



FRANCES BAARD

DISTRICT MUNICIPALITY / DISTRIKMUNISIPALITEIT / MASEPALA WA SEDIKA / U MASEPALA WE SITHILI

DRAFT INTEGRATED DEVELOPMENT PLAN (IDP)

REVIEW 2017/18

PLANNING 2018/19

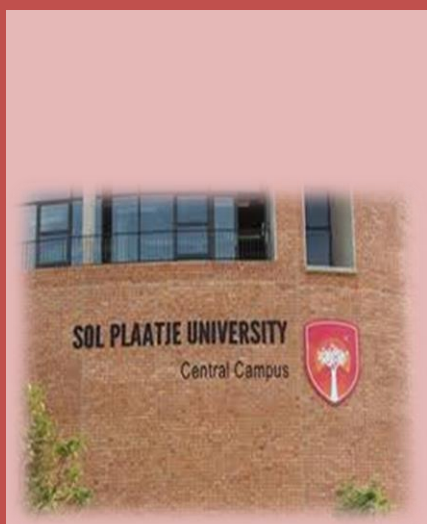
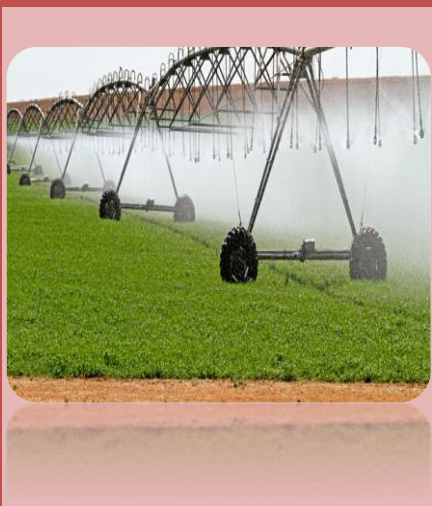


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FOREWORD

By: Councillor BV Ximba
Executive Mayor

The Northern Cape is still characterised by high levels of unemployment and low levels of education. We are also facing threats of depleting minerals in the province. It is thus that during the strategic planning session of the fourth five-year Integrated Development Plan (IDP), Council and the administration took cognisance of the economic instability and all the other factors that threaten the economic growth and development of the district.



It is important to acknowledge the work of our predecessors, who created the legacy to continuously achieve a clean audit. We aim to continue the legacy and strive to do more to improve the lives of our communities. The IDP is more than just a legal requirement; it provides us with the strategic framework within which we aim to deliver on the five national key performance areas. A wise man once said “If you don’t have a roadmap and you don’t know where you are going, how will you know when you have reached your destination?”

Through the five-year IDP, the District Municipality was able to develop and articulate a clear vision; identify its key development priorities; formulate appropriate strategies and objectives; develop the appropriate organisational structure and systems; and align resources with development priorities and the budget. During the compilation of this IDP, we strove to ensure that all of our stakeholders were involved and well represented throughout the process.

It is especially important to note that district municipality does not deliver services but instead provides support to the local municipalities to ensure that they implement their mandate successfully. That is why we discussed our plans in detail with our local municipalities for their inputs at several steering committee meetings and representative

fora. The district intends to intensify this support and assistance to the local municipalities. After all it is only through true collaboration that we can be successful in ensuring that we serve our communities to the best of our abilities.

ACRONYMS

BBBEE – Broad Based Black Economic Empowerment

BP('s) -Business Plans

CDW – Community Development Workers

CWP – Community Work Programme

DITP – District Integrated Transport Plan

DMPT- District Municipal Planning Tribunal

EAP – Employee Assistance Programme

EMP – Environmental Management Plan

EPWP – Extended Public Works Programme

FBDM – Frances Baard District Municipality

GDP – Growth Domestic Product

GDPM- Growth Domestic Product

GIS – Geographic Information System

HSP – Housing Sector Plans

ICRM - Ideal Clinic Realization and Maintenance

ICSM - Integrated Clinical Service Management

ICT – Information Communication Technology

IDP – Integrated Development Plan

IUDF-Integrated Urban Development Framework

IHS – Integrated Human Settlement Plan

ITP – Integrated Transport Plan

IWMP – Integrated Waste Management Plan

LDP – Land Development Plan

LED – Local Economic Development

LM('s) – Local Municipality (ies)

LUMS – Land Use Management System

MFMA – Municipal Finance Management Act

MITS – Municipal Health System

MSA – Municipal Systems Act

MSCOA – Municipal Standard Chart of Accounts

MTSF – Medium Term Strategic Framework

NDP – National Development Plan

PMS – Performance Management System

RM – Risk Management

RRAMS -Rural Road Asset Management Sytem

SDF – Spatial Development Plan

SMME – Small Medium and micro-enterprises

SONA – State of the Nation Address

WSDP – Water Services Development Plan

1. CHAPTER 1: THE PLANNING PROCESS

1.1 BACKGROUND OF THE INTEGRATED DEVELOPMENT PLAN

The Integrated Development Plan (IDP) is a five-year plan which local government is required to compile to determine the development needs of the municipality. An Integrated Development Plan (IDP) may be described as “a super plan” for an area that gives an overall framework for development. It aims to co-ordinate the work of local and other spheres of government in a coherent plan to improve the quality of life for all the people living in an area. In preparation of the IDP, it is vital to take into account the existing conditions, problems and resources available for development. The plan should look at economic and social development for the area as a whole. It must set a framework for how land should be used, what infrastructure and services are needed and how the environment should be protected. The projects within the IDP are should also be linked to the municipality's budget.

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 – a Local Agenda 21 for South Africa. Consequently Agenda 21 principles are embedded in the Constitution of South Africa and in many other pieces of legislation of the land. However Integrated Development Plans are aligned to many other International conventions, Regional commitments, National and Provincial commitments and priorities.

The IDP is a legislative requirement, with a legal status and it supersedes all other plans that guide development at local government level (DPLG 2001:4)

The National Sphere of government provided 5 Key Performance Areas that local government must adhere to and follow in order to implement the National vision. These KPA's are:

- Basic Service Delivery and Infrastructure Development;

- Local Economic Development;
- Municipal Transformation and Institutional Development;
- Good Governance and Public Participation; and
- Financial Viability and Development.

The FBDM objectives, projects and strategies are therefore guided and in line with the above mentioned KPA's

1.2 BINDING PLANS AND PLANNING REQUIREMENTS AT PROVINCIAL AND NATIONAL LEVEL

The preparation and adoption of an IDP is undertaken within a broadly based legislative framework. The main body of legislation, policies and guidelines that provide the foundation upon which 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
- 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
- Spatial Planning and Land Use Management Act (16) of 2013
- 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 overarching framework namely:-

- National Development Plan 2030
- National Spatial Development Perspective (NSDP)
- National Growth and Development Strategy (NGDS)
- Revised IDP Format Guide (Framework) (IUDF)
- Integrated Urban Development Framework
- Guidelines for Credible IDP's
- National Vision 2014
- 5 year Strategic Agenda for Local Government
- Medium Term Strategic Framework 2014-2019
- Delivery agreement: Outcomes 8
- Delivery agreement: Outcomes 9

PROVINCIAL LEGISLATION AND POLICIES

- The Northern Cape Provincial Growth and Development Strategy (NCPGDS)- Reviewed
- 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 III)
- World Summit on Sustainable Development (WSSD) 2002
- Cop 21- World Summit on Climate Change 2015.

The Department of Cooperative Governance and Traditional Affairs (COGTA) introduced a new IDP framework for municipalities outside metros and secondary cities. The framework requires that municipalities prepare or review IDPs that are sector oriented. There are two main categories of Sector Plans, namely:-

- Developmental Vision Sector Plans
- Service Oriented Sector Plans

A. Developmental Vision Sector Plans are:-

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

B. Service Oriented Sector Plans are:-

- Water Services Development Plan (WSDP)
- Integrated Waste Management Plan (IWMP)
- Integrated Transport Plan (ITP)
- Environmental Management Plan (EMP)
- Integrated Human Settlement Plan (IHS)

- Housing Sector Plan (HSP)
- Integrated Energy Plan (IEP)
- Sports and Recreation Plan, etc.

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

The input sector plans or service oriented plans should be developed to support the vision and strategic intent of the Developmental Vision Sector Plans.

Important principles to guide the development and review of existing Sector Plans during the IDP preparation and review are:

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

1.3 DISTRICT IDP FRAMEWORK AND PROCESS PLAN

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

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

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

Furthermore, The MSA of 2000 requires each municipal Council, within a prescribed period after the start of its elected term, to adopt a process set out in writing to guide the planning, drafting, adoption and review of its integrated development plan. The Municipality must through appropriate mechanisms, processes and procedures, consult the local community before adopting the process; give notice to the local community of particulars of the process it intends to follow to draft its IDP.

FBDM in close consultation with its local municipalities adopted the district framework and the following process plan for the review of the 2017/18, Planning for 2018/19.

PROCESS PLAN FOR THE DISTRICT 2017/18 REVIEW- PLANNING 2018-19

MONTH	PHASE	PLANNED ACTIVITIES	TARGET DATE	LEGISLATIVE REQUIREMENTS
July-Sept	Preparation (Analysis Phase)	<ul style="list-style-type: none"> • Preparation of the draft district framework and process plan • Consultative meeting with the LM's regarding the process plan and district framework • Submit the draft district framework and process plan to council for approval and 	July / August 2017	Section 28 (1) Municipal Systems Act 2000

		<ul style="list-style-type: none"> • Advertise the process plan in the newspaper/ website of the municipality 		
		<ul style="list-style-type: none"> • Assessment of the implementation of 2016/2017 IDP projects 	Aug 2017	
		<ul style="list-style-type: none"> • Identify the limitations and shortcomings of the 2017/18 IDP's 	August 2017	
		<ul style="list-style-type: none"> • Undertake an assessment of the implementation of all Sector Plans and Integrated Programmes 	August 2017	
		<ul style="list-style-type: none"> • Present the adopted IDP Process Plan and Framework to the District IDP Steering Committee 	August 2017	
		<ul style="list-style-type: none"> • Identify, discuss and adopt proposals from IDP Analysis report, IDP Engagements and Guidelines for preparation of IDP's. 	Sept 2017	
		<ul style="list-style-type: none"> • Identify all sector plans and Integrated Programmes to be reviewed 	Oct 2017	
		<ul style="list-style-type: none"> • Facilitate and organise local municipalities IDP Rep Forum workshops to discuss priority issues for the 	Oct 2017	Section 29(1)(b)-Municipal System Act 2000

		financial year (2018/19)		
		<ul style="list-style-type: none"> Undertake strategic planning workshop for the district municipality (Dry - run) 	Oct 2017	IDP Guidelines
Oct-Dec	Consultation (Projects)	<ul style="list-style-type: none"> Consolidate municipal issues and develop district-wide priority issues and strategies 	Nov 2017	
		<ul style="list-style-type: none"> Undertake consultation with Sector Departments and other stakeholders 	Nov 2017	
		<ul style="list-style-type: none"> Align local municipal IDP projects with Sector Strategic plans/budgets 	Nov 2017	IDP Guidelines
		<ul style="list-style-type: none"> FBDM strategic planning session 	November 2017	
		<ul style="list-style-type: none"> Convene District IDP Steering Committee meeting to discuss potential funded IDP projects for 2018/19 financial year 	November 2017	
		<ul style="list-style-type: none"> Identify and consolidate district-wide IDP projects 	December 2017	
January - February	Drafting (Integration)	<ul style="list-style-type: none"> Prepare and finalise Draft District Integrated Development Plan 	Feb 2018	
		<ul style="list-style-type: none"> Present Draft District 	February	

		IDP to IDP Steering Committee	2018	
February-June	Approval	• Present Draft District IDP to Council for adoption	March 2018	Section 17 (3)(d) Municipal Finance Management Act 2003
		• Present the Draft District Integrated Development Plan to the District IDP Representative Forum	April 2018	Section 29(1)(b)(ii) Municipal Systems Act 2000
		• Advertise Draft District IDP in local newspaper for scrutiny and comments	March / April 2018	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 2018	Section 24(2)(iv) of the Municipal Finance Management Act 2003
		• Submit copies of approved District IDP to MEC for Local Government	May / June 2018	Section 32(1)(a) Municipal Systems Act 2000
		• Submit copies of approved District IDP to Provincial Sector Departments, COGHSTA and other stakeholders	May / June 2018	
		• Post the approved District IDP on the website of the municipality and advertise summary in the newspaper	May / June 2018	Section 21A-Municipal Systems Amendment Act 2003-Section 25 (4)(a-b) Municipal Systems Act 2000.

1.4 DESCRIPTION OF THE PLANNING PROCESS

The district municipality in close consultation with the local municipalities within the district adopted the framework and process plan on the 24 July 2017 as prescribed by Section 27 of the Municipal Systems Act of 2000.

The municipality's strategic planning process started in 2016 in preparation for the Integrated Development plan of 2017/18 -2021/22. The strategic planning of the municipality took into consideration the needs and priority issues of the communities in the district. This was achieved through different consultative platforms (steering committees, forums etc) with the local municipalities' officials &councils; sector departments; and the private sector.

As per the Municipal Systems Act (MSA) of 2000, the IDP must be reviewed annually. In order to comply with legislation to review the five-year strategic document of the municipality, the district municipality ensured that a strategic planning session is also undertaken annually. The strategic planning session for the review of the 2017/18 financial year and planning for the 2018/19 financial year was conducted from the 29th - 30th of January 2018. All the local municipalities were invited to ensure proper participation, consultation with the stakeholders and an integrated approach to planning within the district. The subsequent plans were all reviewed at the strategic planning session.

The municipality's strategic planning is cyclical and has the following four (4) phases:

Phase 1: Strategic review and planning - situational analysis, consultation with stakeholders, strategic planning and formulation; steering committee meetings and representative forum.

Phase 2: Operational and resource planning - project identification, budgeting and formulation of the Service Delivery and Budget Implementation Plan (SDBIP);

Phase 3: Implementation/ Integration - unit planning and individual performance plans and agreements and operational plans; and

Phase 4: Approval – The IDP will be submitted to council for approval of the draft by the end of March and final IDP approval by the end of May 2018.

1.5 ROLES AND RESPONSIBILITIES

DISTRIBUTION OF ROLES AND RESPONSIBILITIES	
ROLE - PLAYERS	<ul style="list-style-type: none"> • ROLES AND RESPONSIBILITIES
Municipal Council	<ul style="list-style-type: none"> • Approval of draft IDP's
Councillors	<ul style="list-style-type: none"> • Part of strategic planning
Executive Mayor/ Municipal Manager	<ul style="list-style-type: none"> • Decides on planning process: nominate persons in charge, monitor planning process • Overall management and co-ordination • IDP Representative Forum
IDP Manager	<ul style="list-style-type: none"> • Day-to-day management of the drafting process on behalf of the Municipal Manager
IDP Steering Committee	<ul style="list-style-type: none"> • Providing inputs related to the various planning steps • Summarising and processing inputs from the participation process • Discuss inputs from local municipalities • Prepares and facilitates meetings
Municipal Officials	<ul style="list-style-type: none"> • Providing technical/sector expertise and information • Preparing draft project proposals
Civil society (Stakeholders/ Communities)	<ul style="list-style-type: none"> • Representing interests and contributing knowledge and ideas (Public participation)

1.5.1 IDP Steering Committee:

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

Functions:

1.5.2 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

During the planning process of the 2018/19 IDP, the community/ stakeholders were involved right at the beginning, through the steering committee meetings that were held quarterly. The draft IDP will be distributed to all local municipalities and provincial departments for public comments and views. The FBDM IDP Representative Forum will be held in April 2018, where all local municipalities, sector departments, organized groups, and the private sector were invited to provide comments and views on the Draft IDP.

2. CHAPTER 2: SITUATIONAL ANALYSIS

2.1 DISTRICT OVERVIEW

The Frances Baard District Municipality (FBDM) is a category C municipality and forms part of the five (5) District Municipalities of the Northern Cape Province. FBDM shares its northern boundary with the North West Province and its eastern boundary with the Free State province as illustrated in the maps below. Furthermore, FBDM comprises of four local municipalities; Dikgatlong, Magareng, Phokwane and Sol Plaatje local municipalities. The district Municipality is located in Kimberley, which is less than 500 km away from Johannesburg in the North, less than 1000 km away from Cape Town in the South, and less than 800 km away from the port of Durban in the East.

The main Economic sectors of the District are as follows:

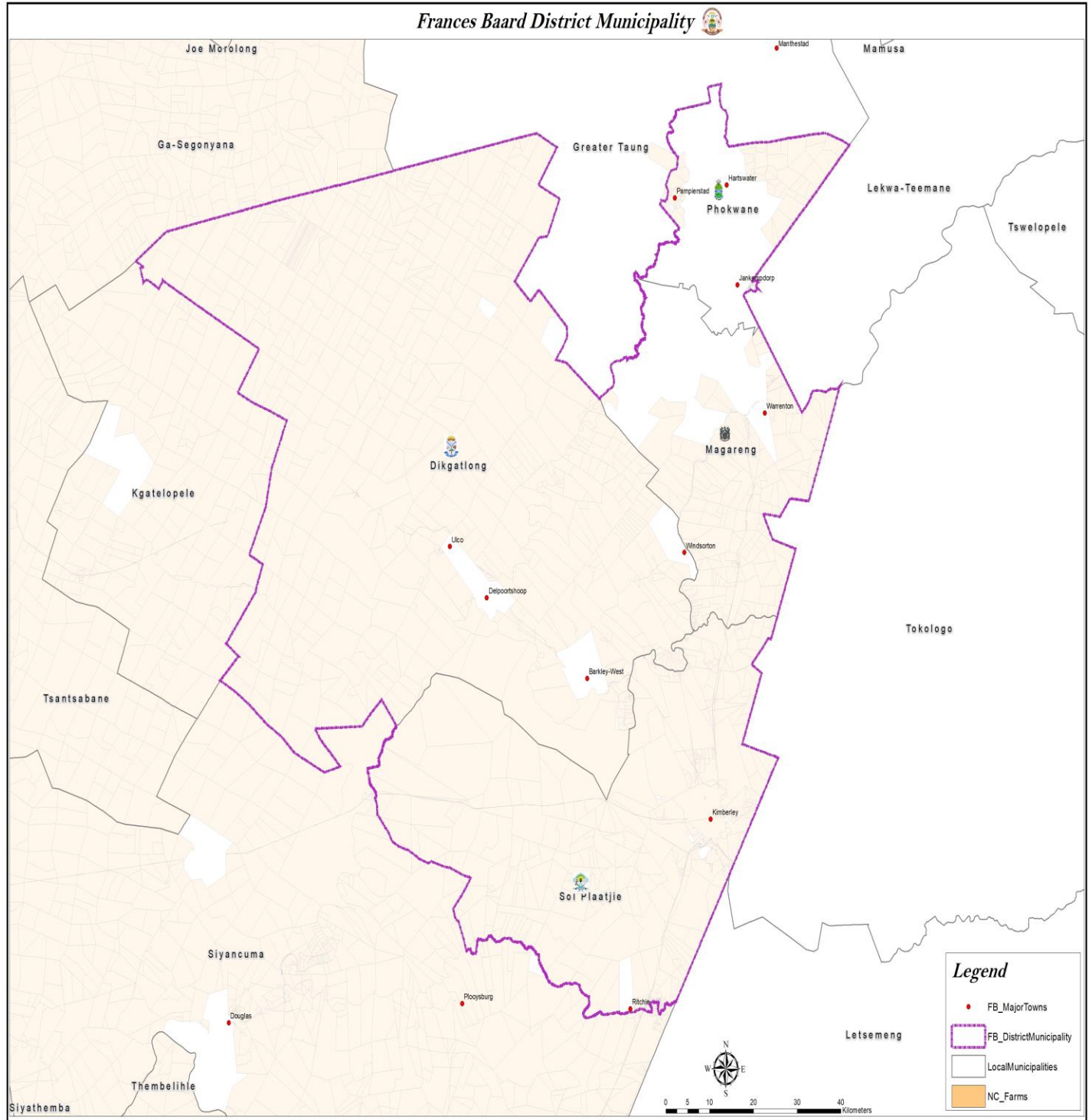
- Community Services: 28%
- Finance: 22%
- Trade: 15%
- Transport 12%
- Mining 10%
- Agriculture: 4%
- Manufacturing: 4%
- Construction 3%
- Electricity 2%

The Economic activities of the local municipalities will be discussed in detail further in the document.

Figure 1: FBDM District Map 1



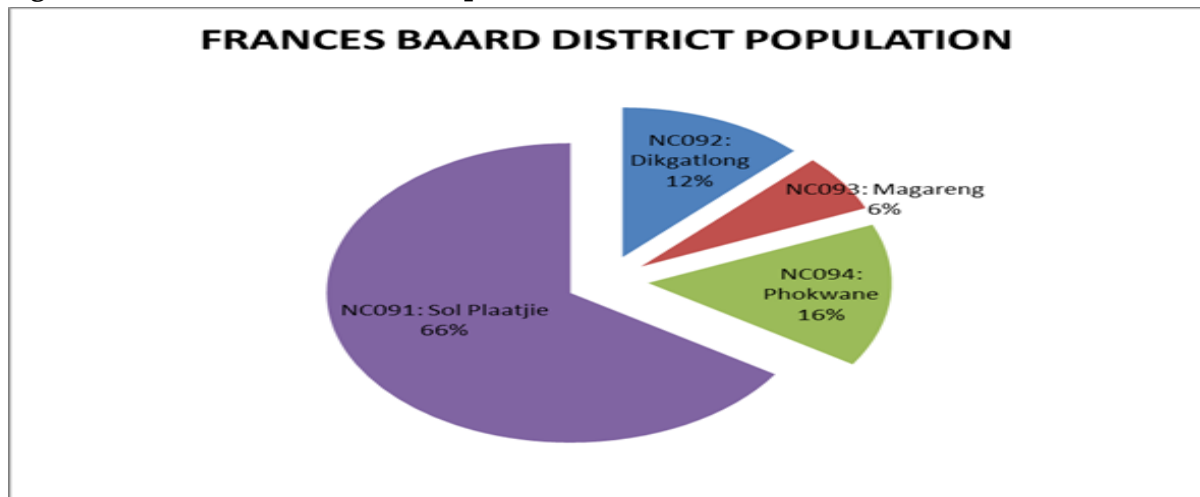
Figure 2: FBDM District Map 2



2.2 DEMOGRAPHIC COMPOSITION

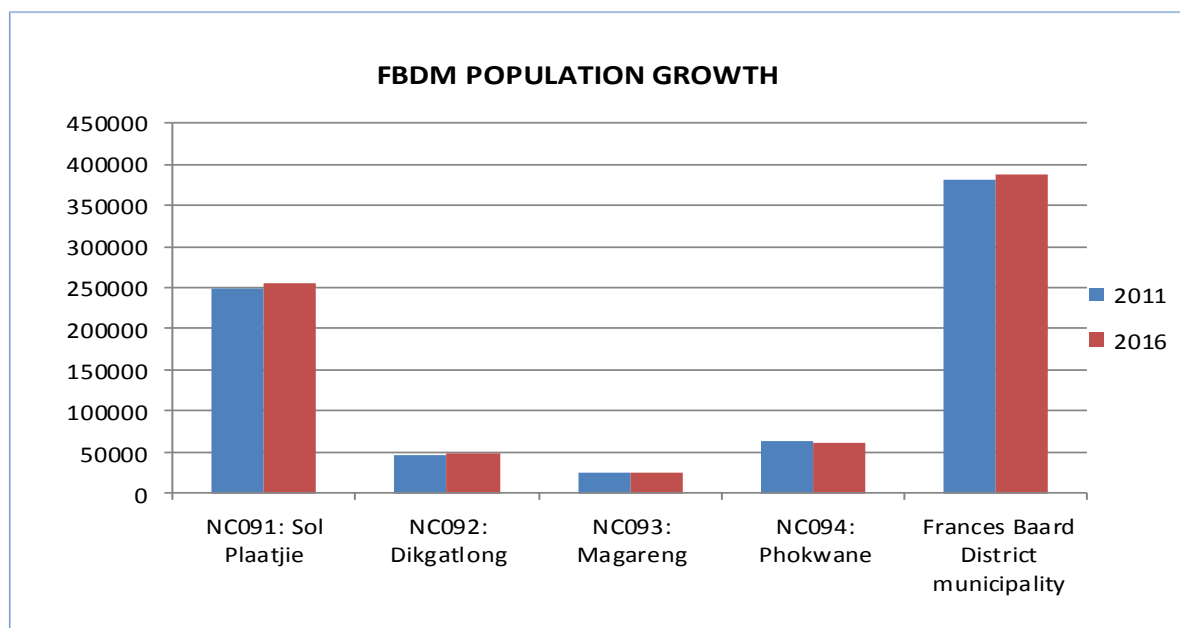
Currently, the Frances Baard District has a total population of 387 741 people, which represents 32.5% of the Northern Cape population. The chart in figure 3 clearly illustrates that Solplaatje consists of the largest population in the district of 66%, followed by Phokwane (16%); Dikgatlong (12%); and Magareng has the least population of 6%.

Figure 3: Frances Baard District Population



Source: Community Survey, 2016.

Figure 4: Population Growth



Source: Community Survey, 2016.

According to the 2016 community survey as depicted on figure 4 above, FBDM 's growth rate has increased by 1.5% since 2011 (382083 – 387741). A slight growth in Solplaatje Local Municipality (248037 -255351); and Dikgatlong Local Municipality (46839-48164). Followed by a decline in Phokwane Local Municipality (63000 – 60168); and Magareng Local Municipality (24207- 24059).

Based on the table below (table 1), the district population is fairly young with 69% of the population aged 40 years and younger. Those between the ages of 41 and 65 years account for 23% and only 7% of the population is of retirement age, i.e. 66 years and older.

Table 1: Age Distribution

AGE	0 – 6	7 - 18	19 – 25	26 - 35	36 - 40	41 – 50	51 - 65	66 - 116
FBDM Actual	53847	83007	46632	58747	27374	44330	44794	29010
FBDM Age Distribution %	14%	21%	12%	15%	7%	11%	12%	7%
Sol Plaatje	34138	52640	31330	40449	18465	30341	29156	18831
Dikgatlong	6815	11438	5733	6572	3208	5236	5759	3402
Magareng	3414	5664	2962	2980	1572	2652	2685	2131
Phokwane	9480	13265	6607	8746	4129	6101	7193	4646

Source: Community Survey, 2016.

Although the statistics depicts a large percentage of the district's population as young people, the education levels in the district do not tell a pleasant story. According to the community survey of 2016, the District Comprised of large numbers of low levels of education. Table 2 exemplifies the state of the District education.

Table 2: Level of Education

Highest Level of Education	No of people	% of population
No schooling	55494	14.31%
Grade 0 - Grade 7/Standard 5/ABET 3	111538	28.77%
Grade 8/Standard 6/Form 1 - Grade 12/Standard 10/Form 5/Matric/NCV Level 4/ Occupational certificate NQF Level 3	190821	49.21%
NTC I/N1	203	0.05%
NTCII/N2	421	0.11%
NTCIII/N3	614	0.16%
N4/NTC 4/Occupational certificate NQF Level 5	1076	0.28%
N5/NTC 5/Occupational certificate NQF Level 5	506	0.13%
N6/NTC 6/Occupational certificate NQF Level 5	1275	0.33%
Certificate with less than Grade 12/Std 10	218	0.06%
Diploma with less than Grade 12/Std 10	285	0.07%
Higher/National/Advanced Certificate with Grade 12/Occupational certificate NQF	2109	0.54%
Diploma with Grade 12/Std 10/Occupational certificate NQF Level 6	5912	1.52%
Higher Diploma/Occupational certificate NQF Level 7	1675	0.43%
Post-Higher Diploma (Master's	1066	0.27%
Bachelor's degree/Occupational certificate NQF Level 7	5287	1.36%
Honours degree/Post-graduate diploma/Occupational certificate NQF Level 8	2612	0.67%
Master's/Professional Master's at NQF Level 9 degree	721	0.19%
PHD (Doctoral degree/Professional doctoral degree at NQF Level 10)	147	0.04%
Other	887	0.23%
Do not know	4569	1.18%
Unspecified	304	0.08%

Source: Community Survey, 2016.

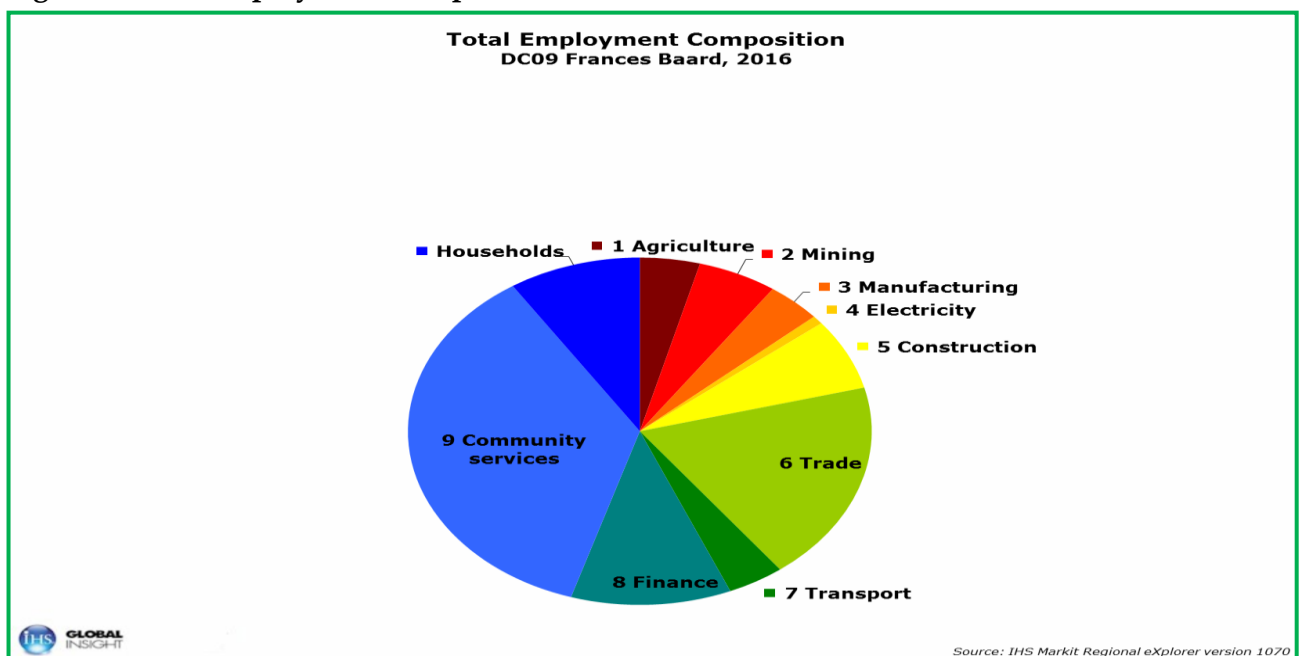
It is alarming to note that only 5.04% of the population has a Higher/National/Advanced Certificate with Grade 12/Occupational certificate NQ or higher in the district, considering that education is one of the government's priorities, to ensure economic growth and stability.

2.3 ECONOMIC ANALYSIS

FBDM has the strongest economic potential in the Northern Cape, accounting for 36% of the provincial GDP. The graph in figure 5 stipulates that the economy of the district consists of the primary sector (14%) (agriculture and mining), secondary sector (9%) (Manufacturing, electricity and construction) and tertiary sector (77%) (Trade, transport, financial and social services). The economic growth of the District has also not been a steady one. Figure 6 provides a clear description of the fluctuation of the economic growth.

In 2006 the GDP was 3.4% which saw a steady decline in 2009 to -0.46% due to the global recession. The slow growth from 2010 to 2012 was due to the global recession recovery and slow production in the primary and secondary sectors. Economic growth decreased from 2013 where it was 1.4% and in 2014 and 2015 to 0.4% and 0.3% respectively. This is due to a decline in domestic growth which severely affects the buying power of consumers in Frances Baard which is a predominantly services sector.

Figure 5: Total Employment Composition



Source: Global Insight, 2016.

The unemployment rate of the district has also not been stagnant for the past five years. Based on the graph below, since 2010, unemployment levels in the district have been

increasing instead of deteriorating. According to STATSSA: 2016, FBDM has an unemployment rate of 39.4%, whilst Phokwane (47.8%), Magareng (53.9%), Dikgatlong (44%) and Sol Plaatje (36.2%) are also characterized by such unemployment levels. FBDM, through its local economic development initiatives seek to address such issues and improve the state of unemployment levels in the district.

Figure 6: Economic Growth

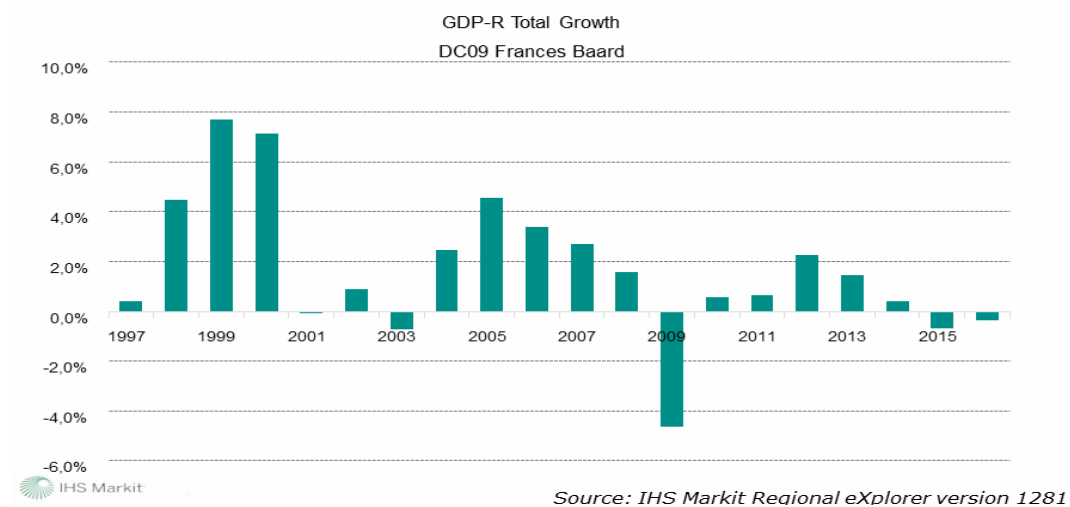
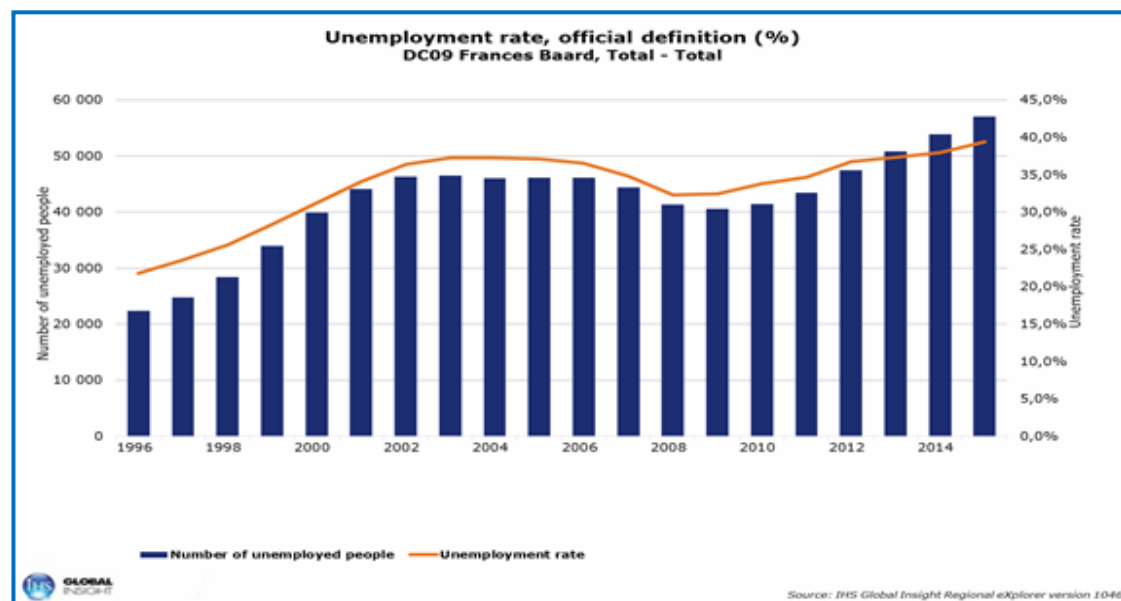


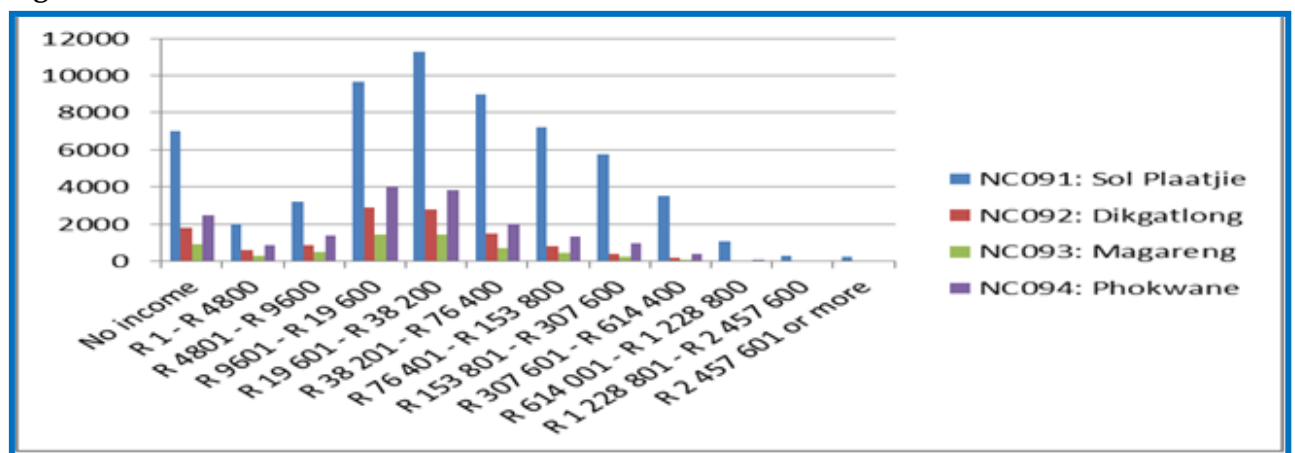
Figure 7: Unemployment Rate



Source: Global Insight, 2016

The graph below depicts the household income within the district. The graph further shows that there are still high levels of households with no income, whilst the highest earnings are between R9 061 –R19 600 and R19 601 and R38 200. It may be argued that the high levels of unemployment and low levels of education may be the result of the picture painted below.

Figure 8: Household Income



Source: Statistics South Africa, 2016

2.4 DISTRICT ENVIRONMENTAL ANALYSIS

2.4.1 Health Analysis

The analysis of the social determinants of health is a critical exercise in district health planning, in that it provides an indication of the burden of non-health factors on the provision of health services. Key factors that are considered consists of, but not limited, to the following:

- I. Unemployment rate;
- II. Percentage of population living below the poverty line per month;
- III. Number of households with access to portable water;
- IV. Number of households in informal dwellings;
- V. Number of households in traditional structures;

VI. Number of households with access to electricity; and

VII. Adult literacy rate.

The social determinants of health listed above seem not to be major contributors to the overall district disease profile. Numerous factors converge to contribute to the poor health outcomes in the Frances Baard District. Amongst others are the phenomena of migrant labourers; poor health lifestyle and behaviour patterns (i.e. substance abuse, lack of physical fitness and dietary patterns); and environmental conditions.

A. The Epidemiological (disease) Profile of the District

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

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

The number one cause of death in 2015/2016 was HIV/AIDS and now it has become TB. This change is attributed to the decrease in the HIV & AIDS prevalence rate overall in the province and in the district, which in turn is credited to the success of the Prevention of Mother To Child Transmission (PMTCT) Program. This is evident in the decrease of infant HIV positivity rate.

An emerging matter of serious concern about the quadruple burden of disease is the rise in the non-communicable diseases which is evident in the district. This requires that

different stakeholders implement different interventions that are aimed at reducing the fatalities of non-communicable diseases. Important in this regard will have to be the expansion and strengthening of preventative strategies such as health promotion.

B. The District Health Service Delivery Environment

The Sol Plaatje Local Municipality is the only municipality that has health facilities that still belong to the local municipality, although the majority of personnel, medical and non-medical equipment and pharmaceutical supplies are provided by the Northern Cape Department of Health. Discussions between the Sol Plaatje Local Municipality and the Northern Cape Department of Health, in an endeavor to transfer the provision of health services are underway.

There are only two district hospitals in the Frances Baard District (Connie Vorster Memorial Hospital – Phokwane and Prof. Z.K. Matthews - Dikgatlong), which puts a heavy burden and increased cost to Kimberley Hospital, which is a Tertiary Hospital. The principles of health system effectiveness and efficiency are gravely compromised by this arrangement. Proportional analysis of the services rendered to the broader population of the district means that the two district hospitals service less than half the size of the district. For health care planning purposes, this implies that whilst looking at a long term solution of building a district hospital in the Sol Plaatje Local Municipality, the department needs to move with the necessary speed to ensure the full operationalization of Galeshewe Day Hospital as a 24 Hour Centre and the proper capacitation of other PHC facilities in the district. Table 3 below shows the number of PHC facilities in the district.

Table 3: Primary Health Care (PHC) Facilities

Local Municipality	No of Clinics	No of Community Health Centres (CHCs)	No of Satellite Clinics	No of Mobile Clinics
Sol Plaatje	12	1	1	1
Dikgatlong	5	0	2	1
Phokwane	5	2	0	2
Magareng	3	1	0	0
Total	25	4	3	2

C. Trends in Key District Health Service Volumes

The decline in the Primary Health Care total headcounts in all the Local Municipalities as illustrated in table 4 is a positive indication of the success in the implementation of the ICSM Strategy. This is a positive trend, which can be perceived as effectiveness of the Ideal Clinic (ICRM) initiative and it can be expected that the patients' experience of care is also improving. We should expect the continuity in the decline trend as the district intensifies its ICRM strategies.

Table 4: Primary Health Care Service Volumes

Name of Local Municipality	Financial Year 2014/15		Financial Year 2015/16	
	PHC Total Headcount	PHC utilization rate	PHC Total Headcount	PHC utilization rate
Dikgatlong	117 280	2.5	116 775	2.5
Magareng	75 041	3.0	62 424	2.5
Phokwane	188 128	3.0	170 649	2.7
Sol Plaatje	654 706	2.7	549 297	2.2
District Total	1 035 155	2.8	899145	2.4

Source: DHIS Pivot Tables

2.4.2 Disaster analysis

The following table describes the major risks and disasters that may occur within the district.

MAGARENG	DIKGATLONG	SOL PLAATJE	PHOKWANE
Drought	Drought	Drought	Floods
Floods	Floods	Flash Floods	Veld Fires
Veld Fires	Veld Fire	Dust Pollution	Hazardous Ammunition Depo
Dam failure	Dam Failure	Dam Failure	Dam Failure
Weather Related	Weather Related	Weather Related	Weather Related
Accidents N/12	Accidents R38	Accidents N12	Accidents N18
Air Craft			Air Craft

2.4.3 Spatial Analysis: Patterns and Trends

Frances Baard District Municipality main economic drivers are agriculture, mining, tourism, manufacturing, financial and social services. The FBDM is facing high unemployment rate, housing backlog and land shortages. The land scarcity is hampering the future development within the district with regard housing development.

Housing

The demand for housing has increased significantly over the period 2011 -2016. Rental demand has doubled across the district with the exception of Sol Paatje where it has tripled (10 857 to 30 171). The key issue is to promote development principles spatial justice, spatial sustainability, efficiency, spatial resilience, and good administration of the district and local municipalities. The distribution of land uses in a municipality clearly outlines the spatial configuration of the municipality. The ideal outcome is to change the spatial footprint of the municipality (FBDM Housing Settlement Sector plan, 2017/18).

Agriculture.

FBDM has two defined agricultural zones have been established over the years. Extensive grazing, livestock and game farming due to more arid, rocky and hilly section of the service area. The availability of water and the deeper more fertile soil conditions introduced intensive irrigation along the Harts-, Vaal- and Modder Rivers.

Mining Activities

Diamond mining is taking place away from the rivers in dolomite pipes; while Alluvial digging is present in the vicinity of the rivers. Lime is produced on a commercial scale at Ulco situated in the Ghaap Mountains. Building- and construction material for the Northern Cape economy is extracted from the Quarries and Sand from the riverbeds.

Mining activities causes following impacts on the environment.

- Dust and smoke created by mining activities;
- Alluvial diamond digging causes a large increase in water consumption;

- The slurry created by this activity covers the natural environment; and
- Vast areas of valuable topsoil and vegetation are destroyed.

Urban settlements

- The population growth will case an Increased demand for housing, bulk services and jobs.
- Low income levels and high unemployment rate put pressure on housing subsidies, pensions and grants.
- The highest residential densities are situated along the rivers and in Sol Plaatje.
- Urban sprawl and encroachment on surrounding agricultural land is created.
- Accessibility is limited and becomes a crucial issue because of low density.
- Poor land and property ownership.
- Settlements still show the result of pre-1994 apartheid planning.
- Poor provision of basic services

Rural Settlements

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

Magareng Local Municipality

Magareng Municipality is situated on the N12 approximately 74 km north of Kimberley. The railway line to Gauteng and the N19 National Road to Vryburg also run through the only urban settlement area, Warrenton.

To capitalize on the location of Warrenton on the N12 as well as on the N18.

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

Phokwane Municipality

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

Hartswater and acts as a dormitory town to Hartswater. Space available for the horizontal expansion of the settlement is limited because tribal land ownership and the river system to the east. Infill planning and densification on existing vacant land is recommended. Development of transport orientated business and activities alongside the N18. There is need for land availability for future development i.e. 25ha privately owned land to the west of Andalusia Park; approximately 154 ha vacant land (municipal owned) to the west of Valspan; and approximately 143 ha Gasman. Sufficient land is available for future development within the agricultural settlement FBDM SDF, 2014).

Dikgatlong Local Municipality

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

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

Sol Plaatje Local Municipality.

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

2.5 STATUS QUO ASSESSMENT - INSTITUTIONAL ANALYSIS

2.5.1 Basic Service Delivery

2.5.1.1 Infrastructure Services

Considerable spending on eradicating backlogs in infrastructure services has taken place. Despite these efforts the backlogs are not eradicated as expected.

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.

The district does not provide services but support the local municipalities in the eradication of these backlogs. According to the Community survey 2016 by Statistics SA, it is estimated that about 5 493 households in the district have no access to water and about 16 317 households lack access to proper sanitation.

Challenges:

- The cost to eradicate backlogs is high and increasing annually.
- Municipalities in the district depend mainly on grant funding for infrastructure provision.
- With the recent draught water conservation and demand becomes a very import consideration. Water losses and non-revenue water are still very high in the local municipalities.
- Although the District provides assistance with O&M funding, management of the O&M still needs to improve. The Blue and Green Drop percentages of the local municipalities have fluctuated over the past few years, but none of their water supply systems or waste water treatment systems has achieved Blue or Green Drop.

B. Electricity and Energy

The availability of energy remains a serious resource challenge. In the last ten years the communities' access to electricity has significantly improved. In accordance with the Community survey 2016 over 92.7 % of the households in the district have access to electricity for lighting. This leaves us with a gap of 28 360 households, but with the recent completion of electricity master plans planning should improve.

Challenges:

- In the very rural areas the availability of bulk electricity makes connecting to the households difficult.
- Correct billing of electricity remains a problem in some local municipalities.
- Some renewable energy projects have been implemented (Droogfontein Solar).
- In the very rural areas the availability of bulk electricity makes connecting to the households difficult.

C. Roads and Storm Water

Frances Baard District has about 3 160 km of gravel roads within the municipal areas. The district has purchased a grader and appointed a grader operating team to assist with maintenance of gravel streets in the category B municipalities. An amount of R2 427 000 was allocated to the District Municipality to implement the Rural Road Asset Management System (RRAMS). A service provider has been appointed. This system will provide information about the roads assets in local municipalities as well as conditional assessments for future planning and budgetary purposes. This will become an important tool to lobby for funding of future roads' projects.

Challenges:

- Because of funding issues and higher prioritizing of water and sanitation, refurbishment and maintenance of roads remain a problem in local municipalities.
- 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.
- Increased traffic volume – has a negative influence on especially gravel roads.

2.5.1.2 Housing

The Frances Baard District Municipality continues to work towards accelerating the delivery of sustainable human settlements within the district. The Service Level Agreements (SLA's) with the three local municipalities i.e. Dikgatlong, Magareng and Phokwane are still in place. The SLAs allows the district municipality to facilitate the development of sustainable human settlements within the local municipalities.

The district municipality continues to conduct consumer awareness and education workshops as well as to support the three local municipalities in the development of sustainable human settlements. The following progress has been made in the local municipalities, regarding housing:

A. Dikgatlong Local Municipality

Phase 1 of the Buffer Zone 220 housing project, for 60 houses was successfully completed. The remainder of 160 houses for will be phased over the 2015/16 to 2019/20 f/y. The Delportshoop 217 project started in 2016 and it is envisaged that the first number of houses will be delivered in 2018.

B. Magareng Local Municipality

The district facilitated phases 1 - 3 of the Ikhutseng 1000 housing project in the Magareng local municipality and was the developer for phase 4 of the project. This phase was completed in a record time of 6 months. Whereas the project has in the previous years completed new houses, the emphasis during the 2015/16 to 2017/18 financial years is on completing the outstanding houses of phases 2 and 3.

C. Phokwane Local Municipality

The district will continue to facilitate the Kingston 685 housing project in the Phokwane local municipality. The Kingston project has been hampered by slow construction

progress. The project is currently in phase 4 of 121 houses. The Valspan project will commence soon with the completion of the remaining 13 houses of the old Valspan 1000 project. The Phokwane Municipality has appointed a developer to develop the Ganspan area.

2.5.2 Local Economic Developemt

2.5.2.1 Local Economic Development

Local Economic Development (LED) is the creation of a platform and environment in order to engage stakeholders to implement municipal strategies and programmes aimed at developing and growing the local economy. It's the process whereby all economic agents 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.

The district economy is still primary based and skewed towards the Sol Plaatje municipality economy. Sol Plaatje alone is responsible for just under 80% of the value addition in the district while the secondary sector contributes only around 7%.

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

- Establishment of a manufacturing hub/cluster;
- Establishment of incubation hubs in all local municipalities;
- Establishment of an agri-park
- Transformation and expansion of the Sol Plaatje fresh produce market;
- Youth Skills development;
- Support and development of SMMEs;
- Product development and marketing of locally produced products;
- Entrepreneurship promotion and development;
- Promotion and support of township economies;
- Informal economy support program

Challenges

A. Diversification of the District economy

The Secondary sector (Manufacturing, Electricity, gas and water and Construction) creates low number of jobs in the district and the sector's job absorption is erratic having employed 14 339 in 1996, 7 769 in 2011 to 9 445 in 2015. This was job losses of 6 570 jobs over the period 1996 to 2011 and an increase of 1 677 between 2011 and 2015. This state of affairs emphasises the fact that manufacturing and construction industries are quite small in the district and are not attracting investments.

Fixed capital investment in manufacturing and mining has stagnated, indicating that Frances Baard and its surrounds is not considered a major manufacturing area that attracts long term fixed capital investment.

This picture needs to drastically change if the district is to create the needed jobs and have a diversified economy. Diversifying the economy aims to maximize return by investing in different areas that would each react differently to the same event. As such the commodity prices and other mining and agriculture sector shocks will not be as highly felt like currently.

B. Low Skills Levels

The lack of appropriately skilled people is one of South Africa's principal drivers of the high unemployment rate. There has been clear evidence of a shift in the profile of the main economic sectors of the country over the past 2 decades, characterised by a decline in the share of primary and secondary sectors (which are labour intensive and can absorb unskilled labour) and an increase in the Tertiary sector (which requires skilled labour). This shift is also true for the FBDM, as seen in the production profile of the District. Given that the largest employers in the FBDM come from the tertiary sector, almost half of the people employed in the District are skilled (41.8%); there is however a large portion that is Semi- and Unskilled (36.1%).

A breakdown of the local municipal level shows that just less than 50% of Sol Plaatje's workforce is skilled and interestingly, this LM has the highest portion of highly skilled labour in the district, at 24.9%. The percentage of semi-and unskilled labour is highest within the Dikgatlong, Magareng and Phokwane LMs, at 57.2%, 41.7% and 54.7% respectively.

Skills development is very critical if we are to grow at levels we desire and be able to absorb labour from the district. Skills levels are also a critical determinant of which industries we can realistically target and be competitive in. As a result of this, skills development is identified in the LED strategy as one the most important areas that the District must improve.

C. Low Economies of scale

Frances Baard has fairly small household sizes with 21% of household living one person, 19% 2 people, 16% three people, 17% four people and household with five plus sizes making up only 27% of households. The district population density is 30.62 people per Km² which is quite low and thus necessitates that the production and output of the district needs to be more focused for export purposes, this can be both within SA and or abroad.

D. Poor infrastructure for businesses

Infrastructure is critical for the development and growth of any business. Access to infrastructure generally enables and gives a location competitive or comparative advantage over other areas, especially if the infrastructure is able to reduce the costs of doing business. In creating an enabling environment for businesses it thus becomes critical for local government to ensure that there is sufficient business infrastructure to support businesses. This can be termed economic infrastructure and ranges from access to affordable and conducive office and workshop space, roads, dams and etc.

E. Poor coordination and support for LED

All the LMs have a recently developed LED strategy, though the implementation of these strategies is slow.

All LMS and the FBDM have functional but not effective LED forums structures. There is a lot of working in silos as it relates to sector development and support, as a result the rand value or investment into the different sectors by development agencies is diluted. The state of the LED forums also fosters misunderstanding of roles and responsibilities and limits buy in from private sector.

2.5.2.2 Tourism

Tourism in the Frances Baard District has been identified as a sector with massive potential for economic growth. The district remains the most visited destination within the Northern Cape. It has a rich history and natural resources that can promote tourism development in the region. It is well located along the alternative route N12 from Cape Town to Johannesburg, therefore well situated for local and international tourist markets.

The district is predominantly a mining and agricultural district, but also offers rich experiences in terms of culture and history. The district consists of four local municipalities, each boasting its own unique offerings.

Challenges:

A. Lack of functional 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. However there is still a lack of fully functional tourism information centers in the smaller towns.

B. Lack of brand awareness

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 numbers, 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 guide, tourism website, the placement of advertorials in renowned tourism publications and the distribution of branded promotional material.

C. Limited 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 the hosting of tourism forum meetings on an annual basis. Training to personnel offering service to visitors and educating them about importance of tourism plays a vital role in promoting our region.

D. Community Involvement

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

E. Local Tourism associations

Tourism development, marketing and management within the local municipalities currently take place in a largely uncoordinated manner. There are a number of tourism stakeholders operating within the district, (at local municipalities) including private sector stakeholders 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; FBDM has developed a district tourism association in co-operation with the local municipalities in the district to coordinate tourism, co-operation and partnerships amongst key stakeholders of the tourism sector.

F. 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 informal tourist routes. The Frances Baard District Municipality has identified the N18 to be developed as a tourism route.

Tourism in the Frances Baard District has been identified as a sector with massive potential for economic growth. The district remains the most visited destination within the Northern Cape. It has a rich history and natural resources that can promote tourism development in the region. It is well located along the alternative route N12 from Cape Town to Johannesburg, therefore well situated for local and international tourist markets.

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Agri-Park

President Jacob Zuma in his 2015 State of the Nation Address (SONA) stated that, "Government will provide comprehensive support to smallholder farmers by speeding up land reform and providing technical, infrastructural and financial support." He further stated that government has identified agriculture as the key job driver, with a target for the agricultural sector to create a million jobs by 2030. The President also highlighted the

significant of establishing the agro-parks or cooperatives and clusters in each of the 27 poorest district municipalities to transform rural economies. He further indicated that the government allocated an initial funding of R2 billion for the agri-park initiative.

Subsequent, to the SONA, the National Department of Rural Development and Land Reform (DRDLR) commissioned a Master Agri-Park Business Plan per district municipality to operationalise the Agri-Park in 44 District Municipalities.

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

Agripark comprises of three basic units:-

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

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

- Establish Agri-Parks in all of South Africa’s District Municipalities that will kick start the rural economic transformation for the rural regions;

- Promote growth of the smallholder sector by contributing to the 300 000 new small-scale producers, as well as to the 145 000 new jobs in agro-processing by the year 2020 (as set out in the New Growth Path);
- Promote the skills of and support to small-holder farmers through the provision of capacity, mentorship, farm infrastructure, extension services, production inputs and mechanization inputs;
- Strengthen existing and create new partnerships within all three spheres of government, the private sector and civil society to develop critical economic infrastructure such as roads, energy, water, ICT and transportation/logistics corridors that support the agri-park value chain;
- Enable producer ownership of the majority of Agri-Parks equity (70%), with the state and commercial interests holding minority shares (30%);
- Allow smallholder producers to take full control of Agri-Parks by steadily decreasing state support over a period of ten years;
- Bring under-utilized land (especially in Communal Areas Land and land reform farms) into full production over the next three years, and expand irrigated agriculture; and
- Contribute to achievement of the NDP's "inclusive rural economy" and target of one million jobs created in agriculture sector through creating higher demand for raw agricultural produce, primary and ancillary inputs, as well as generating increased downstream economic activities in the sector.

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

develop the Master business plan, which promotes the following objectives within FBDM:-

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

The Frances Baard District Municipality master plan and implementation plan was completed in the 2016/17 financial year. As of 17 November 2016, the district Executive Mayor has been appointed by the minister for Department of Rural Development and Land Reform to be the champion of the AGRI- Park programme.

Challenges:

- Limited understanding amongst stakeholders of the Agri-hub/park business model.
- Limited understanding of the scale of agri-parks in relation to spatial spread of agri-hubs and Farmer Production Support Units (FPSU).
- Lack of the clear directives amongst stakeholders as to the agri-parks ownership and governance.
- Unclear on the ownership of Agri-Parks Assets (existing and to be developed).
- The implementation team has not yet fully engaged with the community.
- The Agri-hub/park is a new concept and the district is still identifying which commodities will best suit the agri-park.

2.5.3 Municipal Institutional Development And Transformation

2.5.3.1 Environmental Management

Municipal Health Services (MHS) are defined in the National Health Act, 2003 and places the responsibility of MHS on district and metropolitan municipalities. MHS is a shield of protection against the environmental health vulnerability of the district's population. The municipality has the executive and legislative authority for MHS although it is not fully devolved to FBDM. Currently FBDM is rendering MHS in Magareng and Dikgatlong local municipalities due to budget constraints. As per the Municipal Structures Act, 1998 municipality must conduct a section 78-assessment before a new service can be implemented. Section 78-assessment has been conducted to determine whether the statutory responsibility will be exercised by an internal or external mechanism. The FBDM has signed the memorandum of understanding with Phokwane municipality to render municipal health services.

A. Food safety

Municipalities must be authorized under the Foodstuffs, Cosmetics and Disinfectants Act, 1974 to enforce standards and compliance at food premises. Many food premises do not comply with legislation and the rate that new tuck-shops are established is of great concern. The municipality has applied to the National Department of Health (NDOH) for authorization and as soon as authorization has been granted, strict enforcement will be implemented at these premises.

B. Water quality monitoring

Water quality is monitored through regular sampling and results together with recommendations to address failures are forwarded to local municipalities and stakeholders. Re-sampling is done in case of failures. Awareness campaigns are conducted in affected communities.

C. Air quality management

The municipality is responsible for the issuing of atmospheric emissions licenses (AELs) and ensures that emissions from industries must comply with standards. The District Air

Quality Management Plan was developed, adopted and is being implemented by the district in the local municipalities.

D. Waste management

The Integrated Waste Management Plan (IWMP) was developed for the district and local municipalities to address the waste challenges. The main concern is that local municipalities do not budget adequately for waste management and little attention is given to the operation of landfill sites. The FBDM is assisting the local municipalities to review the waste management plans and the plans will be finalised in the 2017/18 financial year.

Challenges:

- The landfill sites in the district are unlicensed and do not comply with the minimum requirements for landfill sites.
- Local municipalities do not budget adequately for the operation and management of landfill sites.
- Illegal dumping of waste in open spaces in residential areas remains a problem as it attracts rodents which could spread diseases.
- FBDM collects water samples from various sample points in Magareng and Dikgatlong. Water quality is not up to standard at some of the sampling points. These failures are caused by inadequate maintenance of treatment equipment by local municipalities or insufficient dosing of the water.
- The municipality is the atmospheric emissions licensing authority and is responsible for the issuing of atmospheric emissions licenses to industries which comply with the requirements of the National Environmental Management Air Quality Act, 2004.

E. Climate Change

- Frances Baard District Municipality acknowledges that climate change poses a threat to the environment, its residents, and future development. Actions are required to reduce carbon emissions (mitigation), and prepare for the changes that are projected to

take place (adaptation) in the District. Frances Baard District Municipality has therefore prioritised the development of a Climate Change Vulnerability Assessment and Climate Change Response Plan.

- The plan was developed through the Local Government Climate Change Support (LGCCS) program (<http://www.letsrespondtoolkit.org/>), with support from the Department of Environmental Affairs (DEA) and the Deutsche Gesellschaft für Internationale (GIZ). Through this program key climate change vulnerability indicators were identified. These are indicators where Frances Baard District Municipality may be at risk to the impacts of climate change. A summary of the key vulnerability indicators is provided in table 5 below.

Table 5: Key Vulnerability Indicators For FBDM

No	Sector	Indicator Title	Exposure Answer	Sensitivity Answer	Adaptive Capacity Answer
7	Agriculture	Change in other crop production areas	Yes	High	Low
10	Agriculture	Increased risks to livestock	Yes	High	Low
12	Biodiversity and Environment	Loss of High Priority Biomes	Yes	High - Nama-Karoo Biome	Low
14	Biodiversity and Environment	Increased impacts on environment due to land-use change	Yes	High	Low
42	Biodiversity and Environment	Loss of Priority Wetlands, River ecosystems, and other threatened ecosystems	Yes	High	Low
43	Biodiversity and	Loss of Soil Fertility	Yes	High	Low

				Exposure	Sensitivity	Adaptive Capacity
No	Sector	Indicator Title	Answer	Answer	Answer	Answer
	Environment					
22	Human Health	Increased heat stress	Yes	High	Low	
26	Human Health	Increased air pollution	Yes	High	Low	
27	Human Health	Increased Occupational health problems	Yes	High	Low	
29	Human Settlements	Increased impacts on strategic infrastructure	Yes	High	Low	
30	Human Settlements	Increased impacts on informal dwellings	Yes	High	Low	
34	Water	Decreased quality of drinking water	Yes	High	Low	
35	Water	Decreased water quality in ecosystem due to increased concentrations of effluent and salt concentrations	Yes	High	Low	
36	Water	Less water available for irrigation and drinking	Yes	High	Low	
40	Water	Less groundwater availability	Yes	High	Low	

Based on the key indicators identified in the table above, a range of interventions were identified to respond to the priority indicators. The final plan has been adopted by Council and it will be implemented accordingly.

2.5.3.2 Disaster Management

The Disaster Management Act has been amended to include the responsibilities of local municipalities on pre- and post- disaster management processes. The Frances Baard District Municipality (FBDM) assisted three local municipalities in its jurisdiction, namely Phokwane, Magareng and Dikgatlong to implement the Disaster Management Act by appointing disaster practitioners at each of these local municipalities. In addition, volunteers were trained to be deployed during any disastrous event. A contingency fund policy was adopted by council to assist destitute families within the boundaries of the above-mentioned local municipalities.

The district municipality has reviewed the District Disaster Management Plan and plans have also been developed for the Magareng, Phokwane and Dikgatlong Local Municipalities. A response and recovery strategy has also been developed to assist the district municipality and all other disaster management stakeholders to respond uniformly to disastrous incidents/events. The District Disaster Management Advisory Forum has been established and is operational.

The lack of firefighting facilities and capacity (human and capital) in the district are challenging. Four fire protection associations are established within the district. They operate under the Veld and Forest Fires Act (Act 101 of 1998) and assist with combatting veldfires. No fire grant was received in the 2015/16 financial year therefore no projects could be initiated in local municipalities.

A. Establishment of firefighting facilities within the FBDM jurisdiction

FBDM undertook an investigation to investigate the possibilities of establishing firefighting facilities at local municipal level. The best way to address this issue is to establish the services at the municipality which have been prioritised with the highest risk and with the highest population.

B. Implementation of the Disaster Management Amendment Act (Act 16 of 2015) at local municipal level

Roles and responsibilities for local municipalities have been addressed in the amendment act and provision need to be made to implement the act. FBDM will support the local municipalities to implement the act.

C. Establishment of the District Disaster Management Centre

It is a requirement as per the Disaster Management Act (Act 57 of 2002) to establish a disaster management centre which had to serve all its municipalities. FBDM recently concluded the planning stages for the establishment of the District Disaster Management Centre.

The National Disaster Management Framework states that the district must perform its mandate with regards to KPA IV (response, recovery and rehabilitation). To implement the above-mentioned FBDM have to implement the response and recovery strategy to ensure that proper disaster forums and response and relief teams be established.

D. Funding Resources

Conditional grants received from Province are as follows:

- Disaster Grant - The disaster grant is used to implement the following:
- Response and recovery during incidents;
- Assistance to communities when affected by any incident;
- The training of volunteers at local municipal level; and
- Awareness programmes.

Challenges:

- Frances Baard district municipality lacks firefighting facilities, equipment and human capital. There is an increase in shack and dwelling fires in the Dikgatlong, Magareng and the Phokwane local municipalities because of the lack of fire and emergency services in these areas. To combat veldfires FBDM utilises the services of Fire Prevention Associations and Working on Fire.

- FBDM does not have a district disaster management Centre. It is a requirement as per the Disaster Management Act (Act 57 of 2002) for a district municipality to establish a disaster management centre to serve all its municipalities. FBDM recently concluded the planning stages for the establishment of the District Disaster Management Centre and an architect was appointed to design and cost the centre.
- Conditional grants for NEAR and Fire are received from Province. The Fire Grant must be shared between Sol Plaatje, Phokwane, Dikgatlong and Magareng local municipalities. These funds are insufficient due to the high cost of firefighting equipment.

2.5.3.3 Human Resources Development

There is continuous investment in employees and Councillors through training and development. This initiative is done jointly with other training and development institutions e.g. LGseta, SALGA and accredited institutions of higher learning. This is an attempt to enable both Councillors and employees to deliver to the expectation of the communities.

The objective of Skills Development is to create a workforce empowered with the necessary and continuously upgraded skills, knowledge and recognized qualifications in order to increase productivity and competency levels of employees. It is also essential to identify developmental opportunities and address challenges to meet new demands of changing technologies and labour market demands. Figure illustrates the structure of FBDM and the state of the workforce in terms of vacancies.

A. Labour Relations

The stabilization of the workforce is engendered through sincere, open, transparent consultation and engagement process about matters of mutual interest between employer and representatives organized labour.

The Local Labour Forum (LLF) is a forum comprising of equal representation between the employer representatives and serves as a dispute resolution and consultative structure.

The LLF, as a conflict resolution and consultative forum, has in the instance of FBDM been clearly established and put in place, and is fully functional. With a stable, active and properly functional LLF in place, the focus is to be directed at the maintenance of its active and functional status for the sustainability of its operations. To ensure that this objective is attained, a medium to long term plan and strategy is to be developed and implemented to ensure that the momentum of operational efficiency is maintained.

B. Skills Development

The FBDM has a Skills Development Unit (SDU) in place. The primary responsibility of the SDU is to periodically conduct structured training needs analyses for the purpose of identifying skills gap, recommend appropriate training interventions to satisfy the identified needs and close the gaps.

The SDU manages, coordinates, monitors and evaluates training and capacity building initiatives in respect of employees and councilors of FBDM. This is done in compliance with and within the guidelines of relevant legislation.

Skills development is an inherent function of the HR Unit and the function is managed properly and undertaken on a sustained and consistent basis.

A comprehensive overarching plan is to be put in place to enhance the administrative control and coordination of operational activities in this area of responsibility, with the intention of unlocking efficiencies in the management of the skills development and the granting of financial assistance to employees.

C. Recruitment, selection and placement

The staff establishment of any institution is and should be designed to carry out and implement its strategic objectives, and should also be responsive to and give support to the implementation of its strategic plan (IDP).

However, the recruitment and retention of scarce and critical skills remain a challenge for FBDM. To deal with this challenge with a view to stabilizing the workforce and stem the loss of talent, a policy on the retention of scarce and critical skills had been developed and approved, and its implementation is pending. A plan is to be developed and implemented for the administration of the policy.

The recruitment function is to be enhanced through improved planning and coordination, and to that effect a strategy is to be developed and operationalized.

D. Employment Equity

The Employment Equity Act No. 55 of 1998, as amended, requires all eligible employers to develop, approve, and submit a legally compliant employment equity plan (EEP). The EEP is a coordinated and structured initiative that seeks to respond to the obligation imposed on all employers for the removal of unfair discrimination and implementation of affirmative action measures all with the intent of leveling the playing field for the accessibility of opportunities by all in the workplace. The primary beneficiaries of EE are intended to be designated groups, particularly women and people living with disabilities.

FBDM is fully compliant in this regard, and has been utilizing the EEP as guiding framework in the execution and implementation of recruitment initiatives. The looming challenge, however, is in respect of the difficulty of recruiting people living with disabilities. Despite all efforts, people living with disabilities continue to be not responsive to the recruitment advertisements of FBDM.

To redress this anomaly, a plan is to be established and implemented. The plan will, amongst other remedial actions, contain initiatives intended to ensure that all recruitment

adverts are understandable, user-friendly, and have an appeal towards women and people living with disabilities, including having a wide reach and coverage of the entire district.

E. Health and Safety

The function of occupational health and workplace safety is governed by the Occupational Health and Safety Act and Regulations No. 85 of 1993. The Act provides for the nomination of safety representatives and the establishment of a workplace health and safety committee.

The challenge experienced currently is the lack of general safety awareness and health consciousness amongst staff. This gap will be addressed through the development and rollout of suitable health and safety awareness programmes and campaigns.

F. Employee assistance and wellness

FBDM is constantly striving towards the ideal of becoming a hub of service excellence and a world class municipality. This feat may be achieved by and through, amongst others, the creation and maintenance of a content, satisfied and healthy workforce. In attempt to respond to this lofty ideal, the FBDM introduced a wellness and employee assistance programme (EAP).

The ethos of professionalism and principle of confidentiality underpin the administrative handling and management of EAP within FBDM. To ensure that this crucial element of confidentiality is observed and maintained at all times, the services of externally based trained specialists and professionals are utilized.

Despite the utmost professionalism with which the function is being handled, EAP is still regarded with skepticism and beset with credibility challenges and afflicted by negative stigma by the workforce of FBDM. In the endeavor to deal and reverse the challenge of negative perception and debilitating stigma, a well thought-out plan will be put in place

to positively market EAP and internally brand FBDM as a caring institution which has the welfare of its employees at heart.

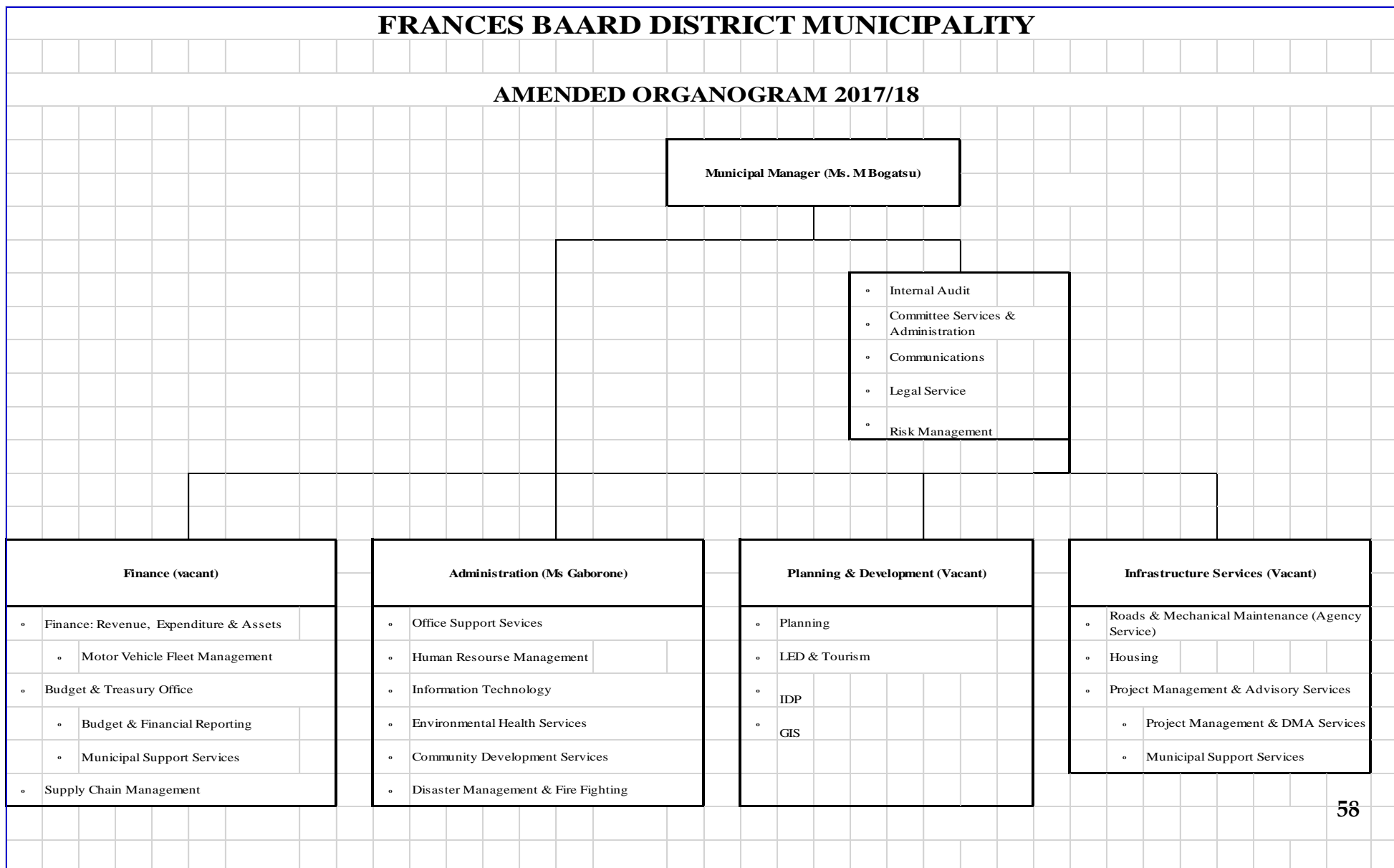
G. Human resource administration and personnel maintenance

FBDM regards its employees as human capital and an invaluable resource for the achievement of its strategic goals, as set out in its strategic plan (IDP). For this resource to operate efficiently, optimally and be fully effective; a credible, fair and equitable remuneration and benefit system and structure must be in place. To assist FBDM realize this objective, an integrated human resource management system has been introduced viz. VIP payroll system. The system, amongst others, allows employees to submit applications and approvals of leave online.

However, there is a need to do close monitoring of the system in respect of utilization by the users. The other critical factor is the checking and monitoring of reliability, within the context of minimization of downtime.

The training of employees on the use of the system has already been completed.

Figure 9 : FBDM ORGANOGRAM



Challenges:

- The need for maintenance and sustenance of industrial peace and labour relations stability.
- The need for maintenance of workforce stability in respect of recruitment, staff turnover, and retention of scarce and critical skills.
- The need for elevating levels of awareness about EAP, including the development of wholesale consciousness about workplace health and safety.
- The need for the development of an overarching human resource strategy for holistic and uniform approach to the management of human resources.

2.5.3.4 Records Management and Office Support Services**A. Records Management**

- The absence of a permanent records centre for the Frances Baard District Municipality; creates a huge challenge when the office embarks on records management activities to achieve its objectives of executing disposal and appraisal activities. These activities enables the municipality to distinguish which records should be disposed, when no longer required for administrative, legal or other functional purposes and which records to be transferred to the Khotso Flatela Archives Repository for permanent preservation. However, Frances Baard District Municipality intends to extend the current Administration building, by adding a records centre for the above-mentioned activities.
- Frances Baard District Municipality provides records management services and support to the three local municipalities within the district, namely Dikgatlong, Magareng and Phokwane. A structured approach with a clear action plan has been considered and will be closely monitored at all three local municipalities as to improve the current records management challenges and to aid local municipalities in receiving a cleaning audit. However, the support from Top Management at local municipalities is still insubstantial; records management is not perceived as an added value/

commodity to the organization. The introduction of a memorandum of understanding has also been considered and introducing finance staff dealing with the management of financial records in the Records Management Team.

- The current approved file plan of the municipality to be reviewed as most subjects in the File Plan are not supportive and functional; meaning the subjects do not support the core business of the organization; e.g.
 - ✓ 17/7 District Council projects
 - ✓ 18/6 Library services
 - ✓ 18/7 Pleasure resorts & resting's' places

B. Office Support Services

- Facilities management/ building maintenance is located in the office support unit and is efficiently integrated in the support for revenue collection within the Frances Baard District Municipality through the renting of meeting and conference facilities. Therefore; Frances Baard District Municipality ensures at all times that the facility and physical structure of the institution is maintained and developed to improve the effectiveness of its primary objective.

Challenges

- Frances Baard District Municipality staff does not frequent the electronic records management systems on daily basis and at some instances don't access the system for a period of time; this action may cause a delay in responding to incoming communication and affecting service delivery. Hence, the unit introduced a monthly monitoring tool of all staff having access to the MunAdmin electronic records management systems.

2.5.3.5 Information, Communication Technology

Currently the district does not have a direct link with the local municipalities, to take advantage of the reduced cost of implement VoIP (Voice over Internet Protocol) and video conferencing. The district in process of tasting the market on available VPN (Virtual Private Network) solutions offered by external service provides, to ensure the district can implement the district wide VPN, which will ensure there is direct link within the district. The direct link also hampers the ability for ICT unit of the district municipality to have access to local municipalities system to assist in supporting, hosting and providing second level of support.

The Frances Baard District Municipality has started the process of reviewing the master plan, which will be aligned with the mid-term strategic framework. The master plan seek to address five major issues within the district, namely:

- Invest in systems which can be shared within the district, to avoid costly duplicate systems within the district;
- Assist local municipalities to start providing provide digital service delivery to communities to which they operate in;
- Secure access and storage of information, King IV identifies information as one of the most important assets of any organization in today's world, as such, the municipality should implement controls and measures which will safe guard information from any unethical measures;
- Improve governance within the district, more especially to local municipalities; and
- Build internal capacity, which will reduce the reliance on external services provides, which will reduce the operational cost of the ICT units within the district.

Challenges:

The ICT unit is more particularly concern with capacity within the local municipalities and seeks to start being more proactive, instead of reactive to challenges of the local municipalities.

This particularly needs senior management to drive local ICT units to interact more the district.

2.5.3.6 Spatial Planning

Frances Baard Spatial Planning unit offers spatial planning shared services' support to four 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 characterised by limited institutional planning capacity as compared to Sol Plaatje local municipality.

The Spatial Planning & Land Use Management Act, 2013 (SPLUMA) was signed by the President of the Republic of South Africa on 5 August 2013. The Act came into operation on the 1st of July 2015. SPLUMA is a framework act for all spatial and land use management legislation in South Africa. The act seeks to promote consistency and uniformity in procedures and decision-making in this field. The other main objective of SPLUMA is addressing historical spatial injustice and the integration of the principles of sustainable developments into land use and planning regulatory tools and legislative instruments.

The district is committed to assist the Local Municipalities within its area of jurisdiction to implement the Spatial Planning and Land Use Management Act, 2013. The district is ensuring the readiness of the Local municipalities by providing the following:

- Preparation and adoption of the spatial development frameworks;
- Financial assistance and capacity building;
- Preparation and adoption of the new Tariffs;
- Preparation of the District Municipal Planning Tribunal (DMPT) joint sittings; and
- Establishment of the Appeal Authority.

Frances Baard District Municipality, Phokwane Municipality, Dikgatlong Municipality and Magareng Municipality have agreed to establish a District Municipal Planning

Tribunal (DMPT) in order to receive and dispose of land development applications and land use applications. The DMPT has been established and is operational.

A. Spatial Development Frameworks

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

All the SDFs of the district and local municipalities within FBDM have been approved by Coghsta with an exception of the Sol Plaatje SDF which is currently under review. FBDM is providing assistance Sol Plaatje in this regard.

B. Integrated Zoning Schemes/ Land Use Schemes

The purpose of land use scheme is to ensure comprehensive management of all land within the area of jurisdiction of the municipality. The management is enforced by adhering to specific guidelines contained within the scheme. In terms of section 24 (1) of the Spatial Planning and Land use Management Act , 2013 (Act No. 16 of 2013) “*A municipality must, after public consultation, adopt and approve a single land use scheme for its entire area within five years from the commencement of SPLUMA*”. The Northern Cape Planning and Development Act, 1998 (Act 7 of 1998), also states that” each local and representative council shall formulate and implement zoning schemes and land development procedures and regulations in its area of jurisdiction”.

Frances Baard District Municipality has facilitated the preparations of the Land use schemes of Phokwane, Dikgatlong and Magareng Municipalities. The schemes have been adopted by the respective council. Dikgatlong and Phokwane municipalities land use schemes are being reviewed and will be completed in the 2017/2018 financial to ensure that their complying with SPLUMA.

Challenges:

- The authorized officials at the Local Municipalities to approve certain categorized land use applications still require training as they lack knowledge and understanding on the land use management and land development process.
- Local Municipalities as the authorities of the first instances on land development matters, they do not have a system ready to receive and process land use applications.
- Magareng Local Municipality has not yet approved new tariffs in line with the SPLUMA and they are still using old tariffs.
- Local Municipalities have not yet established Appeal Authority as required by the SPLUMA.
- Local Municipalities lack resources and are embedded with weak institutional capacity to implement and enforce the approved plans such as Land Use Scheme and Spatial Development Frameworks (SDFs).
- Local Municipalities gradually update the change in the land use rights or zones, which lead to the mismatch of the deeds information and land use on the ground.

C. Land Reform and Land Restitution

The president of the republic of South Africa on the 12th of February 2015 in his state of nation address speech said, Land has become one of the most critical factors in achieving redress for the wrongs of the past. 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 includes a shift from the "willing buyer, willing seller" to the "just and equitable" principle for compensation for land acquired by the state.

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).

The Department of Rural Development and Land Reform (DRDLR) launched the District Land Committee (DLC) for Frances Baard District Municipality (FBDM) area of jurisdiction on the 26th of February 2015. The DLC was established within the premise of National Development Plan (NDP), chapter 6 which emphasised integration and inclusive rural economy. However, to correct the marginalisation of the poor South African, land is required as a resource. The “willing Seller willing buyer principle” has not been able to assist the Government to achieve the 30% target of transferring all productive agricultural land in particular to the historically disadvantaged people.

President Cyril Ramaphosa in his 2018 State of the Nation Address (SONA) stated that “We will accelerate our land redistribution programme not only to redress a grave historical injustice, but also to bring more producers into the agricultural sector and to make more land available for cultivation. We will pursue a comprehensive approach that makes effective use of all the mechanisms at our disposal. Guided by the resolutions of the 54th National Conference of the governing party, this approach will include the expropriation of land without compensation. We are determined that expropriation without compensation should be implemented in a way that increases agricultural production, improves food security and ensure that the land is returned to those from whom it was taken under colonialism and apartheid. Government will undertake a process of consultation to determine the modalities of the implementation of this resolution. We make a special call to financial institutions to be our partners in mobilising resources to accelerate the land redistribution programme as increased investment will be needed in this sector.”

Irrespective of the prevalent challenges on land reform, Frances Baard District Municipality will continue to pursue the following principles of National Development Plan principles:-

- Enable a more rapid transfer of agricultural land to more black farmers without distorting land markets or business confidence in the agribusiness sector;-
- Ensure sustainable production on the transferred land ;
- Establish Institutional arrangements to monitor land markets against undue opportunism, corruption and speculation; and
- Provide opportunity to White commercial farmers and organised industry bodies to mentor emerging black farmers.

2.5.3.7 Geographic Information System

GIS (Geographic Information Systems) is an essential tool utilized by the district and local municipalities for the purpose of monitoring and planning to enhance service delivery. The geographic data sets form an inventory of data sourced from different departments and vendors, serving the base map for the district to deploy resources for planning and decision making.

France Baard District Municipality maximizes the use of GIS to benefit end users with updated geospatial information in and around the district. An integrated enterprise GIS solution is implemented for the municipalities in the jurisdiction being; Sol Plaatje, Phokwane, Dikgatlong and Magareng Municipality.

Phase One of Frances Baard District Municipality Corporate GIS Implementation commenced September 2009 and was completed in June 2010. The unit the area of analytical and technical skills set to effectively and efficiently apply the spatial data to locate all the assets in the municipalities and to extend into inclined studies or analysis of environment and land administration management.

The technical GIS environment for FBDM runs two workstations, GIS server, A0 plotter, A4 printer and four Trimble Juno GPS handheld units to facilitate data capture and

update. The district is running Esri platform for operations and support to stakeholders. Frances Baard District Municipality has registered web portal with viewer make the geographic areas of the district accessible to all users over a web service (www.francesbaardgis.co.za).

GIS as an 'integrator' of spatial information from different sources; various departments or divisional sectors contribute by sharing data as a collaborative effort; thereby centralizing information with the most up-to-date latest spatial data to deploy service delivery.

Challenges:

These are issues noted from the status quo analysis in three local municipalities:

- GIS Server – the repository storage for data sets and licenses for operation and support requires intensive upgrade. This is a costly exercise and management voiced concerns with looming budget cuts and constraints.
Frances Baard DM GIS website service is deployed and hosted, maintained and updated externally. The unit hones the skills of GIS Officer to acquire and increase knowledge necessary; to in the future see the services rendered locally.
- Staffing – GIS operations is hindered by the lack of capacity in local municipality.
- Magareng local municipality –currently is with a vacant post and plans to institute relieve has not been successful. It is economically not viable with the budget and space locally, but going through the process for consideration;
- Phokwane local municipality – the champion is capacitated and knowledge to serve the community; and
- Dikgatlong local municipality – planned upskilling to candidates' capacity in the municipality.

2.5.4 Good Governance and Public Participation

2.5.4.1 Communication

In terms of the Local Government Communication Status Report for the Northern Cape, the challenges facing communication from the Local Government environment is becoming increasingly difficult. Communication in terms of local government must be pro-active and strategic in an effort to influence and set the agenda.

Communication is still under-prioritised in the district in terms of recognition that service delivery issues go hand-in-hand with effective communication and participation programmes. With the exception of the Sol Plaatje municipality, all local municipalities have insufficient staff for communication in the district and there is still poor planning and budgeting practices for communication activities. Communication in many respects is still performed on an adhoc basis in most of the municipalities.

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. The emphasis on public participation has increased and it is crucial that the Frances Baard District Municipality and its local municipalities align their public participation plans to ensure optimal stakeholder engagement.

B. Communication Strategy

Effective strategizing and planning for communication is still lacking and the alignment of communication strategies across the district is crucial to ensure that communication activities across the district are coordinated and focused on the needs of stakeholders. The district municipality will be assisting with the development of communication strategies at local municipalities to improve coordination of communication activities.

C. Communication Forum

The District Communications Forum creates a platform for communicators within the district to share best practices that will ensure good communication within the district.

The main objectives of the forum are to:

- Facilitate communications amongst the three spheres of government;
- Gather and compile relevant information for distribution amongst members;
- To encourage professionalism and collaboration of programmes between spheres of government; and
- To promote training and capacity building through workshops, conferences, study tours, presentations or any other means with regards to official matters.

D. Internal Communication

Good internal communication involves regular and effective two-way communication with all members of staff at all levels and is a critical success factor for any institution.

It is important for municipalities to give priority to the development of internal communication strategies to ensure a cohesive organisation focused on achieving its goals and objectives.

Challenges

- Local municipalities do not have a clear framework for communication
- Inadequate media monitoring which results in unpreparedness for rapid response activities
- Poor planning of the use of modes of communication
- Poor collaboration of public participation programmes.
- Capacity constraints at some local municipalities.

2.5.4.2 Internal Audit

FBDM is still striving to support Magareng and Dikgatlong local municipalities internal audit services with all its resources. The audit, performance and risk committee is also extended to support the two local municipalities. Quarterly meetings of the audit

committee are held to report on internal audit activities performed for FBDM and the two local municipalities.

Challenges

- Internal audit is still in no position to comply with the requirements of section 45 of the Municipal Systems Act of 2000 as amended; this is due to the local municipalities that do not have an effective performance management system in place.
- The annual audit plans are not fully executed due to prevailing situations in the two local municipalities.
- The audit committee meetings are not held regularly as required by MFMA due to the prevailing situations in the two local municipalities, and therefore inadequately discharging its duties in terms of section 166 of the MFMA.

2.5.4.3 Legal and Compliance

The legal and compliance unit renders legal advisory services to the municipality through provision of written or verbal legal opinions. Legal opinions by nature are meant to assist the end users to ensure the correct application of law during the execution of their mandates. The establishment of this function in the municipality has also ensured that the municipality curbs the budget that used to go for outsourcing of all legally related matters. All contracts and legal opinions are now drafted internally. Only matters that require litigation are outsourced but this only happens if it is necessary and there is now a legal management of all disputes to avoid litigation.

2.5.4.4 Risk Management Services

The Frances Baard District Municipality established a dedicated risk management functions in the 2013/14 financial year. FBDM and Sol Plaatje local municipality are the only municipalities which have functional structures consisting of risk management units in the district.

A shortcoming on the above mentioned local municipalities in the district is as a result of limited capacity in this area to effectively implement risk management services. FBDM is currently providing a shared and support services to both Dikgatlong and Magareng local municipalities. FBDM entered into the MOA with the two local municipalities which regulate how FBDM intends to assist the local municipalities to implement on risk management process.

A long way in reducing all identified risks to acceptable levels and to create an environment that is free from maladministration and fraud. The following are the district transversal risks that we have to ensure that they are reduced to acceptable levels:

- High incidents of irregular, fruitless and wasteful expenditure and;
- Poor project management.

2.5.4.5 Performance Management System and Committee Services

A. Performance Management System (PMS)

According to chapter 6 of the municipal systems act no 32 of 2000 (as amended) and the performance management regulations of August 2006 every municipality in South Africa must establish, implement and maintain a performance management system (PMS) which is commensurate with its resources; best suited for its circumstances and in line with the priorities, objectives, indicators and targets contained in its IDP.

Frances Baard District Municipality approved its first performance management framework on 17 September 2003 and later reviewed in during the 2015/16 financial year. The framework laid the foundation for the development of a PMS policy containing the following components:

- The requirements for performance management system in terms of the Municipal Systems Act of 2000 and the performance management 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; and

- An action plan for development and implementation.

FBDM has an effective and efficient performance management system in place which consists of two major components that are seamlessly linked to one another, namely:

- The institutional performance management system forms the first level of the system which includes measurement and reporting of municipal performance an entity and;
- The individual performance management system forms the second layer of the performance management system and covers all units in the various departments of the municipality to link up with the upper layer of management (section 57 Managers).

FBDM, as part of its mandate to provide assistance to local municipalities within its area of jurisdiction, ensures that the PMS unit provides support as and when required by the local municipalities of Phokwane, Magareng and Dikgatlong. The performance management system of these three local municipalities has not reached the level equal to the one of FBDM. It is the endeavor of the municipality to help bring the level of PMS of these three local municipalities to the same level as FBDM.

B. Committee Services

Section 79 of the Municipal Structures Act 117 of 1998 (as amended) stipulates that a municipal council may establish one or more committees necessary for the effective and efficient performance of any of its functions or exercise of any of its powers. Additionally the municipal council must appoint a chairperson and determine the functions of a committee it has established.

The following committees have been established by FBDM Council to ensure effective and efficient functioning of Council:

- Finance Committee, which consists of 5 (five) members;
- Infrastructure Development Committee, which consists of 6 (six) members;

- Planning and Development Committee, which consists of 5 (five) members;
- Social Development Committee, which consists of 5 (five) members;
- Policy and Institutional Development Committee, which consists of 6 (six) members.

Council also established three additional committees in accordance with local government legislation:

- Audit; Performance and Risk Committee – this committee is established in line with the provisions of section 166(1) of the municipal finance management act (MFMA) no 56 of 2003 (as amended) and consists of three members with one being the chairperson.
- Oversight Committee – this committee is established in line with the provisions of section 33 and 79 of the municipal structures act no 117 of 1998 (as amended) and it consists of two independent specialists and four councillors from the finance committee.
- Municipal Public Accounts Committee (MPAC), which consists of 9 (nine) members who are all councillors. The main purpose of the MPAC is to exercise oversight over the executive functionaries of council and to ensure good governance in the municipality.

All the section 79 committees are fully functional and hold meetings at least once a month except for in August and October as per a Council approved annual schedule of meetings. MPAC is the only section 79 committee which sits as and when requested to consider matters referred to it by Council or to deal with any investigation.

The Audit, Performance and Risk Committee is a shared service between Frances Baard District Municipality, Magareng and Dikgatlong Local Municipalities. The committee holds quarterly meetings in all the three municipalities, i.e. FBDM; Dikgatlong and Magareng.

Challenges:

- The three local municipalities receiving support from FBDM in terms of performance management, i.e. Phokwane; Magareng and Dikgatlong, have no functional performance management systems in place.
- Absence of a strategic framework for implementation of district intergovernmental forum (DIGF) decisions/resolutions.
- Some sector departments never attended the quarterly technical IGR meetings regularly. These departments send delegations/representatives only when the department needs to disseminate information to the municipalities.

2.5.5 Municipal Financial Viability and 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 (MFMA) 26 of 2003, 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 the municipal assets, liabilities, revenue and expenditure in a sustained manner to maximise the district municipality's developmental role.

In fulfillment of its legislative mandate as set out in section 84 of the Municipal Structures Act 117 of 1998, the municipality has adopted intervention strategies designed to enhance financial management support to its category B municipalities which includes:

- Full compliance to the requirements of the MFMA;
- Credible financial reporting;
- Unqualified audit reports with no findings;
- GRAP implementation – application of approved standards by Accounting Standards Board (ASB);
- Audit outcomes (development of audit action plan and monitoring implementation thereof);
- Designed and implemented internal controls;
- Transparent, equitable and fair supply chain management; and

- Management of internship programme.

The district municipality has achieved an unqualified audit opinion in the past four (4) financial years and has a responsibility to adhere to the effective internal controls as well as to ensure compliance to the Municipal Standard Chart of Accounts (MSCOA) as well as assists in supporting its local municipalities to comply by 01 July 2017.

2.6 SOCIAL DEVELOPMENT

A. HIV/AIDS

HIV/AIDS in South Africa as well as in the Frances Baard District is a prominent health concern. South Africa has the highest prevalence of HIV/AIDS compared to any other country in the world with an estimate 6.4 million people living with HIV in 2012. The estimated prevalence of HIV (the proportion of people living with HIV in the country) increased from 10.6% in the 2008 HIV Household Survey, to 12.3% in 2012. The HSRC released the key findings of the 2012 household survey at the 6th South African AIDS Conference in Durban.

Frances Baard has the largest population of 375 167 persons and the second highest HIV prevalence in the province of 18.4% amongst pregnant women(NDoH Antenatal survey, 2012).The John Taolo Gaetsewe District has the highest HIV prevalence of 27.5% amongst pregnant women (PSP, 2012).

Many factors contribute to the spread of HIV; these include: poverty; inequality and social instability; high levels of sexually transmitted infections; the low status of women; sexual violence; high mobility (particularly migrant labour); limited and uneven access to quality medical care; and a history of poor leadership in the response to the epidemic.

Research shows high levels of knowledge about the means of transmission of HIV and understanding of methods of prevention. However, this does not translate into HIV-

preventive behaviour. Behaviour change and social change are long-term processes, and the factors that predispose people to infection – such as poverty and inequality, patriarchy and illiteracy – cannot be addressed in the short term. Vulnerability to, and the impact of, the epidemic are proving to be most catastrophic at community and household level.

Women aged between 30 and 34 and males aged 35 to 39 had the highest infection rates: 36% of females and 28.8% of males in these respective age groups contracted HIV. But the rate at which new HIV infections are acquired, or the HIV incidence rate, is a concern, with the HIV incidence rate among females aged 15 to 24 being more than four times higher than the incidence rate found in males in this group. Among the teenage population, the difference between the HIV prevalence between girls and boys is even higher: girls have eight times the infection rate of their male counterparts.

Many factors contribute to the spread of HIV. These include: poverty; inequality and social instability; high levels of sexually transmitted infections; the low status of women; sexual violence; high mobility (particularly migrant labour); limited and uneven access to quality medical care; and a history of poor leadership in the response to the epidemic.

Frances Baard District Municipality's environmental health unit is active with campaigns to curb the spreading of the disease. The Environmental Health Practitioners (EHPs) conduct regular awareness campaigns at schools and in the respective communities. These campaigns are conducted in cooperation with local Community Development Workers (CDWs), non-government organisations (NGOs) and the Department of Health (DoH). The Mayor's Office is responsible for the Frances Baard District HIV/ Aids Forum and has quarterly meetings with sector departments to plan prevention campaigns. The Premier's Office has seconded a HIV/ Aids coordinator to FBDM to serve on the District HIV/ Aids Forum.

There remains an acute need for social protection and interventions to support the most vulnerable communities and households affected by this epidemic. The challenge is that people are not testing timeously therefore only once they are very ill at quite a late stage of

disease progression do they only realised that they are HIV positive. The central focus remains that we continue to mobilise an increased uptake in HIV testing and counseling, behaviour change communication and combination prevention and treatment.

B. 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 6: Active Grants for December 2015

December 2015							
	OAG	WV	DG	FCG	CDG	CSG	GIA
Kimberly Central	6739	1	3 270	124	357	11696	187
Roodepan	1 665	0	1 831	296	237	6 898	139
Floors	943	3	703	129	125	2 281	58
Beaconsfield	994	0	944	200	143	3299	67
Tlhokomelo	4843	0	3225	1259	531	18855	161
Corless Road	2295	0	1797	472	300	7879	91
Ritchie	920	0	678	237	62	4658	39
Barkly West	1801	0	1626	446	161	7099	110
Delpoortshoop	1154	0	1743	166	140	4264	77
Hartswater	908	0	727	247	96	4059	28
Warrenton	1566	0	1413	366	82	5197	76
Pampierstad	1593	1	1111	442	130	6288	128
Jan Kempdorp	1591	0	1264	227	156	8049	48
	27 012	5	20 332	4 611	2 520	90 522	1 209

Source: SASSA,2015

Social grants are a constitutional right to all South Africans as spelt out by Section 27 (1)(c) of the Constitution of South Africa which states:- *“Everyone has the right to have access*

to...social security including if they are unable to support themselves and their dependents, appropriate social assistance”.

It is government policy to promote an equitable and fair distribution of resources, 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:-

C. Old age grant (OAG):

Old age grant is for the women and men who are 60 years and above. About 26,202 people in Frances Baard District Municipality received old age grant in December 2015.

D. War Veterans (WVG):

Special grants have been introduced for war veterans who fought in the liberation struggle. Any person who qualifies is advised to contact their respective political parties. There were about 6 beneficiaries of the War Veterans grant in the district in December 2015. These are war veterans who served with the 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.

E. 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 20,592 recipients of the disability grant in the district in December 2015.

F. Foster Care (FCG)

It is a grant for children who are looked after by foster parents. About 3,079 people in Frances Baard District Municipality were receiving Foster Grant in December 2015.

G. 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 2.355 recipients of this grant in the district by December 2015.

H. Child support grant

It is grant designed for poor children and is usually given to the children's primary care givers. This is one of the grants with the highest number of recipients in the district.

3. CHAPTER 3: SUMMARIES OF LOCAL MUNICIPALITIES' INTEGRATED DEVELOPMENT PLANS

The district and local municipalities' Integrated Development Plans need to inform each other for alignment purposes as per the requirements of the MSA 32 of 2000. The district IDP took cognizance of the priority issues of local municipalities as demonstrated below when preparing the IDP.

Dikgatlong Local Municipality

Dikgatlong local municipality is a Category B municipality with seven wards situated approximately 35 km north-west of Kimberley on the northern bank of the Vaal River. The municipal area covers approximately 7 315 km² and borders with the Magareng Municipality in the north-east and Sol Plaatje in the south-east. Agriculture and mining form the economic activities of the area.

The priority issues for Dikgatlong municipality for 2017/18 – 2021/22 are summarized as follows:

PRIORITY ISSUES 2017-2018 – 2021/22
1. Housing and land
2. Water and sanitation
3. Storm Water and streets
4. Waste Management
5. Sports and recreation/youth development
6. Safety and liaison
7. LED and job creation
8. Disaster management
9. Education/ ECD
10. Community halls

11. Communication

12. Health

Magareng Municipality

Magareng local municipality is the smallest municipality within Frances Baard District Municipality. Warrenton, the administrative centre of Magareng local municipality is situated approximately 77 km north of Kimberley on the banks of the Vaal River. The area of jurisdiction is approximately 1 542 km².

The priority issues for Magareng municipality for 2017/18-2021/22 are summarized as follows:

PRIORITY ISSUES 2017/18-2021/22
1. Water and Sanitation
2. Roads
3. Unemployment
4. Education/FET
5. Housing
6. Land Development
7. Parks and recreation
8. Library
9. Electricity
10. Safety
11. Health and environment
12. Sports Facilities
13. Youth Development
14. Local Economic Development
15. High Mast Lights
16. Hospital
17. Orphanage Homes

Phokwane Local Municipality

Phokwane LM has a geographical area of approximately 833.9 km² and consists of Hartswater, Jan Kempdorp, Pampierstad and Ganspan settlements and the adjoining farming areas. The dominant economic activities are mainly agricultural, varying from

stock farming in the dry areas to irrigated crops in the Vaalharts irrigation scheme. The municipality has high agricultural potential and the highest potential for economic growth in the district after Sol Plaatje Municipality.

The priority issues for Phokwane Local Municipality for 2017/18-2021/22 are summarized as follows:

PRIORITY ISSUES 2017/18-2021/22
1. Land & Housing
2. Roads & Stormwater
3. Health Services
4. Unemployment
5. Local Economic Development
6. Electricity
7. Youth Development
8. Water And Sanitation
9. Education
10. Clean Audit
11. Recreational Facilities
12. Environmental Management
13. Maintenance & Security
14. Disaster Management

Sol Plaatje Municipality

Sol Plaatje local municipality has a geographical area of 1877.1km² and comprises of the urban areas of Kimberley, Ritchie and surrounding villages and farms. Kimberley is the administrative centre of the FBDM and the seat of the Northern Cape Provincial Administration. The main economic activities consist of retailers, industries as well as mining and farming. It accommodates about 255 351 people and contributes 78.85% to the GDP of FBDM.

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.

District-wide priority issues

The district-wide priority issues are a summation 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 2017/18-2021/22 are summarized as follows:

PRIORITY ISSUES -
2017/18-2021/22

1. Water and Sanitation
 2. Electricity
 3. Housing
 4. Roads and storm water
 5. Education
 6. Township establishment
 7. Disaster Management
 8. Environmental Management
 9. Health
 10. Youth Development
 11. Speed bumps and roads signs
 12. Strategic government institution
 13. Refuse and rock removal
 14. Sports and recreation
 15. Cemeteries
 16. Street names
 17. Roads Stalls (Taxis)
 18. Commonages
 19. Orphanages
 20. Community Hall and Library
 21. Streets' Lights
 22. Clean Audit
 23. Refurbishment of the Municipal
buildings (Offices)
 24. Local economic development
-

4. CHAPTER 4: DEVELOPMENT STRATEGIES

4.1 PROPOSED VISION AND MISSION

During the strategic planning session, the vision and mission were reviewed in order to ensure that the two are aligned to the strategies and objectives that were decided on. Hereafter is the reviewed and proposed vision and mission:

Vision

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

Mission

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

4.2 OBJECTIVES AND STRATEGIES

As guided by the constitution and other forms of legislation, the municipality's strategic goals and objectives were developed to address the five key performance areas of local government (Basic Services and infrastructure; local economic development; municipal institutional development and transformation; good governance and public participation financial viability and management.

Key Performance Area 1: Basic Service Delivery

Goal 1 (Programme Management and Advisory Services)	Improved access to sustainable basic services in the District.
Goal 2 (Housing)	Facilitate the creation of sustainable human settlements in the district.

Key Performance Area 2: Local Economic Development

Goal 1 (LED)	Facilitate growth, development and diversification of the district economy by optimizing all available resources.
Goal 2 (Tourism)	Ensure the development of a vibrant tourism sector that facilitates sustainable economic, environmental and social benefits in the district.

Key Performance Area 3: Municipal institutional Development and Transformation

Goal 1 (Disaster Management)	Promotion and implementation of an effective and efficient Disaster Management and Fire-fighting service in the Frances Baard District.
Goal 2 (Information Communication Technology)	To render an enabling ICT environment and support within the district.

Goal 3 (Human Resource Management)	To provide a fully effective Human Resources Management function to FBDM and offer support to local municipalities.
Goal 4 (Environmental Management)	To render and to support sustainable municipal health and environmental planning and management in the District.
Goal 5 (Town and Regional Planning)	Facilitate the development of sustainable human settlements through effective town and regional planning.
Goal 6 (Geographic Information System)	Provision of reliable spatial information as a planning and management tool to enhance service delivery in the District.
Goal 7 (Integrated Development Planning)	To attain credible and implementable IDP's in the district.
Goal 8 (Records Management)	Provide sound records, archives and office support services
Goal 9 (Performance Management System)	Establish and maintain sustainable performance management systems in the district in compliance with legislation.

Key Performance Area 4: Good Governance and Public Participation

Goal 1 (Communication and Media)	Create, strengthen and maintain a positive opinion of the district through effective channels of communication.
Goal 2 (Internal Audit)	Provision of internal audit services in the FBDM and the two local municipalities.
Goal 3 (Risk Management Services)	Mitigation of risks, prevention and management of fraud and corruption in the district.
Goal 4 (Legal and Compliance)	To provide an effective and professional legal and compliance service in the district.
Goal 5 (Youth Services)	Mainstream youth development, promote the advancement of youth economic empowerment and the provision of skills and training.
Goal 6 (Special Programmes)	Advancing special programmes among the marginalized community groups in the district.

Goal 7 (Committee Services)	Provide efficient and effective coordination and support for council and its committees' activities.
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Key Performance Area 5: Municipal Financial Viability and Management

Goal 1 (Budget and Treasury)	Facilitation of effective and efficient system of budgeting and reporting, in compliance with applicable legislation.
Goal 2 (Revenue and Expenditure)	To provide an effective system of sound financial management in revenue and expenditure in compliance with applicable legislation.
Goal 3 (Supply Chain Management)	Provide an effective an efficient supply chain management system for the district municipality.

4.3 STRATEGIC OBJECTIVES

4.3.1 KPA 1 - Basic Service Delivery

Programme Management and Advisory Services

Core Functions:

- Planning facilitation
- Project Implementation Assistance
- Operation & Maintenance Assistance
- Capacity Building facilitation
- EPWP Implementation & Assistance
- Rural Roads Asset Management System
- Monitoring & Evaluation

Objective		Outcome
	Indicator	Target
1. To assist LM's with compilation of prioritised project lists annually.	<ul style="list-style-type: none"> • Developed prioritised project lists 	<ul style="list-style-type: none"> • Timeous submission of prioritised project lists (Magareng, Dikgatlong, Phokwane & Solplaatje LM).
2. To support the provision of potable water, sanitation facilities, electricity and streets and stormwater to all households in the district by 2021/2022.	<ul style="list-style-type: none"> • Percentage spending of allocated funds. 	<ul style="list-style-type: none"> • 100% of allocated funds spent (annually)
	<ul style="list-style-type: none"> • Monitoring of projects 	<ul style="list-style-type: none"> • Quarterly monitoring reports
3. To support operation and maintenance of infrastructure in the	<ul style="list-style-type: none"> • Percentage spending of allocated funds 	<ul style="list-style-type: none"> • 100% of allocated funds spent (annually)

LM's annually	<ul style="list-style-type: none"> Monitoring of projects 	<ul style="list-style-type: none"> Quarterly monitoring reports
4. To support improved infrastructure planning in LM's in the district by 2021/2022.	<ul style="list-style-type: none"> Municipal Roads Asset Management System (RRAMS) implemented 	<ul style="list-style-type: none"> Electronic system to assist with RRAMS function in the district.
	<ul style="list-style-type: none"> Developed Electricity master plans 	<ul style="list-style-type: none"> Electricity masterplans for 3 LM's
	<ul style="list-style-type: none"> Developed Road master plans 	<ul style="list-style-type: none"> Road master plans for 3 LM's.
	<ul style="list-style-type: none"> Developed Water & Sanitation master plans. 	<ul style="list-style-type: none"> Water & Sanitation masterplans for 3 LM's.
	<ul style="list-style-type: none"> Developed District Integrated Transport Plan (DITP) 	<ul style="list-style-type: none"> DITP for the district.
5. To create job opportunities for the unemployed through the promotion of EPWP principles in the LM's in the district annually.	<ul style="list-style-type: none"> Achieved EPWP target as per the annual EPWP incentive agreement. 	<ul style="list-style-type: none"> Annual EPWP target set as per DORA and EPWP Incentive Agreement.
	<ul style="list-style-type: none"> Number of jobs created through projects other than the EPWP incentive agreement. 	<ul style="list-style-type: none"> 150 Work opportunities (annually)
6. To provide office space in FBDM to ensure a conducive working environment	<ul style="list-style-type: none"> A completed building extension. 	<ul style="list-style-type: none"> 1 completed block extension by 2018

Housing Unit

Core Functions:

- Provide technical and administrative Support to municipalities in the development of HS:
- Facilitate housing delivery in the District
- Facilitate the access to basic services
- Augment efficient land utilisation
- Facilitate the process to expand the property market

Objective		Outcome
	Indicator	Target
1. Facilitate the reduction in the Housing backlog by 2022	• Review Human Settlements Sector Plans annually	• 8 Final Documents (4 HSP & 4 Chapters)
	• Facilitate Subsidy application process	• Compilation and capturing of forms for HSS System in 3 LM's
	• Monitor Human Settlements development in 3 LM's	• Monthly Accreditation reports to Cogesta • Quarterly Accreditation reports to National Department of Human Settlements
	• Update the National Housing Needs Register	• Compilation and capturing of forms for NHNR System in 3 LM's
2. Capacitate the consumers of human settlements	• Consumer education to stakeholders	• 8 Workshops conducted

4.3.2 KPA 2 – Local Economic Development

Local Economic Development

Core Function:

Promotion of Economic Development in the District.

Objective		Outcome
	Indicator	Target
1.To Build a diverse economic base by 2022	<ul style="list-style-type: none"> Established Agri-Park farmer productions units 	<ul style="list-style-type: none"> 2 Farmer production units
	<ul style="list-style-type: none"> Established Incubators 	<ul style="list-style-type: none"> 2 Incubators established
	<ul style="list-style-type: none"> Funded Business Cluster 	<ul style="list-style-type: none"> 1 funded Business cluster
	<ul style="list-style-type: none"> Promoted Trade and Investment 	<ul style="list-style-type: none"> 4 Exhibition platforms participated at annually
	<ul style="list-style-type: none"> Developed Business Retention Framework 	<ul style="list-style-type: none"> 1 Business retention framework
2.To Develop learning and skillful economies by 2022	<ul style="list-style-type: none"> SMMEs Business skills developed 	<ul style="list-style-type: none"> 200 SMMEs trained on business skills
		<ul style="list-style-type: none"> 2 SMME workforce (Labour force) training Programs

	<ul style="list-style-type: none"> • Entrepreneur awareness expo hosted 	<ul style="list-style-type: none"> • 1 Entrepreneur awareness expo annually
3.To develop inclusive economies by 2022	<ul style="list-style-type: none"> • Business Support Centres 	<ul style="list-style-type: none"> • 3 Development of Business Support Centres
	<ul style="list-style-type: none"> • Promote and empowered LMs on the informal economy strategy 	<ul style="list-style-type: none"> • 2 Workshop for LMs LED officials
		<ul style="list-style-type: none"> • 4 workshops on Development of Informal business trading zones
	<ul style="list-style-type: none"> • Capacitated emerging farmers 	<ul style="list-style-type: none"> • 1 Emerging farmer development program implemented annually
		<ul style="list-style-type: none"> • Annual Social Labour plan district impact report
	<ul style="list-style-type: none"> • Capacitated small- scale miners 	<ul style="list-style-type: none"> • 2 Small scale miners development program Implemented annually
	<ul style="list-style-type: none"> • District EPWP Enterprise development framework implementation 	<ul style="list-style-type: none"> • Implementation of the District EPWP Enterprise development framework
4.To facilitate the development of enterprises by 2022	<ul style="list-style-type: none"> • SMMEs supported through the Economic Growth Development Fund (EGDF) 	<ul style="list-style-type: none"> • 40 SMMEs supported through the EGDF annually
	<ul style="list-style-type: none"> • Implementation of Women economic empowerment Programs 	<ul style="list-style-type: none"> • 3 women empowerment programs
		<ul style="list-style-type: none"> • 1 Mentorship program annually

		<ul style="list-style-type: none"> • program implemented annually
	<ul style="list-style-type: none"> • Capacitated Enterprises 	<ul style="list-style-type: none"> • 1 Business development
5.To facilitate and improve economic coordination in the District by 2022	<ul style="list-style-type: none"> • Developed and Coordinated District Economy 	<ul style="list-style-type: none"> • 2 Economic District reports annually
	<ul style="list-style-type: none"> • Incentives Policy facilitations workshops 	<ul style="list-style-type: none"> • 2 Incentives Policy facilitation workshops hosted annually

Tourism

Core Functions:

- Tourism development
- Tourism promotion and marketing

Objective		Outcome
	Indicator	Target
1.To facilitate the development of tourism infrastructure and products in the district	<ul style="list-style-type: none"> • Number of upgraded and restored heritage sites 	<ul style="list-style-type: none"> • 2
	<ul style="list-style-type: none"> • Number of Tourism products developed 	<ul style="list-style-type: none"> • 1 Developed Tourism product

2.To position the “Home of the Diamond fields” as a renowned tourism destination brand	<ul style="list-style-type: none"> • Number of participated marketing and promotional platforms 	<ul style="list-style-type: none"> • (5) Platforms annually
3.To facilitate strategic partnerships and participation of tourism role players	<ul style="list-style-type: none"> • Collaboration between all spheres of government and private sectors 	<ul style="list-style-type: none"> • Collaborative partnerships

4.3.3 KPA 3 – Municipal Institutional Development and Transformation Disaster Management

Core Functions:

- Disaster Management
- Fire fighting
- Security Services

Objective	Outcome	
	Indicator	Target
1.To support local municipalities by developing integrated institutional capacity for Disaster Risk Management	<ul style="list-style-type: none"> • Number of disaster management forums established in local municipalities. 	<ul style="list-style-type: none"> • Local Municipalities
	<ul style="list-style-type: none"> • Number of volunteers trained 	<ul style="list-style-type: none"> • 20 annually

2.To assist local municipalities through the implementation Response and Recovery mechanisms	<ul style="list-style-type: none"> • Number of requests or disastrous incidents responded to. 	<ul style="list-style-type: none"> • Local Municipalities
3.To develop Institutional capacity and acquire resources for firefighting services for 3 local municipalities in the district.	<ul style="list-style-type: none"> • Establish firefighting satellite stations 	<ul style="list-style-type: none"> • Phokwane & Dikgatlong
4. To safeguard council's assets by continuously maintaining and upgrading physical security systems.	<ul style="list-style-type: none"> • Percentage maintenance of FBDM security systems 	<ul style="list-style-type: none"> • 100%

Information Communication Technology

Core Functions:

- ICT Service Management;
- Support and Maintenance of the Network Infrastructure and Systems;
- User and IT Asset Management; and
- ICT Strategic Support for the entire district.

Objective		Outcome
	Indicator	Target
1.To provide an effective ICT environment within the Frances Baard District Municipality	<ul style="list-style-type: none"> • Percentage improvement of the ICT environment within the Frances Baard District Municipality 	<ul style="list-style-type: none"> • 100% completion for identified annual programs
2.To provide ICT structure support to the three (3) local municipalities by 2022	<ul style="list-style-type: none"> • Establishment of a direct connectivity link with the local municipalities 	<ul style="list-style-type: none"> • Dikgatlong & Magareng LM
	<ul style="list-style-type: none"> • Shared ICT system/services with local municipalities 	<ul style="list-style-type: none"> • Dikgatlong & Magareng LM
	<ul style="list-style-type: none"> • Percentage improvement of the ICT environment in the Local Municipality 	<ul style="list-style-type: none"> • Magareng LM

Human Resource Management

Core Function:

- Recruitment & Selection
- Employee wellness
- Occupational Health and Safety
- Employment Equity
- Labour Relations

Objectives	Outcomes	
	Indicator	Target
1.To develop the Human Resource strategy	<ul style="list-style-type: none"> A fully developed Human Resource Strategy. 	<ul style="list-style-type: none"> 1 HR strategy by 2018
2.To perform the human Resource function in FBDM	<ul style="list-style-type: none"> Percentage compliance with HRM policies and prescripts. 	<ul style="list-style-type: none"> 100% compliance.
	<ul style="list-style-type: none"> Timeously submitted WSP 	<ul style="list-style-type: none"> April 2018
	<ul style="list-style-type: none"> Percentage implementation of WSP 	<ul style="list-style-type: none"> 100%
3.To provide Human Resource Support to Local Municipalities	<ul style="list-style-type: none"> Established HR forum 	<ul style="list-style-type: none"> 2 sittings annually
4.To support and promote growth and skills development initiatives for communities within the district	<ul style="list-style-type: none"> Percentage implementation of planned learnerships, internships and skills programmes. 	<ul style="list-style-type: none"> 100%

Environmental Management

Core Function:

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

Objective		Outcome
	Indicator	Target
1.To monitor and enforce national environmental health norms and standards in the Frances Baard District	• Number of water samples collected	• 420 samples (annually)
	• Number of inspections at food premises	• 400 inspections (annually)
	• Number of surface swabs collected	• 120 swabs (annually)
	• Number of food handlers trained	• 150 food handlers (annually)
	• Number of inspections at non-food premises	• 150 inspections (annually)
2.To implement and monitor environmental planning and management in the Frances Baard District	• Number of awareness campaigns implemented	• 60 campaigns (annually)
	• Number of environmental calendar days celebrated	• 5 environmental calendar days (annually)
	• Updating of atmospheric emissions inventory	• 1 Updated inventory (annually)

	<ul style="list-style-type: none"> Number of ambient air quality monitoring reports 	<ul style="list-style-type: none"> 4 monitoring reports (quarterly)
	<ul style="list-style-type: none"> Review of Environmental Management Framework 	<ul style="list-style-type: none"> 1 Reviewed EMF

Spatial Planning

Core Function:

- To provide spatial planning support to the local municipalities.

Objective		Outcome
	Indicator	Target
1.To facilitate the development of urban and rural areas in accordance with approved plans by 2022.	<ul style="list-style-type: none"> Processed land development applications submitted to the DMPT. 	<ul style="list-style-type: none"> 100% processed land development applications received from three local municipalities (Magareng, Dikgatlong and Phokwane).

	• Reviewed SDFs	• 4 SDFs
	• Reviewed Land use schemes	• 1 Land use scheme
2.To facilitate the development of Brown and Green field development by 2022.	• Township establishments.	• 100% completed Township Establishments.

Geographical Information System

Core Function:

Provision of spatial data to improve:

- Base information for informed decision-making; and
- Accurate planning and sharing of GIS services.

Objective	Outcome	
	Indicator	Target
1.To promote the use of GIS as a tool in the District by 2021/22	• Access and utilization of GIS in the district	• 4 local municipalities

	<ul style="list-style-type: none"> Promote training and awareness of GIS in the district 	<ul style="list-style-type: none"> 4 local municipalities
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Integrated Development Planning

Core Functions:

- Co-ordinate, integrate and review credible and implementable IDP's.
- Provide support to Local Municipalities with the review and implement the IDP's.

Objective	Outcome	
	Indicator	Target
1.To facilitate the development and review of the district municipality's IDP in compliance with legislation and policies by 2021/2022	<ul style="list-style-type: none"> Developed and reviewed IDP 	<ul style="list-style-type: none"> 1 Developed IDP
		<ul style="list-style-type: none"> 1 Reviewed IDP annually
2.To assist and support the local municipalities in the development and review of their IDPs 2021/2022	<ul style="list-style-type: none"> Reviewed IDP's 	<ul style="list-style-type: none"> Dikgatlong
		<ul style="list-style-type: none"> Phokwane
		<ul style="list-style-type: none"> Magareng

Records Management

Core Function:

- Provision of Records Management services.
- Provision of the following Support services:
 - Cleaning; gardening; messenger; reception; reprography and the management of building maintenance & contractors.

Objectives	Outcome	
	Indicator	Target
1.To comply with the Provincial Archives Act at Frances Baard District Municipality and local municipalities	<ul style="list-style-type: none"> Percentage compliance with records management systems in the district 	<ul style="list-style-type: none"> FBDM by 100%
	<ul style="list-style-type: none"> Improved records management systems in the 3 x locals 	<ul style="list-style-type: none"> Magareng by 20%
		<ul style="list-style-type: none"> Phokwane by 60%
		<ul style="list-style-type: none"> Dikgatlong by 20%
2.To provide effective and cost-efficient office support functions	<ul style="list-style-type: none"> Percentage implementation of support functions programme 	<ul style="list-style-type: none"> 100% of the annual target

3.To ensure maintenance of the building facilities	<ul style="list-style-type: none"> Percentage attendance to reported building maintenance incidences 	<ul style="list-style-type: none"> 100% of reported incidents attended to
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Performance Management System

Core Functions:

- Implementation and maintenance of an institutional performance management system (PMS) in FBDM.
- PMS support to 3 (three) local municipalities in the district.

Objective	Outcome	
	Indicator	Target
To maintain a functional and compliant institutional performance management system in FBDM by 2022	Fully compliant performance management system in FBDM. (Higher level of service delivery to local municipalities and other clients of the DM)	FBDM
To improve the functionality and creation of sustainable performance management systems in compliance with legislation in FBDM district by 2022.	Fully compliant performance management systems in the 3 LMs of the FBDM District. (Higher level of service delivery to communities)	Magareng LM
		Dikgatlong LM
		Phokwane LM

4.3.4 KPA 4 – Good Governance and Public Participation

Communication and Media

Core Function:

- Communication has an obligation to inform, educate, monitor (both media coverage and assess public opinion) about the municipality; thereby assisting and also influencing decision-making.

Objective		Outcome	
	Indicator	Target	
1.To keep the public informed on government activities in the district	<ul style="list-style-type: none">• Informed communities/ stakeholders within the district	<ul style="list-style-type: none">• Implemented communication strategy for FBDM	
	<ul style="list-style-type: none">• Developed communication strategies	<ul style="list-style-type: none">• 2x communications strategies developed for identified LMs by 2019	
	<ul style="list-style-type: none">• Joint government activities / programmes	<ul style="list-style-type: none">• Develop joint annual PPP plan with local municipalities and sector departments	
2.To facilitate the improvement of staff engagement to enable the district municipality to achieve its goals	<ul style="list-style-type: none">• Informed employees	<ul style="list-style-type: none">• Implemented internal communication plan	

Internal Audit

Core Function:

- Providing reasonable assurance regarding the adequacy and effectiveness of risk management, governance and internal control processes in accordance with applicable legislation.
- Providing audit services in in accordance with applicable legislation.

Objective		Outcome	
	Indicator	Target	
1.To evaluate the effectiveness of the established control processes, and assessment of compliance with legislation in FBDM and the LMs	<ul style="list-style-type: none">• Conduct audit as per approved internal audit plans	<ul style="list-style-type: none">• Quarterly internal audit reports per approved annual internal audit plans	

Risk Management

Core Function:

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

Objective		Outcome
	Indicator	Target
1. To manage risk activities in the district.	<ul style="list-style-type: none"> • Developed and implemented risk management policies and strategies 	<ul style="list-style-type: none"> • 100% Implementation of RM policies and strategies for FBDM
		<ul style="list-style-type: none"> • 100% Development and Implementation of RM policies and strategies for Dikgatlong and Magareng LM's
2. To prevent and manage fraud and corruption in the district.	<ul style="list-style-type: none"> • Developed and implemented fraud prevention policies and strategies 	<ul style="list-style-type: none"> • 100 % Implementation of fraud prevention policies & strategies for FBDM

		<ul style="list-style-type: none"> 100 % Development and Implementation of fraud prevention policies & strategies for Dikgatlong and Magareng LM's
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Legal and Compliance

Core Function:

- Provision of a comprehensive legal advisory services in order to safeguard the interest of the municipality.

Objective		Outcome
	Indicator	Target
1.Provision of legal services in the district by 2022	<ul style="list-style-type: none"> Sound and improved legal and compliance services in the district 	<ul style="list-style-type: none"> 100% Legal and compliance services for the district on a quarterly basis
4 Provision of sound legal binding contracts in the district by 2022	<ul style="list-style-type: none"> Vetted contracts for the district 	<ul style="list-style-type: none"> 100% Vetting and drafting of contracts for the district on a quarterly basis

Youth Services

Core Function:

- Co-ordinate, facilitate, advice, and monitor the mainstreaming of youth economic development policies and programmes for the district.
- Capacitate disadvantaged and marginalised youth in the district.
- Build relations and partnership with other youth organisations and non-governmental organisations in the district.

Objective		Outcome
	Indicator	Target
1.To facilitate youth development programmes in the district by strengthening and supporting organized youth and civil society youth structures in the district 2022	<ul style="list-style-type: none"> • Co-ordination of relations of internal and external stakeholders 	<ul style="list-style-type: none"> • Magareng LM
		<ul style="list-style-type: none"> • Dikgatlong LM
		<ul style="list-style-type: none"> • Phokwane LM
	<ul style="list-style-type: none"> • Facilitation of relations with youth structures 	<ul style="list-style-type: none"> • 15 Youth organisations annually (5 per local municipality)

		• Magareng LM
		• Dikgatlong LM
		• Phokwane LM

Special Programmes

Core Functions:

- Facilitate special programmes and commemorative days in the district

Objective		Outcome
	Indicator	Target
1.To coordinate and monitor special programmes in the district	• Persons with disability	• Coordinated program annually in the district
	• MRM	
	• Older persons	
	• Gender	
	• Commemorative days	

Committee Services

Core Functions:

Objective	Outcome	
	Indicator	Target
1.To ensure timely, efficient and effective implementation of Council resolutions by 2022	Monthly reports on action taken on Council resolutions.	Annually

4.3.5 KPA 5 – Municipal Financial Viability & Management

Budget and Treasury

Core functions:

- To ensure in-year reporting in compliance with the applicable legislation; and
- Provide financial management support to local municipalities.

Objective	Outcome	
	Indicator	Target
1.To ensure compliance with all accounting and legislative reporting requirements	• 100% Compliance to budgeting and reporting requirements	• 11 section 71 reports;
		• 1 section 72 report

		<ul style="list-style-type: none"> 1 section 52 report
		<ul style="list-style-type: none"> 1 annual financial statement
2.To provide financial management support to the local municipalities in the district	<ul style="list-style-type: none"> 100% Implementation of support programme to the local municipalities 	<ul style="list-style-type: none"> Magareng, Dikgatlong and Phokwane support reports

Revenue and Expenditure

Core Functions:

- Effective and efficient management of revenue & debt collection, expenditure management, payroll management, cash & investment management and asset management in compliance with applicable legislation.

Objective		Outcome
	Indicator	Target
1.To ensure long-term financial sustainability of the municipality	<ul style="list-style-type: none"> Sound financial management practice according to National Treasury guidelines 	<ul style="list-style-type: none"> 100% Compliance
2.To ensure effective debt collection and implementation of revenue generation strategies	<ul style="list-style-type: none"> 100% Collection of debtors 	<ul style="list-style-type: none"> 100% Compliance

3.To ensure the proper management of cash resources to meet financial liabilities	<ul style="list-style-type: none"> • 100% Compliance to National Treasury guidelines 	<ul style="list-style-type: none"> • 100% Compliance
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Supply Chain Management and Procurement

Core Functions:

- To implement a supply chain management system in compliance with applicable legislation; and
- To provide advisory support on supply chain related matters to the municipalities.

Objective	Outcome	
	Indicator	Target
1.To ensure proper systems of supply chain management	<ul style="list-style-type: none"> • 100% Compliance with supply chain management system 	<ul style="list-style-type: none"> • Implemented procurement plan; and
		<ul style="list-style-type: none"> • SCM monthly reports
2.To provide supply chain management support to the local municipalities	<ul style="list-style-type: none"> • 100% Implementation of support programmes to the local municipalities 	<ul style="list-style-type: none"> • Report from local municipalities

5. CHAPTER 5: SECTOR PLANS AND INTEGRATED PROGRAMMES

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

The purpose of these plans and programmes is to ensure fulfillment of sectoral planning requirements and compliance with sectoral principles, strategies and programmes, thereby providing basis for departmental operational planning and budgeting. The approaches and plans to achieve these outcomes are contained in various national and provincial legislation and policy frameworks.

National departments through legislation and policies express government priorities, strategies, plans and programmes. The legislation and policies also require municipalities to develop sector specific plans to guide the rendering of certain services.

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

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

Developmental vision sector plans consist of the following:

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

- Financial Plan.

Service Oriented Sector Plans consist of the following:

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

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

The Service Oriented Plans also known as the Input Sector Plans should be developed to support the vision and strategic intent of the Developmental Vision Sector Plans.

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

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

The following integrated plans and sector programmes have been prepared and adopted by Council between 2005 and 2016.

5.1 Water Services Development Plan

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

5.2 Integrated Transport Plan (ITP)

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

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

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

5.3 Human Resource Strategy

The Human Resource Strategy was prepared in 2005 and it will be reviewed in the 2018/19 financial year. 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.

5.4 Performance Management System

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

5.5 Disaster Management Plan

In terms of section 53 of the Disaster Management Act, FBDM is required to prepare Disaster Management plan for its area of jurisdiction. The Plan was developed during the 2005/2006 financial year and adopted by Council in April of 2006. It was then reviewed in the 2012/13 financial year and was adopted by Council in January 2013.

The district disaster management plan also incorporated the Magareng, Phokwane and Dikgatlong local municipality. The District Disaster Management Plan included matters such as flooding; fires (structural fires, veld fires); Health (HIV and TB) and motor vehicle accident (N12 Magareng and N18 Phokwane).

5.6 Spatial Development Framework (SDF)

The Spatial Development Framework (SDF) for Frances Baard District Municipality has been operational since October 2007. The document was approved by the Council and effectively utilized to manage spatial development. The introduction of SPLUMA and approval of the following two documents however necessitated the review of the SDF in order to acknowledge new approved approaches:

- The Northern Cape Provincial SDF (2012),
- The “Guidelines for the Development of Municipal Spatial Development Frameworks” by the Department of Rural Development and Land Reform.

The SDF was then reviewed and approved by council in 2014. The main purpose of the revised FBDM SDF is to provide developmental guidelines to SDF’s at local level and to align them to the Provincial SDF. Therefore the core values, principles and strategies of the Provincial SDF would be filtered down to the Local SDF’s within the Frances Baard Service area.

The SDF does not establish or take away land use rights and should be applied in a flexible manner to order land use planning. The preparation of the SDF is in compliance with SPLUMA and the SDF guidelines. Thus the Frances Baard District Municipal Spatial Development Framework is therefore mandatory. The SDF planning process incorporated a broad stakeholders’ consultation process which provided opportunity for inputs from various levels.

5.7 District Growth and Development Strategy

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

integrated cities, towns and rural areas as well as the promotion of local economic development.

This has also seen a number of interventions and initiatives aimed at boosting the economy, very specifically the country saw an active drive by government towards economic growth through initiatives such as the introduction of the second Industrial Policy Action Plan, the acceleration of the Expended Public Works Programme and a number of sector specific interventions to mention but a few.

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

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

5.8 LED Strategy

Frances Baard LED Strategy was reviewed in 2015 and was adopted by Council on 23 March 2015. Local Economic Development is an ongoing process, rather than a single project or a series of steps to follow. It involves identifying and using local resources, ideas and skills to stimulate economic growth and development. The aim of LED is to create enterprise development and employment opportunities for local residents, alleviate poverty and, redistribute resources and opportunities to the benefit of all local residents.

LED is characterized by the following objectives:

- Creating an enabling environment for enterprise development;

- Establishing a job-creating economic growth path;
- Embarking upon sustainable rural development and urban renewal; and
- Bringing the poor and disadvantaged to the centre of development

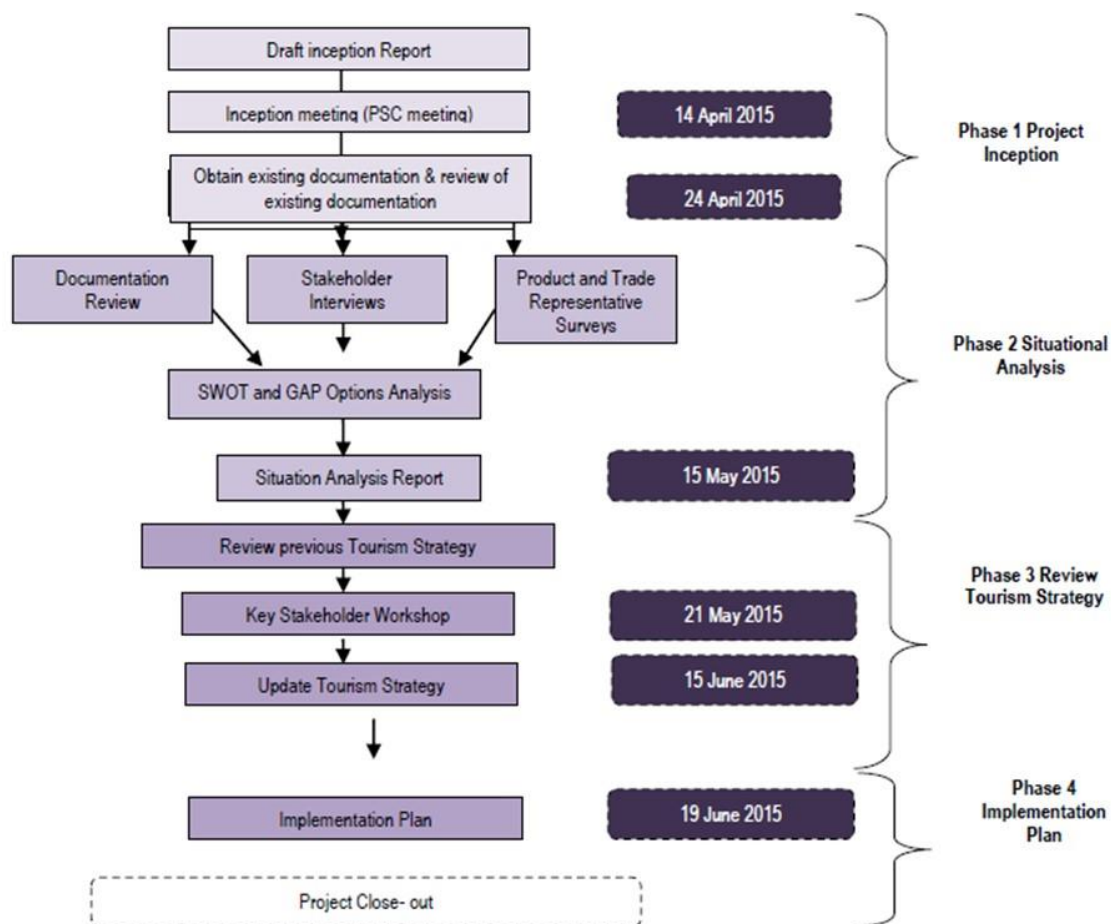
5.9 Tourism Strategy

Tourism Strategy was reviewed in 2014/2015 financial year and was approved by Council on 24 February 2016. FBDM has identified tourism as a sector with great potential for economic growth in the district. In order to create an enabling environment through the utilization of wealth of cultural, historic and natural resources found in the district, a review of the 2009 Tourism Strategy was completed. The Updated Tourism Strategy was finalised in June 2015.

The Updated Tourism Strategy study process comprised of four (4) phases, namely:

- Phase 1: Project Inception;
- Phase 2: Situational Analysis;
- Phase 3: Review Tourism Strategy; and
- Phase 4: Implementation Plan.

Figure 10: Flow Chart Depicting the approach to the study



Vision for Tourism

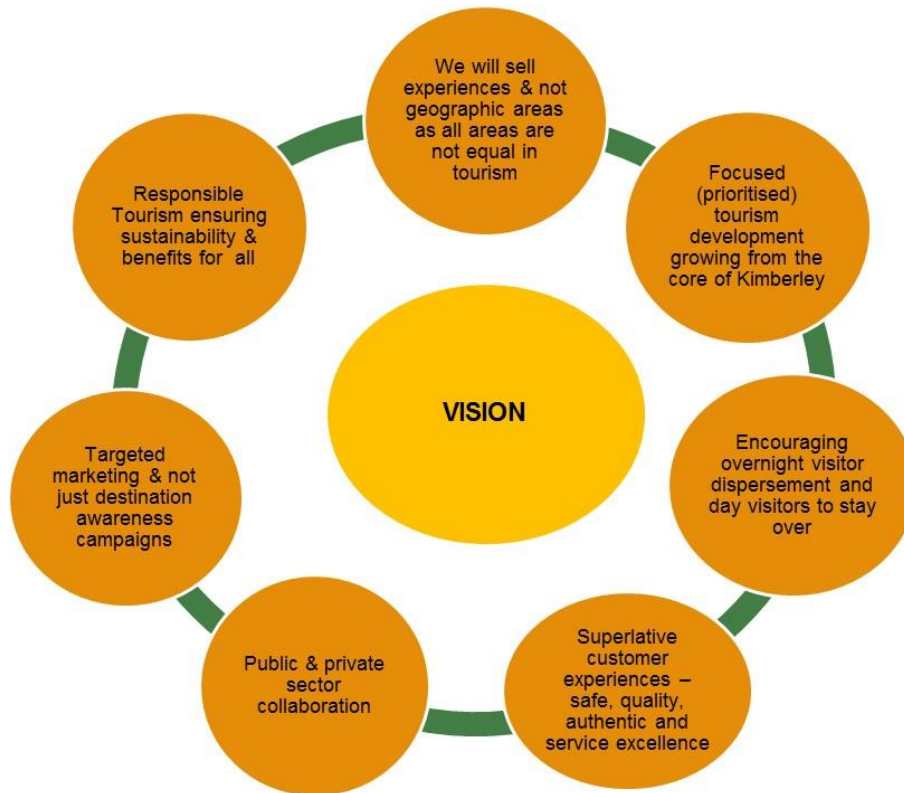
Based on the research, including observations and stakeholder interactions conducted in Phase 2 (i.e. the Situational Analysis), the vision that governs the strategic tourism direction of the district is:

By 2020 the Diamond Fields region will be on track to be known for its variety of tourism experiences including mining history and heritage, adventure and nature as well as other niche markets such as avi-tourism and agri-tourism.

Mission Elements for Tourism

The following mission will assist in achieving the above vision – refer to Figure 8 below.

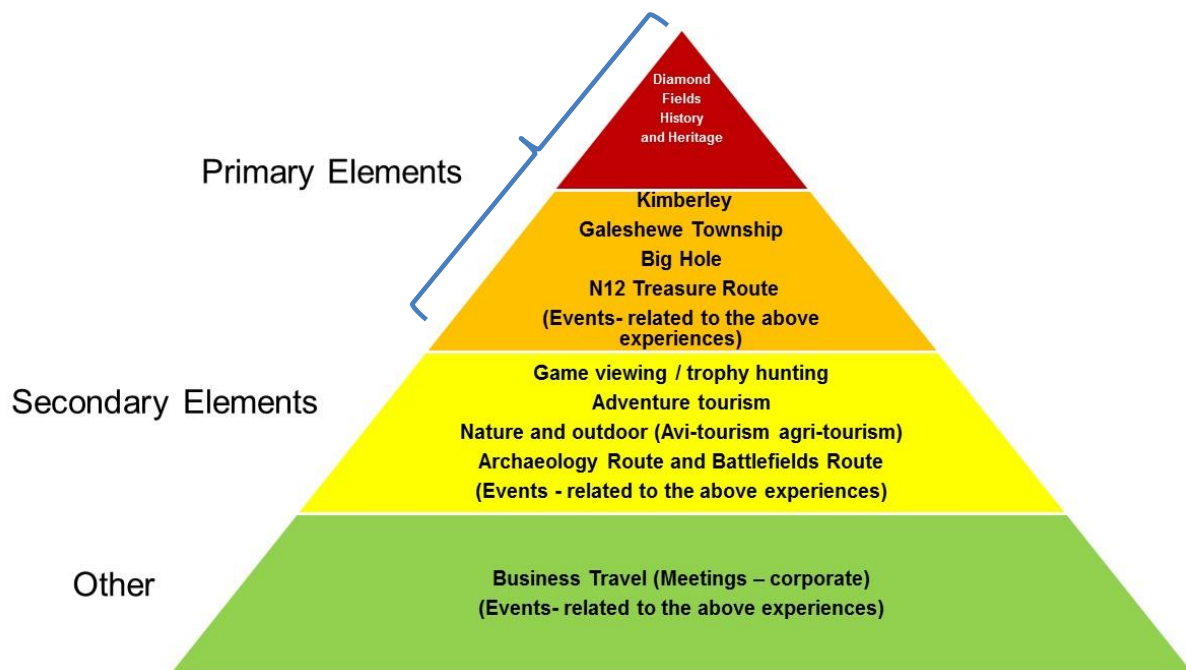
Figure 11: Tourism mission elements



Core Tourism Experiences and Resources Available

Based on Phase 2 (i.e. the Situational Analysis) of this study including research, observations and stakeholders' specifications, Figure 9 shows the core tourism experiences in the district. It is important to note that when examining the priority elements identified below, it is not intended to reflect all tourism offerings for FBDM but rather the most distinctive elements.

Figure 12: Triangle of priority experiences



- Primary elements (i.e. principal theme considered unique – even iconic - not only in the district but in the greater destination it forms part of, i.e. Northern Cape and South Africa):
- Diamond Fields history and heritage associated with the district, relating primarily to the:
 - a) Mining, migration of people, packaged and unpackaged heritage tourism offerings available as well as the history thereof.
 - ii) Emphasis on the Big Hole (including the surrounding diamond fields) as a unique tourism asset (even icon) for the country and the history thereof.
 - iii) Galeshewe Township associated with mining, history of the migrants and growth of the township.
- Kimberley as the capital city of the Province and gateway to the Kalahari linking to Upington and Bloemfontein. Established node and internationally recognised city.
- Integral part of the N12 Treasure Route.

- Events related to the above experiences.
- Secondary elements (not considered unique but still of significance particularly in a provincial context):
- Game viewing / trophy hunting considered an important niche market.
- Adventure tourism considered an important niche market.
- Nature and outdoor (including agri-tourism and avi-tourism) based on the natural environment offering rural flat open plains of veld and farm scenery providing a pleasant landscape.
- Archaeology Route and Battlefields Route.
- Events related to the above experiences.
- Other
- Business travelers.
- Events related to the above experience.

Targets for Tourism

Targets for tourism in FBDM are broken down into 3 categories which should be dealt with accordingly, namely:

- Priority 1: Extremely important objective;
- Priority 2: Important objective; and
- Priority 3: Moderately important.

Table 7 below summarises all the priority 1 objectives identified for tourism.

Table 7: Summary of priority 1 targets

Order of importance	FBDM Updated (2020) Tourism objectives	FBDM 2020 Targets
Priority 1	Increase number of overnight foreign arrivals	111 697 visitors (same target as the NCTMP at an 8% annual increase)
Priority 1	Increase number of overnight domestic arrivals	238 672 visitors (same target as the NCTMP at an 2% annual increase)
Priority 1	Increase in public sector /	Specify budget and provide financial

	government investment in tourism infrastructure	as well as other forms of support to at least 5 tourism related projects
Priority 1	Increase in private sector investment in tourism (for new and existing products)	Track private sector investment (specify a target of number of new projects pa; specify size of project to track).
Priority 1	Increase the marketing of the district tourism experiences	Increase the % of the tourism budget spent on marketing activities, particularly experience marketing.
Priority 1	Ensure that all stakeholders in the area (government and private sector, different races) work together for the overall good of the area	Increase the attendance at tourism stakeholder forums. Ensure balanced representation by private and public sector as well as local area.

Table 8 below summarises all the priority 2 objectives identified above as well as details the targets.

Table 8: Summary of priority targets

Order of importance	FBDM Updated (2020) Tourism objectives	FBDM 2020 Targets
Priority 2	Increase number of people employed in the sector	Determine the number of people employed in the sector. A % increase in the number of jobs.
Priority 2	Increase direct investment by investors based outside of the district	Gauge level of FDI. 50% of tourism investments from new investors not already based in the District.
Priority 2	Increase and maintain visitor satisfaction levels	Achieve at least a 80% satisfaction index.
Priority 2	Encourage transformation in the	60% with a scorecard

Order of importance	FBDM Updated (2020) Tourism objectives	FBDM 2020 Targets
	tourism sector	40% reaching target (BEE) Increase by 30% (Black ownership)
Priority 2	Increase spread of tourism activity / benefits by focusing on core experience improvement and marketing throughout the district	Increase overnight visitor levels in all local municipal areas of the district. Increase events in all local municipal areas.
Priority 2	Decrease seasonality by encouraging events throughout the year	Increase number of events in of-season period
Priority 2	Promote responsible tourism practices	Increase number of tourism businesses in FBDM that are accredited by Fair Trade & Tourism and are graded.
Priority 2	Increase number of people employed in the sector	Determine the number of people employed in the sector. A % increase in the number of jobs.
Priority 2	Increase direct investment by investors based outside of the district	Gauge level of FDI. 50% of tourism investments from new investors not already based in the District.

Table 9 below summarises all the priority 3 objectives identified above as well as details the targets.

Table 9: Summary of priority 3 targets

Order of importance	FBDM Updated (2020) Tourism objectives	FBDM 2020 Targets
Priority 3	Improve awareness on the	Increase the number of awareness

	existence and significance of tourism	activities on an annual basis
Priority 3	Encourage more community participation	Encourage more community participation in tourism

Prioritised investment projects for tourism product development are:

- Project 1: Develop and improve potential and current history and heritage products (including the Vintage Tram and establishing and expanding the Galeshewe Township Product)
- Project 2: Develop an Events Programme
- Project 3: Water / River based multi-use visitor facilities / soft adventure experience
- Project 4: Avi-tourism project
- Project 5: Promotion of the N12 Treasure Route and Development of the N18 Tourism Route

5.10 Integrated Waste Management Plan

The Integrated Waste Management Plan (IWMP) is currently in the process of being reviewed. The reviewed IWMP will 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. Integrated Waste Management Plan is prepared in terms of Section 4 of the NEM: Waste Management Act of 2008. The IWMP presents the strategic

planning options that can be taken to address the shortfalls in each of the local municipalities in the district.

5.11 Environmental Management Framework

Environmental Management Framework (EMF) is a framework of spatially represented information connected to significant environmental (i.e. ecological, social and economic) parameters, such as ecology, hydrology, infrastructure and services.

The EMF was developed and adopted by Council in 2004. The main purpose of the development of the EMF which was adopted by Council in 2011 was to proactively identify areas of potential conflict between development proposals and critical/sensitive environments (DEAT, 1998). The EMF will be reviewed during the 2018/19 financial year. The legislative frameworks that govern the development of an EMF are as follows:

- The NEMA (Act 107 of 1998) S 2, 23 and 24
- The EMF Regulations (Government Notice No. R547),

The main goal for initiating the development of the FBDM EMF is bridging the division between development planning and environmental considerations by integrating environmental opportunities, constraints and critical resource management issues into land use and development endeavours

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.

5.12 Air Quality Management Plan

Air quality management plan (AQMP) was Prepared in accordance with Section 15 of the National Environmental Management: Air Quality Act 39 of 2004.

The main goals of the FBDM AQMP are to:

- Achieve and sustain acceptable air quality levels within the district;
- Minimise the negative impact of air pollution on people's health and well-being and on the environment

The Air Quality Management Plan prepared in 2011 will be reviewed in 2017/2018 financial year. The focus of the 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.

5.13 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 strategy for the next five years (2017/18-2021/22) aims 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.

5.14 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. The plan is being reviewed and will be completed and implemented in the 2017/2018 financial year. Integrated Development Planning (IDP), Budget Consultation meetings and Ward meetings are forms of public participation that allow 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.

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

Through the crucial assessment of the objectives, strategies and projects of the district municipality it can be deduced that most of the international conventions, regional commitments, national and provincial policies and Framework find expression in the District IDP.

6.1 Purpose of Alignment

Local government as the “implementation hub” of the government’s vision, it is incumbent that there be synergy across all spheres of government’s plans in order to achieve maximum impact in resource allocation and project implementation. The prioritization of needs, allocation of resources and the implementation of projects within and between the three spheres of government should be 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 planning tools used in the execution of its mandate. At the national level there are: the National Development Plan (NDP) 2030, the Medium Term Strategic Framework (MTSF) 2014-2019, the National Spatial Development Perspective (NSDP) , the New Growth Path (NGP) and Service Delivery Agreement e.g.: Outcome 9 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:

6.2 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 center piece of partnership with business and labour.

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.

6.3 National Development Plan 2030

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

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

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:

- Creating jobs and improving livelihoods;
- Expanding infrastructure;

- Transition to a low-carbon economy;
- Transforming urban and rural spaces;
- Improving education and training;
- Providing quality health care;
- Fighting corruption and enhancing accountability; and
- Transforming society and uniting the nation.

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

The National Development Plan makes a firm commitment in achieving a minimum standard of living which can be progressively realised through a multi-pronged strategy. The Plan does not define the minimum standard of living but provides a framework for the adoption of a minimum standard of living by society. It anticipated that the implementation of the NDP 2030 will commence through the MTSF 2014-2019

6.4 The Medium Term Strategic Framework (2014-2019)

This Medium Term Strategic Framework (MTSF) is Government's strategic plan for the 2014-2019 electoral term. It reflects the commitments made in the election manifesto of the governing party, including the commitment to implement the NDP. The MTSF sets out the actions government will take and targets to be achieved. It also provides a framework for the other plans of national, provincial and local government.

The MTSF highlights Government's support for a competitive economy, creation of decent work opportunities and encouragement of investment. This is the first MTSF to follow the adoption of the NDP in September 2012. The introduction of a long-term plan brings greater coherence and continuity to the planning system and means

that the MTSF now becomes a five year building block towards the achievement of the vision and goals of the country's long term plan.

The aim of the MTSF is to ensure policy coherence, alignment and coordination across government plans as well as alignment with budgeting processes. Performance agreements between the President and each Minister will reflect the relevant actions, indicators and targets set out in this MTSF.

The Medium Term Strategic Framework (MTSF) 2014-2019 identifies fourteen strategic priorities derived from the popular mandate-which are summarized as follows:

- Quality basic education.
- A long and healthy life for all South Africans.
- All people in South Africa are and feel safe.
- Decent employment through inclusive growth.
- A skilled and capable workforce to support an inclusive growth path.
- An efficient, competitive and responsive economic infrastructure network.
- Vibrant, equitable, sustainable rural communities contributing towards food security for all.
- Sustainable human settlements and improved quality of household life.

Key targets include:

Enhanced institutional capabilities for effective coordination of spatial investment-with a target of 49 municipalities assigned or accredited with the housing function.

Responsive, accountable, effective and efficient local government.

Key targets are:

Increase in the percentage of households with access to a functional water service from 85% in 2013 to 90% by 2019

- Increase in the percentage of households with access to a functional sanitation service from 84% in 2013 to 90% by 2019, including elimination of bucket situation in the formal areas.
- 1.4million additional households to be connected to the grid between 2014 and 2019.
- Income support to the unemployed through expansion of Community Work Programme to reach 1million participants in 2019.
- An improvement in the overall municipal audit outcomes, with at least 75% of municipalities receiving unqualified audits by 2019.
- Protect and enhance our environmental assets and natural resources.
- Create a better South Africa and contribute to a better Africa and a better world.
- An efficient, effective and development-oriented public service.
- A comprehensive responsive and sustainable social protection system.
- A diverse, socially cohesive society with a common national identity

6.5 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.”

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

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

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.

6.6 Provincial Growth and Development Strategy (PGDS):

The core purpose of the NCPGDS is to enable stakeholders from public, private and parastatal sectors together with labour and civil society to determine a plan for sustainable growth and development of the Northern Cape. The NCPGDS sets the tone for development planning and outlines the strategic planning direction in the province. The main objectives set by the NCPGDS for development planning in the province are:

1. Promoting the growth, diversification and transformation of the provincial economy;
2. Poverty reduction through social development;
3. Developing requisite levels of human and social capital;
4. Improving the efficiency and effectiveness of governance and other development institutions;
5. Enhancing infrastructure for economic growth and social development.

The NCPGDS gave consideration to development targets set by national government, the Millennium Development Goals (MDG) and the World Summit on Sustainable Development (WSSD) resolutions. As a consequence, targets were developed for the Province that is quantifiable, measurable and achievable.

6.7 Provincial Spatial Development Framework:

The PSDF is a policy document that promotes a 'developmental state' in accordance with national and provincial legislation and directives. It aligns with the Northern Cape Provincial Growth and Development Strategy which has committed the Northern Cape to 'building a prosperous, sustainable and growing provincial economy which reduces poverty and improves social development'. Northern Cape Spatial Development Framework was completed on 31 July 2012.

The PSDF puts forward comprehensive plans and strategies, which collectively indicate which type of land-use, should be promoted in the Province, where such land-use should take place, and how it should be implemented and managed. In broad terms, the PSDF:

- Indicate the spatial implications of the core development objectives of the Northern Cape Provincial Growth and Development Strategy.
- Serve as a spatial plan that facilitates local economic development.
- Lay down strategies, proposals and guidelines as it relates to sustainable development.
- Facilitate cross-boundary co-operation between district and local municipalities, adjoining provinces, and bordering countries.
- Serve as a manual for integration and standardization of the planning frameworks of all spheres of government in the Province with specific reference to the following:

- Guiding the district and local municipalities in the preparation of their spatial development frameworks.
- Facilitating land-use classification in a standard format in accordance with defined Spatial Planning Categories.

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

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

- a) Supporting the district and local municipalities in the preparation of their SDFs prepared in terms of the northern cape planning and development Act 1998, the Local Government Municipal Systems Act 32 of 2000, and the spatial planning and land use management Act (2013) . specific reference is made to:
 - Facilitating the land use classification of the entire land surface of the province in a standard format in accordance with a set of dedicated Spatial Planning Categories
 - Describing the existing and desired future spatial patterns that provide for integrated, efficient and sustainable settlement throughout the province.
- b) Guiding the investment of public resources through the following
 - Providing a credible context for pubic investments in the coming years
 - Promoting rational and equitable development of areas that have lagged behind
 - Providing certainty to all stakeholders regarding spatial and socio-economic implications of future development in the Northern Cape

- Providing a basis for coordinated decision-making and policy formulation regarding future land-use
- Facilitating cross-boundary co-operation and co-ordination between district and local municipalities, adjoining provinces, and bordering countries as it relates to issues that are of mutual interest for their respective areas of jurisdiction.

6.8 Integrated Urban Development Framework (IUDF)

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

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

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

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

- Integrated urban planning and management;
- Integrated transport and mobility;
- Integrated sustainable human settlements;
- Integrated urban infrastructure;
- Efficient land governance and management;

- Inclusive economic development;
- Empowered active communities;
- Effective urban governance; and
- Sustainable finances.

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

The new urban agenda aims at enhancing the contribution of cities to sustainable development and ensure that cities are inclusive, safe, resilient and sustainable (Habitat III- New Urban Agenda, 2016). The South African urban population is estimated to grow by about 10% every two decades, reaching 70% in 2030 and almost 80% in 2050 (NDP, 2011).

The State of South African Cities Report (2016) states that unplanned and unmanaged urbanisation can lead to increased inequality; the growth of slums; and disastrous impacts with particular challenges in four areas:

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

In order to leverage urbanisation, the following reports are required:

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

It is important to note that FBDM is not immune to urban growth as it has the highest population in the Northern Cape. The IUDF is a response to urbanisation trends and a directive by the National Development Plan (NDP) to develop an urban development policy that will ensure proper planning and necessary infrastructure to support growth and development. The five (5) year integrated development plan of FBDM must ensure that the directives of the NDP and IUDF are aligned to the spatial development plans of rural development plan and land use schemes. The policy levers enshrined in the IUDF will be used as a basis to respond to chapter 8 of the NDP which emphasises transformation of human settlements from spatial injustice of the past (NDP, 2011).

6.6 Frances Baard District Growth and Development Strategy (FBDM-DGDS)

The Frances Baard District Growth and Development Strategy was prepared and finalized in 2014 and adopted by Council on 23 March 2015.

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

6.7 Rural Development Plan

The methodology of the Rural Development Plan lies within the realisation of Outcome 7 and its outputs of the Medium-Term Strategic Framework (MTSF). Outcome 7 forms the basis of the approach followed. The plan strives to accommodate the drivers of Rural Development, which provides some structure towards the expected outcome to be measured through the Medium Term Strategic framework (MTSF). The key economic sector targeted is the agricultural sector as

most of the potential sustainable projects and employment opportunities lie within this sector.

There are six (6) critical focus areas which have been identified in an attempt to unlock the rural status quo. The focus areas are elaborated on hereafter:

➤ Food security

In essence, the formulation of the rural development plan arises from the unsatisfactory performance of the agricultural sector, the economic base of the rural areas. The performance of most food crops has remained poor, mainly due to extreme rainfall patterns and low technology used. As a result the food security situation has remained one of the major problems in the rural areas. There is need to increase agricultural productivity by improving markets, private sector investment, physical infrastructure, human capital, and demand-driven research and extension services.

The Rural Development focus is therefore to utilize or target existing land reform and agricultural projects towards a unique ring fenced market through proper transportation routes, fresh produce markets, collection and distribution routes and agricultural related cooperatives to benefit the emerging farming market.

Project prioritization was based on the food basket approach to specifically target the cereal (bread, flower), Beef (mutton, beef, and poultry), Fruit and Vegetables (Apples, Tomatoes, and Soya etc.) and Dairy food groups. Beef, Poultry and Bread are amongst the highest contributions towards the food basket and cost savings especially through improved transportation and local produce would decrease the value of these items, thus improving the lives of the poorest of the poor. A strong “produce local” campaign is driving the projects proposed in this plan.

➤ Agri-park alignment

The Agri-park concept is critical towards the successful implementation of the plan and where as far possible assessments were done to prioritize Farming Production Supporting Units (FPSU's) and projects per FPSU. As funds are limited, not all projects could be implemented with immediate effect. This necessitated the prioritization of primary production prior to processing facilities. Many of the processing facilities proposed can't be viable without optimizing the primary production first.

Alignment towards the Agri-park concept is of utmost importance as it requires all projects, ideas, and concepts to align to this concept, this ensures that projects can be funded and supported as part of this national initiative.

➤ Agricultural value chains

It is important to understand the value chains as they provide guidance on the primary production requirements as well as the processing opportunities presented per value chain. All possible value chains posing to opportunities for processing and beneficiation towards the local communities are mutton, wool, grain and vegetable value chains.

➤ Sustainable livelihoods

Strong linkages towards the socio-economic needs per town or region have been briefly addressed with more specific and detailed attention being targeted towards the one (1) hectare, one (1) household policy implementation. Potential successful models were presented in the report with a Zimbabwe model providing some ideology that could prove to be of some value towards the implementation of this policy in the District. Warenton, Hartswater, Pampierstad, Barkley West, Ritchie, Windsorton and Jan Kempdorp are towns that were identified following a thorough assessment with criteria identified that could be successful pilot sites for the implementation of the policy.

➤ Urban rural linkages

Linkages through GIS optimization have been used to link all Land Reform and Agricultural projects to the nearest urban built up area. This approach was followed to facilitate primary production and some basic processing towards the local towns first which would bring down transportation cost. All surplus produce would then be distributed to either the FPSU or the District Agri-Hub for further processing and exports to other Districts, Provinces and even National and International markets depending on the product quantity and market needs.

A top down and bottom up assessment was done to ensure that there is healthy balance between both the rural and urban communities.

➤ Disaster management

Basic analysis was concluded to spatially establish disaster prone areas that should be avoided where possible in managing or acquiring new farms towards sustainable rural development. Some of the data sets included is rainfall, hail occurrence, frost, droughts and fire risk areas. These presentations should facilitate decision making and mitigation processes to ensure a sustainable rural development environment.

7. CHAPTER 7: BUDGET PROJECTION

In compliance with the Municipal Systems Act, hereunder is a summary of FBDM's three (3) year budget projection.

Description	2014/15	2015/16	2016/17	Current Year 2017/18			2018/19 Medium Term Revenue & Expenditure Framework		
R thousands	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21
Financial Performance									
Property rates	–	–	–	–	–	–	–	–	–
Service charges	–	–	–	–	–	–	–	–	–
Investment revenue	6 882	7 866	6 805	5 262	5 262	4 535	4 805	5 247	5 247
Transfers recognised - operational	102 395	110 413	114 013	118 569	118 698	118 698	122 111	125 288	129 218
Other own revenue	1 124	2 779	1 151	1 727	1 727	1 727	1 609	1 607	1 603
Total Revenue (excluding capital transfers and contributions)	110 402	121 058	121 968	125 558	125 687	124 960	128 525	132 142	136 068
Employee costs	48 078	54 008	58 307	66 558	71 240	64 411	74 244	74 994	79 530
Remuneration of councillors	5 691	5 988	5 950	6 369	6 376	6 139	5 875	5 875	5 875
Depreciation & asset impairment	3 769	3 961	3 927	3 290	3 290	3 290	4 516	4 516	5 416
Finance charges	2 381	2 397	2 649	487	487	513	222	–	–
Materials and bulk purchases	759	732	976	1 055	1 305	1 520	1 952	2 055	2 140
Transfers and grants	27 672	36 322	35 909	22 995	25 195	23 341	8 382	12 029	12 898
Other expenditure	24 519	34 147	29 691	34 494	35 239	30 468	35 880	35 589	35 925
Total Expenditure	112 869	137 555	137 409	135 249	143 133	129 682	131 071	135 058	141 784
Surplus/(Deficit)	(2 467)	(16 497)	(15 441)	(9 690)	(17 445)	(4 722)	(2 546)	(2 916)	(5 716)
Transfers and subsidies - capital (monetary allocated)	–	–	–	–	–	–	–	–	–
Contributions recognised - capital & contributed assets	–	–	–	–	–	–	–	–	–
Surplus/(Deficit) after capital transfers & contributions	(2 467)	(16 497)	(15 441)	(9 690)	(17 445)	(4 722)	(2 546)	(2 916)	(5 716)
Share of surplus/ (deficit) of associate	–	–	–	–	–	–	–	–	–
Surplus/(Deficit) for the year	(2 467)	(16 497)	(15 441)	(9 690)	(17 445)	(4 722)	(2 546)	(2 916)	(5 716)
Capital expenditure & funds sources									
Capital expenditure	2 125	5 582	7 325	10 087	14 050	9 178	2 655	1 900	–
Transfers recognised - capital	–	–	–	–	–	–	–	–	–
Public contributions & donations	–	–	–	–	–	–	–	–	–
Borrowing	–	–	–	–	–	–	–	–	–
Internally generated funds	2 125	5 582	7 325	10 087	14 050	9 178	2 655	1 900	–
Total sources of capital funds	2 125	5 582	7 325	10 087	14 050	9 178	2 655	1 900	–
Financial position									
Total current assets	97 164	77 473	56 400	43 395	33 480	53 459	57 486	74 840	93 216
Total non current assets	53 259	61 719	69 104	74 944	72 689	70 441	68 565	65 950	60 534
Total current liabilities	22 579	22 948	24 890	22 767	24 890	25 485	24 000	24 000	24 000
Total non current liabilities	33 379	32 375	32 186	30 011	32 186	34 485	32 000	32 000	32 000
Community wealth/Equity	94 465	83 869	68 427	65 561	49 094	63 930	70 051	84 790	97 749
Cash flows									
Net cash from (used) operating	4 082	(11 641)	(5 369)	1 115	(6 641)	375	13 126	19 254	18 375
Net cash from (used) investing	(2 927)	(4 782)	(11 819)	(10 087)	(14 050)	(1 086)	(3 473)	(1 900)	–
Net cash from (used) financing	(1 607)	(1 785)	(1 985)	(2 224)	(2 224)	(2 224)	(2 485)	–	–
Cash/cash equivalents at the year end	87 483	69 275	50 102	40 354	27 188	47 167	54 336	71 690	90 066
Cash backing/surplus reconciliation									
Cash and investments available	92 733	74 825	60 552	45 904	27 188	53 067	60 336	77 690	96 066
Application of cash and investments	11 090	(1 473)	1 421	8 675	9 896	27 447	28 738	31 688	31 687
Balance - surplus (shortfall)	81 643	76 298	59 132	37 228	17 292	25 620	31 598	46 002	64 379
Asset management								0	
Asset register summary (WDV)	38 533	47 571	50 540	60 796	64 759	64 759	61 750	59 138	54 085
Depreciation	3 769	3 961	3 927	3 290	3 290	3 290	4 516	4 516	5 416
Renewal of Existing Assets	1 149	939	862	730	697	666	398	–	–
Repairs and Maintenance	3 254	3 521	3 936	4 299	4 549	3 877	5 145	5 278	5 012
Free services									
Cost of Free Basic Services provided	–	–	–	–	–	–	–	–	–
Revenue cost of free services provided	–	–	–	–	–	–	–	–	–
Households below minimum service level									
Water:	–	–	–	–	–	–	–	–	–
Sanitation/sew erage:	–	–	–	–	–	–	–	–	–
Energy:	–	–	–	–	–	–	–	–	–
Refuse:	–	–	–	–	–	–	–	–	–

FRANCES BAARD DISTRICT MUNICIPALITY

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