalities	Financially sound and self-sustained local municipalities	100% as per need requirement

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. The Department of Water and Forestry is assisting the district to continually review the plan.

2. Integrated Transport Plan

The Integrated Transport Plan was prepared in 2012. (*See Summary*)

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 2012. (*See Summary*)

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 will 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 DGDS will be reviewed after the finalization of the NCPGDS in order to ensure alignment. The DGDS and implementation documents highlight intervention areas such as:

- Getting the basics right
- Ensuring strong links to the National Spatial Economy
- Ensure Basic Welfare, Avoid Deep poverty traps
- Create preconditions for inter-generational economic mobility
- Thinking region: not rural or Urban

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. The Plan focuses on effective and efficient crisis handling and management. The Plan also 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 reflects 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 as well as revealing 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 Plan was prepared and adopted in 2011, focus of plan is 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 ensure air quality. The plan intends to protect the environment and human health through reasonable measures of air pollution control.

16. Disaster Management Plan

The Disaster Management Plan was prepared in 2011. *(See summary)*

17. 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.

18. Public Participation Plan

The Public Participation Plan was prepared in 2011, with the aim 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. Integrated Development Planning (IDP), Budget Consultation meetings and Ward meetings are forms of public participation that allows greater access to the decision-making processes of the municipality to all its stakeholders. 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.

Integrated Transport Plan: Executive Summary

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

- National Land Transport Act 5 of 2009 (NLTA)
- White Paper on National Transport Policy (1996), and
- Moving South Africa: Transport Strategy for 2020

Other sector planning documents utilized to inform the development of the ITP are:

- National Land Transport Strategic Framework;
- Provincial Land Transport Framework (PLTF)
- Integrated Development Plans (IDP's)
- Spatial Development Frameworks (SDF's)
- Integrated Transport Plans (ITP's)

The District Integrated Transport Plan addressed the mode, status and challenges of rail, road and freight and non-motorized transport in the District. Amongst other transport related matter addressed where the implementation of Local Integrated Transport Plans (LITP) for the 3 local municipalities namely Dikgatlong, Magareng and Phokwane local municipalities and the rationalization of bus and taxi services.

Road Transport

The road infrastructure of Frances Baard District Municipality is anchored by three national roads that are; N12 running south to north, N18 that running east to west in the north and N8 running east to west in the south. Also there are other provincial roads that act as major corridors. The whole road network for Frances Baard District Municipality is 1 851.92 km. This road infrastructure supports a high percentage of freight in the District as well as private and public transport. The rail infrastructure for the district consists of three corridors that primarily serve freight. In these corridors, there are 32 stations. Two are utilized for passengers and freight and eight (8) are utilized only for freight.

Rail Transport

Even though the rail infrastructure is well spread out in the District, there is one rail passenger services called transit inter-city service between Cape Town and Pretoria and it is available thrice a week. This service uses Kimberley Station and Warrenton station in the District. Another mode that is extensively used in the district is walking and cycling. The municipalities have reasonably provided for this service around the district though that provision is biased towards walking than cycling.

Freight Transport

Kimberley has an airport that has two terminals that provide air passenger travel. Passengers using the airport are limited to private vehicles usage and metered taxis when coming into or leaving the airport. There's also a small operation of metered taxis and tram services that cater for mainly tourist in the city of Kimberley.

The DITP expresses vision for a better transportation system for the District in the future, and provides a transitional plan to achieve the desired objectives by that dates as provided for in the programme. With the help of a partnership between the three spheres of government, the private sector and civil society, this vision and programme for a safe, well-regulated, accessible and affordable integrated transport system that serves the needs of both users and operators can become a reality in Frances Baard District Municipality.

The plans, projects and programmes outlined in the DITP document for 2011 to 2016 planning period are comprehensive and far-reaching, requiring commitment and vision. The upgrading of all forms of transport and particularly the transformation of the public transport system in Frances Baard District Municipality is the key to delivery in a series of other important areas of the District's development and economy according to the vision of the District's Integrated Development Plan.

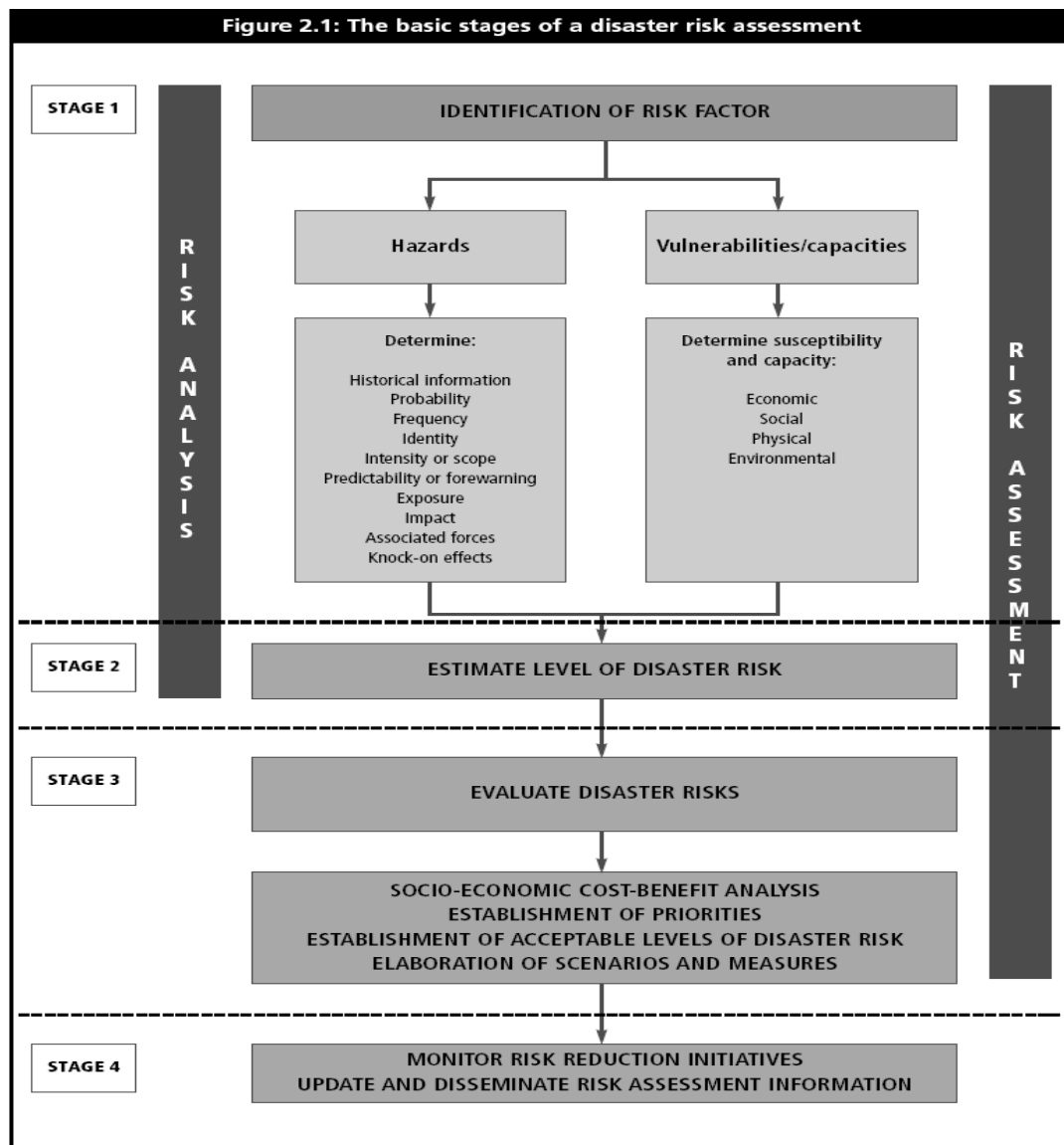
Disaster Management Plan: Executive Summary

According to the Disaster Management Act (Act 57 of 2002), Section 42(1-2); *“each district municipality must establish and implement a framework for disaster management in the municipality aimed at ensuring an integrated and uniform approach to disaster management in its area with the inclusion of the amongst others the local municipalities, non-governmental institutions involved in disaster management and the private sector”*. The main purpose of the Disaster Management Plan (DMP) is to implement appropriate disaster risk reduction measures to reduce the vulnerability of communities and infrastructure at risk. The DMP was prepared in 2006 and the review of the document was prepared in 2012.

In order to align with the National Disaster Management Framework and to achieve an integrated, holistic and cost effective approach in disaster management; the DMP developed **4 Key Performance Areas** which form the bases of the review, as follows:

- a) **Institutional Capacity for the Disaster Risk Management:** Establishes the requirements which will ensure the establishment of effective institutional arrangements in the provincial sphere for the integrated and coordinated implementation of disaster (risk) management policy and legislation. It addresses the principles of cooperative governance and places emphasis on the involvement of all stakeholders in disaster (risk) management in order to strengthening the capabilities of provincial and municipal organs of state.
- b) **Disaster Risk Reduction:** Addresses the need for disaster risk assessment and monitoring to set priorities, guide risk reduction action and monitor the effectiveness of our efforts. In addition the key performance area outlines the requirements for implementing disaster risk assessment and monitoring by organs of state within all spheres of government. A critical facilities risk analysis was conducted to determine the vulnerability of key individual facilities or resources within the community such as schools, clinics, shelters. **Figure 2.1** illustrates the disaster risk assessment process.

FIGURE 2.1: PROCESS FOR DISASTER RISK ASSESSMENT



- c) **Disaster Management Planning and Implementation:** This key performance area addresses requirements for disaster management planning within provincial and municipal spheres of government. It gives particular attention to the planning for and integration of the core risk reduction principles of prevention and mitigation into on-going programmes and initiatives.
- d) **Disaster Response and Recovery:** The Key Performance Area focuses on preparedness of an area for disasters, rapid and effective response to disasters

and post-disaster recovery and rehabilitation. When a significant event or disaster occurs or is threatening to occur, it is imperative that there should be no confusion as to roles, responsibilities, funding arrangements and the procedures to be followed.

To facilitate the implementation of the objectives of the four KPAs mentioned above, three enablers were identified as per the National Disaster Management Framework. The enablers are as follows:

a) Information and Communication

Disaster risk management is a collaborative process that involves all spheres of government, as well as NGOs, the private sector, a wide range of capacity-building partners and communities. It also requires effective preparation for, and response to a diverse range of natural and other threats. It requires systems and processes that enable timely and appropriate decision making in not only in times of emergency but also to inform development planning on the part of government officials, other role players as well as at-risk communities and households.

b) Education, Training, Public Awareness and Research

Sections 20(2) and 15 of the Disaster Management Act specify the encouragement of a broad-based culture of risk avoidance, the promotion of education and training throughout the Republic, and the promotion of research into all aspects of disaster risk management. This key performance area addresses the development of education and training for disaster risk management and associated professions and the incorporation of disaster risk management in school curricula.

c) Funding

The provision of funding for disaster risk management is likely to constitute the single most important factor contributing to the successful implementation of the Act by provincial and municipal spheres of government. The Act, with the exception of Chapter 6 on funding of post-disaster recovery and rehabilitation, does not provide clear guidelines for the provision of funding for disaster risk management. Nevertheless funding from a range of sources will be required to deal with disaster management.

FRANCES BAARD DISTRICT MUNICIPALITY

PROCESS PLAN AND FRAMEWORK FOR INTEGRATED DEVELOPMENT PLAN
PROCESS

July 2012

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 2012-2013 IDP projects 	July 2012	
		<ul style="list-style-type: none"> Identify the limitations and shortcomings of the 2012-2013 IDP's 	July 2012	
		<ul style="list-style-type: none"> Undertake an assessment of the implementation of all Sector Plans and Integrated Programmes 	July 2012	
		<ul style="list-style-type: none"> Prepare and present for discussion a draft IDP Process Plan to the District IDP Steering Committee 	July 2012	
		<ul style="list-style-type: none"> Submit the draft IDP Process Plan to Council for adoption 	17 July 2012	Section 28 (1) Municipal Systems Act 2000
		<ul style="list-style-type: none"> Identify all updated and available information for 	August 2012	

		Statistics SA and other stakeholders for all municipalities		
		<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 2012	
July-Sept	Consultation (Strategy)	<ul style="list-style-type: none"> Identify all sector plans and Integrated Programmes to be reviewed 	August 2012	
		<ul style="list-style-type: none"> Facilitate and organize local municipalities IDP Rep Forum workshops to discuss priority issues for the financial year (2012/2013) 	September 2012	Section 29(1)(b)-Municipal System Act 2000
		<ul style="list-style-type: none"> Undertake strategic planning workshop for the district municipality 	September 2012	IDP Guidelines
Oct-Dec	Consultation (Projects)	<ul style="list-style-type: none"> Consolidate municipal issues and develop district-wide priority issues and strategies 	October 2012	
		<ul style="list-style-type: none"> Undertake consultation 	October	

		with Sector Departments and other stakeholders	2012	
		<ul style="list-style-type: none"> Formulate IDP projects for 2012-2013 financial year 	October 2012	
		<ul style="list-style-type: none"> Align local municipal IDP projects with Sector Strategic plans/budgets 	October 2012	IDP Guidelines
		<ul style="list-style-type: none"> Convene District IDP Steering Committee meeting to discuss potential funded IDP projects for 2012-2013 financial year 	November 2012	
		<ul style="list-style-type: none"> Identify and consolidate district-wide IDP projects 	December 2012	
January	Drafting (Integration)	<ul style="list-style-type: none"> Prepare and finalize Draft District Integrated Development Plan 	January 2013	
		<ul style="list-style-type: none"> Present Draft District IDP to IDP Steering Committee, Municipal Managers, HOD's and Managers 	January 2013	
February-June	Approval	<ul style="list-style-type: none"> Present the Draft District Integrated 	January/February 2013	Section 29(1)(b)(ii) Municipal Systems

		Development Plan to the District IDP Representative Forum		Act 2000
		• Present Draft District IDP to Council for adoption	March 2013	Section 17 (3)(d) Municipal Finance Management Act 2003
		• Advertise Draft Distinct IDP in local newspaper for scrutiny and comments	March 2013 / April 2013	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 2013	Section 24(2)(iv) of the Municipal Finance Management Act 2003
		• Submit copies of approved Distinct IDP to MEC for Local Government	May 2013	Section 32(1)(a) Municipal Systems Act 2000
		• Submit copies of approved District IDP to Provincial Sector Departments, COGHSTA and other	May 2013	

		stakeholders		
		<ul style="list-style-type: none"> • Post the approved District IDP on the website of the municipality 	May 2013/June 2013	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 (WSSD) 2002
- Copenhagen 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 involvedii. 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 issues in the municipality that it is strategic and implementation orientated process, andv. The sector planning requirements are satisfied.3. Adopt and approve the IDP.4. Adjust the IDP in accordance with the MEC for Local Government proposals.5. Ensure that the annual business plans, budget and land use management decisions are linked to and based on the IDP.

RESIDENTS, COMMUNITIES AND INTEREST GROUPS (CIVIL SOCIETY INCLUDING TRADITIONAL LEADERS)	<ol style="list-style-type: none"> 6. To represent interest groups and contribute knowledge and ideas in the planning process by: 7. Participating in the IDP Representative Forum to:- <ol style="list-style-type: none"> vi. Inform interest groups, communities and organizations on relevant planning activities and their outcomes. vii. Analyze issues, determine priorities, negotiate and reach consensus. viii. Participate in the designing of project proposals and/or assess them. ix. Discuss and comment on the draft IDP. x. Ensure that annual business plans and budgets are based on and linked to the IDP and, xi. Monitor performance and implementation of the IDP. 8. Conduct meetings or workshops with groups, communities or organization to prepare for and follow-up on relevant planning activities.
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ⁱ Policy Coordination & Advisory Services- The Presidency

*"We serve the community ♦ Ons dien die gemeenskap
Re direla setchaba"*

PRIVATE BAG X6088, KIMBERLEY 8300
51 DRAKENSBERG AVENUE, CARTERS GLEN, KIMBERLEY 8301
TEL: 053 - 838 0911 * FAX: 053 - 861 1538
WEBSITE: francesbaard.gov.za
E-MAIL: frances.baard@fbdm.co.za